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ANNUAL MEETING
2021

GNC
Visioning
the Future

2021 Annual Meeting – Day 1

Co-chairs:

Colleen Emary, GNC Technical Alliance co-chair
and SAG member, WVI &

Erin Boyd, SAG member, USAID/BHA

Opening & Welcome

Henrietta Fore, UNICEF Executive Director

Gerda Verburg, SUN Movement Coordinator

Meritxell Relano, Deputy Director, Emergency Operations, UNICEF

Saul Guerrero, Senior Nutrition Advisor, UNICEF



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Ground rules

- The plenary is being recorded and will be posted on the GNC website.
- The group work will be recorded but not posted. Please join the same group for all three days.
- To select breakout rooms, you will need Zoom version 5.3.0+.
- Introduce yourself via chat.
- For comments and questions use the chat as much as possible.
- Video on when you speak, off when you do not.
- Mute when you do not speak.



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Meeting Agenda

- Part 1: Visioning the future (15-16 June) – development of the NiE Sector Road Map (key challenges and key priorities).
- Part 1: Visioning the future (17 June) – development of the GNC Strategy (2022-2025) and how it fits with the NiE Sector Road Map.
- Part 2: Satellite events (22-24 June) – reflections on key GNC initiatives and their alignment with the new GNC Strategy (2022-2025).



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Agenda - Day 1

- 20 min – Summary of the GNC’s progress towards 2017-2021 strategy in the last 5 years –
Anna Ziolkovska, GNC-CT
- 20 min – Q&A
- 20 min – Process for developing the NiE Sector Road Map and the new GNC Strategy (2022-2025) –
Anna Ziolkovska, GNC-CT
- 20 min – Q&A
- 10 min – break
- 60 minutes – Group work to refine key challenges for the NiE sector. Participants will be able to select a group to which they are interested in contributing.
Key deliverable: presentation with up to three key challenges for each NiE domain
- 10 min – Wrap up & **Photo** - chairs of the day



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Summary of the GNC's progress towards 2017-2021 Strategy

Deputy GNC Coordinator
Anna Ziolkovska

GNC Strategic priorities (2017-2021)

1

STRATEGIC PRIORITY:

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

2

STRATEGIC PRIORITY:

Relevant nutrition stakeholders (national and global) have the **capacity to coordinate** a quality and timely response.

3

STRATEGIC PRIORITY:

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



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2017-2021 GNC Strategy
Strategic priority 1:
Operational support

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



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Global NiE response

Year	Number of countries	Population in Need	Population Targeted	People Reached	Funding requirements (USD)	Funding Raised (USD)	%
2021	25	62.61 M	36.15 M	no data	\$2.3 bn	\$0.2 bn	10%
2020	29	77.8 M	42 M	29 M (69%)	\$2.2 bn	\$0.8 bn	35%
2019	23	46.3 M	31.4 M	25 M (79%)	\$1.8 bn	\$1.2 bn	69%
2018	20	41.6 M	29.2 M	23.6 M (81%)	\$1.8 bn	\$0.9 bn	53%
2017	15	36.7 M	24.2 M	21.5 M (88%)	\$1.5 bn	\$0.8 bn	52%

- Overview
- Summary per country
- Helpdesk support
- Webinars
- Mentoring programme
- Deployment
- Website statistics



UNICEF regional office grouping and country

- East Asia and Pacific
- Eastern and Southern Africa
- Europe and Central Asia
- Latin America and Caribbean
- Middle East and North Africa
- South Asia
- West and Central Africa

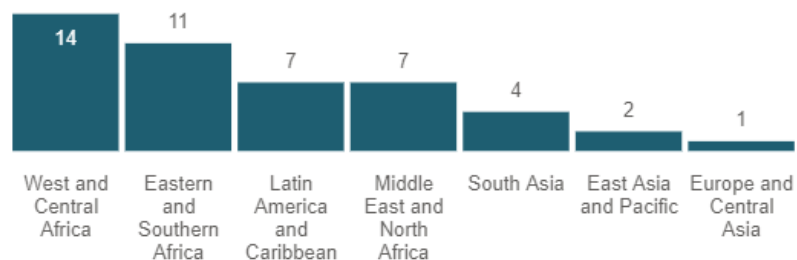
OVERVIEW OF COUNTRIES SUPPORTED

(overview of countries supported by type of support)

63 GNC priority countries, including **46** provided with direct support

Countries provided with direct support

of countries provided with direct support by UNICEF regional grouping

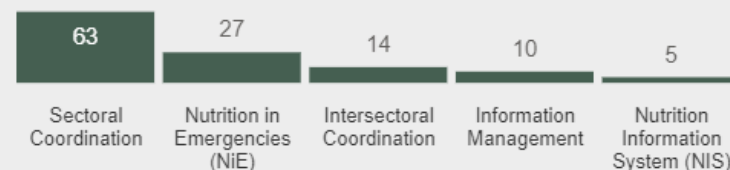


Global Nutrition Cluster (GNC) Support Dashboard is an information management tool that visually tracks, analyzes and displays key performance indicators regarding GNC operational support to countries. It is real-time monitoring of both direct and indirect support. It is user-friendly with regional and country filter option across several pages for easy navigation.

HELPDESK SUPPORT

(GNC-CT one-on-one support to countries on various thematic areas)

of requests by thematic area



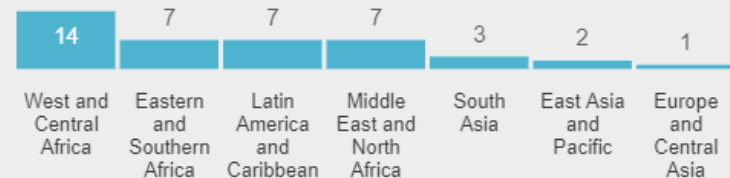
33 countries

119 requests received

WEBINARS

(virtual sessions with country coordination teams on coordination and NiE technical matters)

of countries by UNICEF regional grouping



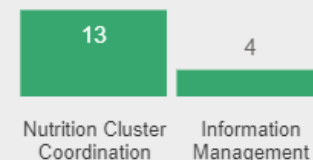
41 countries

9 webinars

MENTORING PROGRAMME

(mentoring support to new and less experienced mentees)

of mentees by profile

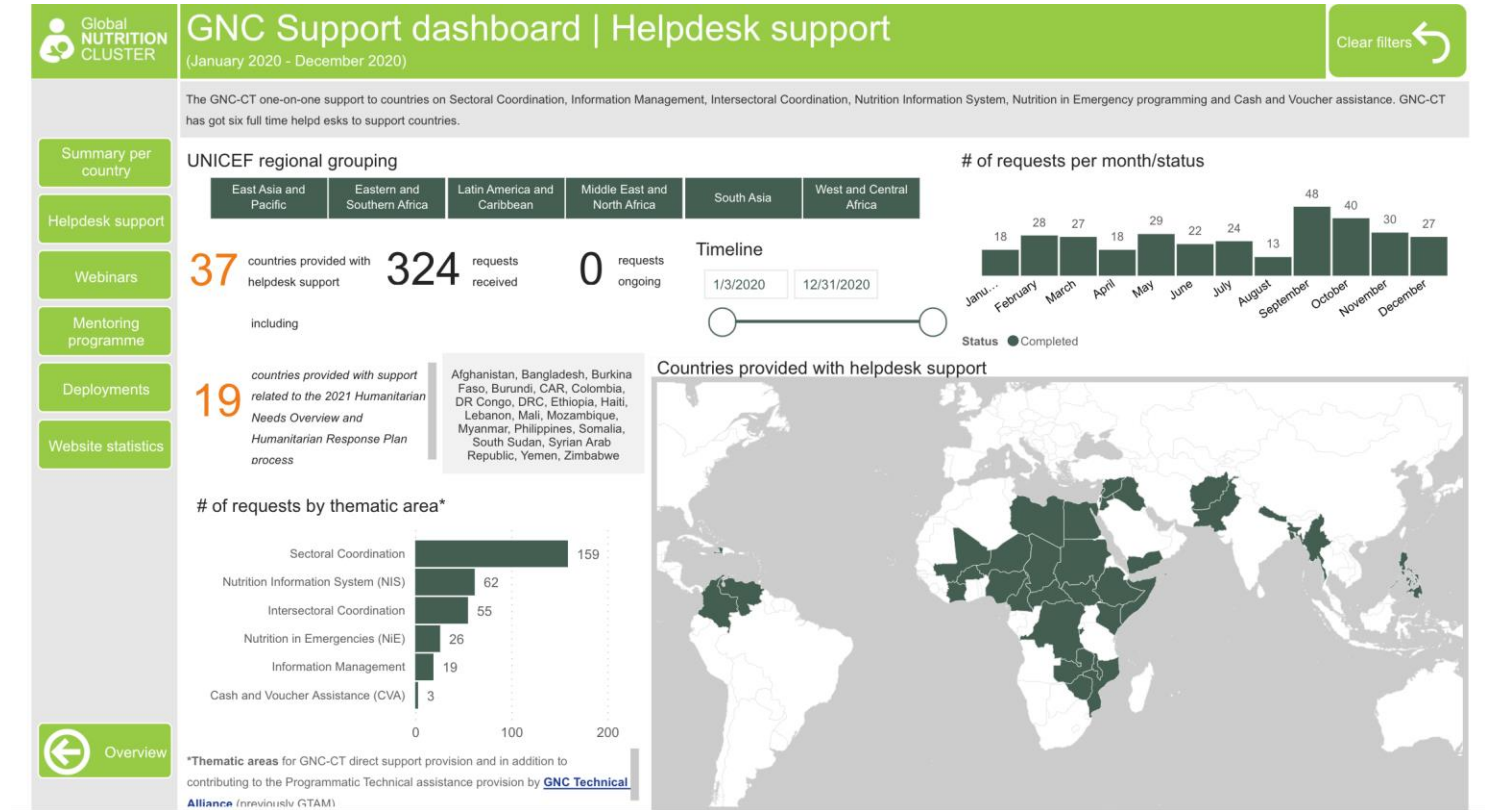


14 countries

17 mentees

Helpdesk support

- 2017 - 2 Helpdesks (CC, IM)
- 2018 - 3 Helpdesks (CC, IM, NiE)
- 2019 to present - 5 Helpdesks (CC, IM, NiE, ISC, NIS)
- 2020 - 324 requests; 37 countries
- 2021 - 151 requests; 35 countries and counting



Deployments & remote support

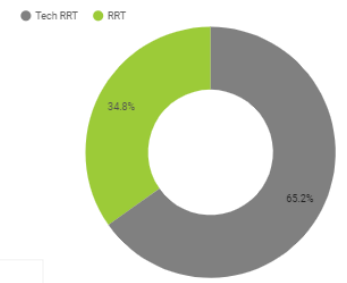


GNC Deployments & Remote Support Dashboard

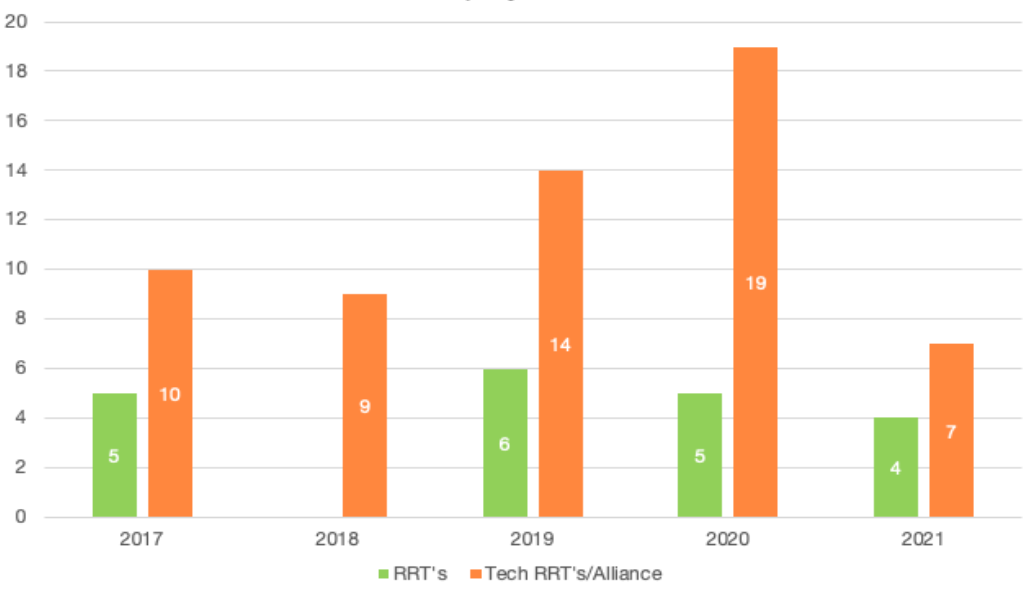
[GNC Abbreviation & Acronyms](#)
[Back to GNC Support Dashboard](#)

1 Jan 2017 - 8 Jun 2021 | Country | Deployment Type... (1) | RRT Support Provided | Remote Support

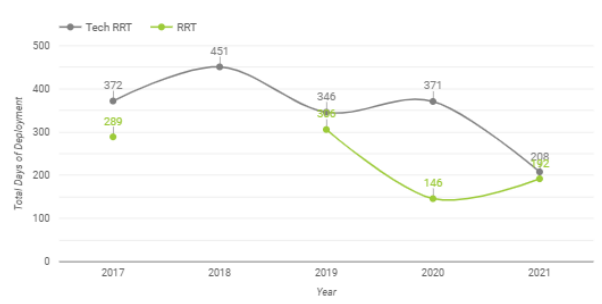
	Total Deployments	Total Days of Deployment	Total Staff deployed	Countries
Total	79	2.7K	32	27
RRT	20	933.0	7	14
Tech RRT	59	1.7K	25	20



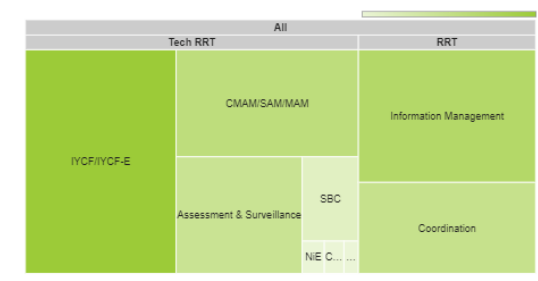
Deployments



Deployments days per year



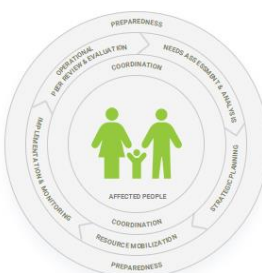
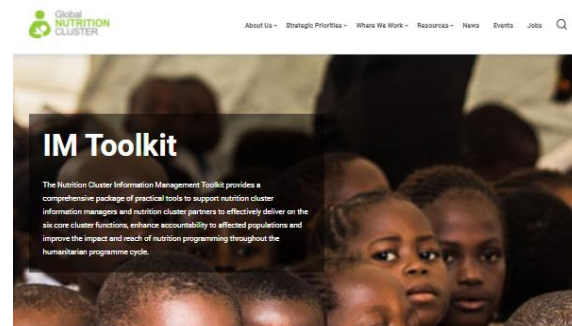
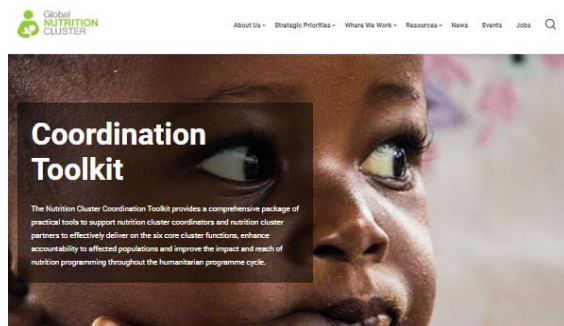
Deployment per Function



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GNC Guidance



Humanitarian Programme Cycle

Click on the interactive icon or button below to navigate through the different phases of the Humanitarian Programme Cycle to the associated guidance, tools, templates, resources, and vetted country examples for effective cluster coordination and information management.

The humanitarian programme cycle (HPC) is a coordinated series of actions undertaken to help prepare for, manage and deliver humanitarian response. It consists of five elements coordinated in a seamless manner, with one step logically building on the previous and leading to the next. Successful implementation of the humanitarian programme cycle is dependent on effective emergency preparedness, effective coordination with national/local authorities and humanitarian actors, and information management.

To learn more about the HPC elements please click on the topics in the chart, or read more at [OCHA's optional webpage](#). [\[E\]](#)

[Read More](#)



Humanitarian Programme Cycle

Click on the interactive icon or button below to navigate through the different phases of the Humanitarian Programme Cycle to the associated guidance, tools, templates, resources, and vetted country examples for effective cluster coordination and information management.

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To learn more about the HPC elements please click on the topics in the chart, or read more at [OCHA's website](#). [\[E\]](#)

[Read More](#)



Attend our **Satellite Events** to find out more!

22 June 2021
Emergency Response Preparedness

22 June 2021
Aligning Information management with the Humanitarian Programme Cycle




GNC checklists


In development:

- Wasting checklist
- NIS checklist

Nutrition Cluster Information Management performance monitoring checklist, v3, November 2020



This checklist is developed to help Country Nutrition Cluster Coordination Teams (CNC-CTs) at national and sub-national levels as well as Global Nutrition Cluster Coordination Team (GNC-CT) in reviewing the Country Nutrition cluster performance in fulfilling its information management self-assessment as well as for external audit. The tool also helps to ensure the consistency and completeness in carrying out information management outputs. The checklist only covers standard IM outputs/functions, therefore depending on the country cluster context the CT might have additional outputs.



Nutrition in emergencies checklist for the nutrition cluster
Infant and Young Child Feeding in Emergencies (IYCF-E)

This checklist is a tool designed to help each nutrition country cluster review and reflect on the service delivery aspect of the nutrition in emergency response. The checklist is to be used at least once a year by the nutrition cluster coordination country team – or any in-country nutrition in emergency mechanism- to self-assess the quality of the service delivery aspect of the nutrition response before, during and/or after a crisis.

The checklist is organized by nutrition in emergency themes, the four main themes tackled are Part I. Infant and Young Child Feeding in Emergencies, Part II. Acute Malnutrition Management, Part III. Nutrition Information Systems and Part IV. Micronutrients Supplementation. Under each theme, a set of questions are asked in the left column to prompt reflection, elements of the answer and examples from other countries are under the right-hand column. The questions under each theme span the humanitarian program cycle.

Infant and Young Child Feeding in Emergencies (IYCF-E)


During emergencies, communities and families go through shocks that often disrupts their normal day to day lives. In many cases, IYCF practices significantly deteriorates during emergencies. For example, a breastfeeding mother may no longer have an adequate private space for breastfeeding or a woman who was feeding her infant with breastmilk substitute may no longer have access to clean water or can no longer clean the utensils used to feed her infant. This therefore results in infants having increased risk of mortality, which reinforces the need to address sub optimal IYCF practices before, during and after emergencies as one of the top priorities for the nutrition cluster.

Before the emergency

Policies and guidance

<ul style="list-style-type: none"> • Are there national policies aligned with global guidance on infant and young child feeding that include IYCF-E? Note that policies are formal statements issued by the state. 	<p>Each country should have an up-to-date national policy on infant feeding that includes during emergencies. During non-emergency response times, it is important to advocate for a national policy that includes IYCF and IYCF-E. This is particularly important when such a policy does not exist in country, is incomplete-i.e. does not include IYCF in emergencies for example- or is obsolete. During an emergency, Technical Working Groups (TWG) find themselves wrapped up in updating the national policy and this takes away from the time they need to dedicate to the response. For this reason, it is recommended that TWGs can rely on a hired consultant who can</p>
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Nutrition Cluster Coordination Guidance Checklist v5, June 2019



This guidance checklist has been developed to support Country Nutrition Cluster Coordination Teams¹ (CNC-CTs), as well as the Global Nutrition Cluster Coordination Team (GNC-CT), in reviewing the practical outputs of country nutrition cluster activities, to support an impactful humanitarian response. This list is indicative and should be used as a guide, to prioritise key activities for cluster coordination teams and help with developing workplans to support coordination, and ultimately, the impact of nutrition emergency programming. The tool also helps to ensure consistency and completeness in carrying out cluster coordination functions across cluster countries and can be used for self-assessment. The checklist only covers standard cluster coordination outputs/functions. Therefore, depending on the country context, the cluster coordination team may also decide to implement additional activities and use additional technical and coordination tools to enhance their work and that of the collective. This CNC-CT checklist should be used in conjunction with the [IMO checklist](#) to ensure a comprehensive assessment of the performance of both coordination and information management (IM) processes. Throughout this document, the primary focus is nutrition cluster coordination structures and activities, however a majority of activities and outputs are also valid for sector coordination mechanisms or hybrid cluster-sector arrangements.

The checklist will be regularly updated when new information and links become available. The latest version is always available on the GNC website.

Core cluster function	Detailed core cluster function	Guiding question	Output	Guidance and additional resources
		0. Nutrition cluster activation and structure		
	N/A	0.1 Is the nutrition cluster activated as a stand-alone cluster?	Nutrition cluster activated as a stand-alone cluster	In the early stages of a rapid on-set emergency, or deteriorated protracted crisis, the country HC and HCT can request cluster activation to the IASC Principals and the ERC, in collaboration with country partners and, where applicable, with country national authorities. The request is based on a thorough context analysis, including the scale of humanitarian needs and existing coordination capacity. The ERC, in consultation with the CLAs and the global clusters, then provides feedback on the request within 48 hours. There may also be instances when previously-merged clusters/sectors (for instance health and nutrition) become stand-alone entities, and vice versa. Unless justified, it is generally recommended by the GNC that country teams advocate for a standalone nutrition cluster. This may be achieved by lobbying to the HC/HCT and/or from

¹ The nutrition cluster coordination team may include: nutrition cluster coordinator, nutrition cluster co-lead, nutrition cluster information management officer, nutrition cluster deputy, sub-national nutrition cluster coordinators and information management officers

1



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COVID-19 guidance (EN/FR/ES/AR)

GNC Guidance	Aware of Guidance (n =30)	Used Guidance (n=30)
Infant & Young Child Feeding in the context of COVID-19	80%	73%
Template for Joint Statement on Infant and Young Child Feeding in the context of COVID-19	63%	47%
Maternal Diets and Nutrition Services and Practices in the Context of COVID-19	47%	23%
Management of Child Wasting in the context of COVID-19	73%	63%
Nutrition Information Management, Surveillance and Monitoring in the context of COVID-19	77%	57%
Nutrition Sectoral and Cluster Coordination Guidance in COVID-19 contexts	70%	60%



MANAGEMENT OF CHILD WASTING IN THE CONTEXT OF COVID-19
Brief No.1 (March 27th, 2020)

Operational guidance on Nutrition Sector in the context of COVID-19

Protecting Maternal Diets and Nutrition Services and Practices in the Context of COVID-19
Brief No. 4

KEY MESSAGES & PRIORITY ACTIONS

1. Intensify the public awareness, protection, promotion and support of all breastfed and non-breastfed children and use all opportunities to increase the relevance and feasibility of appropriate messages on COVID-19 symptoms, and infection, prevention and control measures available in other guidance. As a nutrition cluster, develop our understanding on practical solutions to deliver programming in the context of COVID-19.
2. Intensify pre-positioning (with a minimum buffer stock of 2 months' supply) of specialized nutritious foods (e.g. Ready to Use Foods, Fortified Supplements, Multiple Micronutrient Powders) and routine medical and community level in anticipation of supply chain disruptions*.
3. In food insecure contexts where communities have limited / preventive distribution of Specialized Nutritious Foods (e.g. for all households with children under the age of 2).
4. Intensify efforts to strengthen the capacity of mothers and children's nutritional status using low-literacy/numeracy tool (MUAC tapes**).
5. Initiate necessary discussion with Ministries of Health and clusters on context specific simplifications of treatment protocols, criteria, dosage and distribution schedule specialized nutritious foods, as well as potential adaptation cases in the context of COVID-19.
6. Initiate efforts to build capacity of community health workers on simplified treatment protocols, remote supervision and IEC.
7. Strengthen real-time monitoring and surveillance systems technologies to inform response options and allocation

RELEVANCE OF THIS BRIEF TO THE GLOBAL COVID-19 RESPONSE

The COVID-19 pandemic and its socio-economic impacts are likely to disproportionately impact the diets and nutrition practices and services of women. Pregnancies and breastfeeding are periods of nutritional vulnerability and protect the health of the mother while breast feeding. Globally, many women do not meet their dietary needs, which has negative consequences for their own nutrition, health and immunity, as well as for the nutrition, growth and development of their infants. In the context of COVID-19, women may face additional risks including:

- Disruptions in food systems may limit the availability of and access to nutritious foods, increase food prices and reduce the availability of and access to essential nutrition services for women. Even if food is available, it may be less nutritious and of lower quality. Such disruptions may affect the quality of diets and the nutritional status of women and newborns. In food insecure households, COVID-19 may also exacerbate discriminatory gender and social inequalities around food with adverse impacts on the nutritional status of women.
- The COVID-19 response may limit the availability and access to essential nutrition services for women. Even if services are available, they may be less accessible and of lower quality. Such disruptions may affect the quality of diets and the nutritional status of women and newborns. In food insecure households, COVID-19 may also exacerbate discriminatory gender and social inequalities around food with adverse impacts on the nutritional status of women.
- Socio-cultural factors and gender norms may adversely affect women from healthy practices during pregnancy and breastfeeding. Limited decision making power, and temporal physical mobility may constrain women's ability to access nutritious foods and essential nutrition services. Moreover, human, financial, and logistical resources for food and nutrition of women from being identified, planned, and supported. Existing social protection schemes may not be able to support the needs of women. Women may face increased stress, trauma, depression and other mental health concerns along with gender-based violence resulting from loss of social support structures and disruptions during physical distancing.

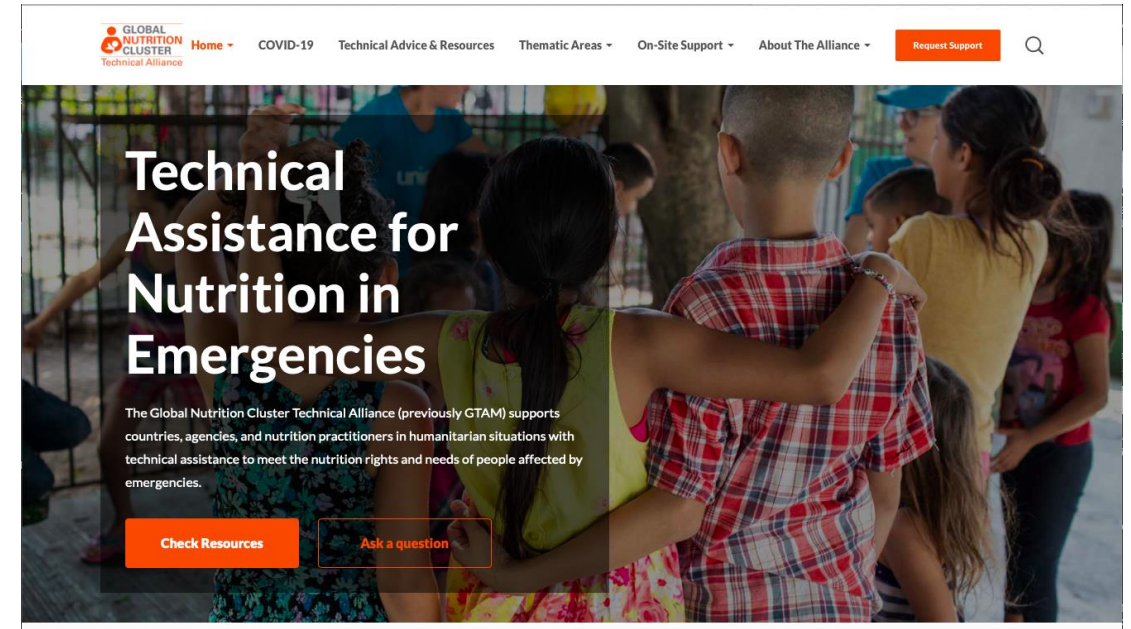
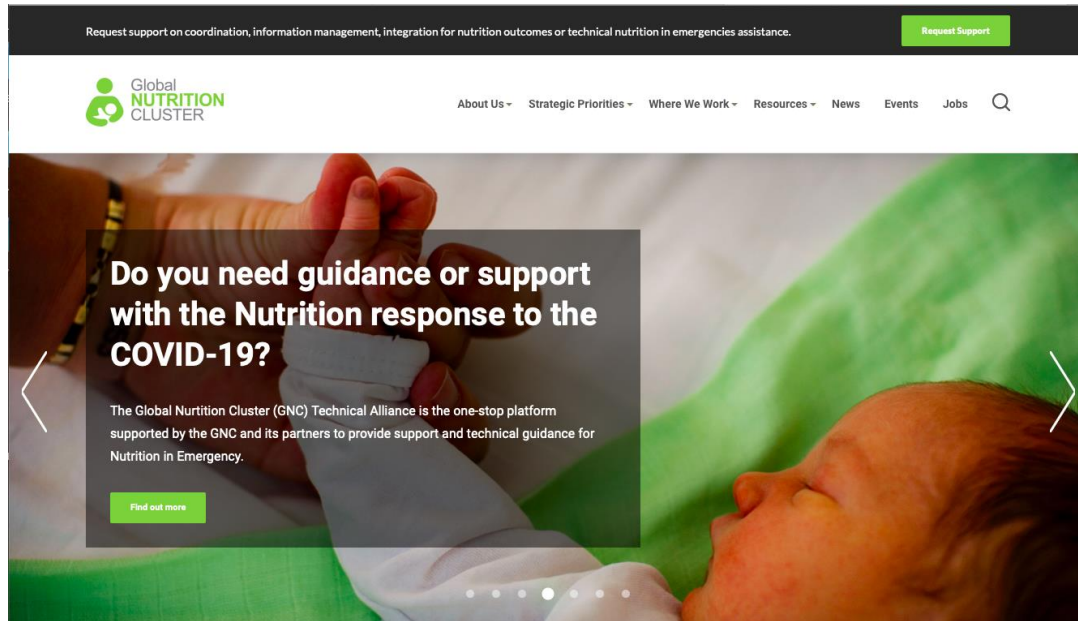
Attend our Satellite Event to find out more!
24 June 2021
NiE coordination and programming in the context of COVID-19



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Launch of GNC & Technical Alliance websites



<https://www.nutritioncluster.net/>

<https://ta.nutritioncluster.net/>

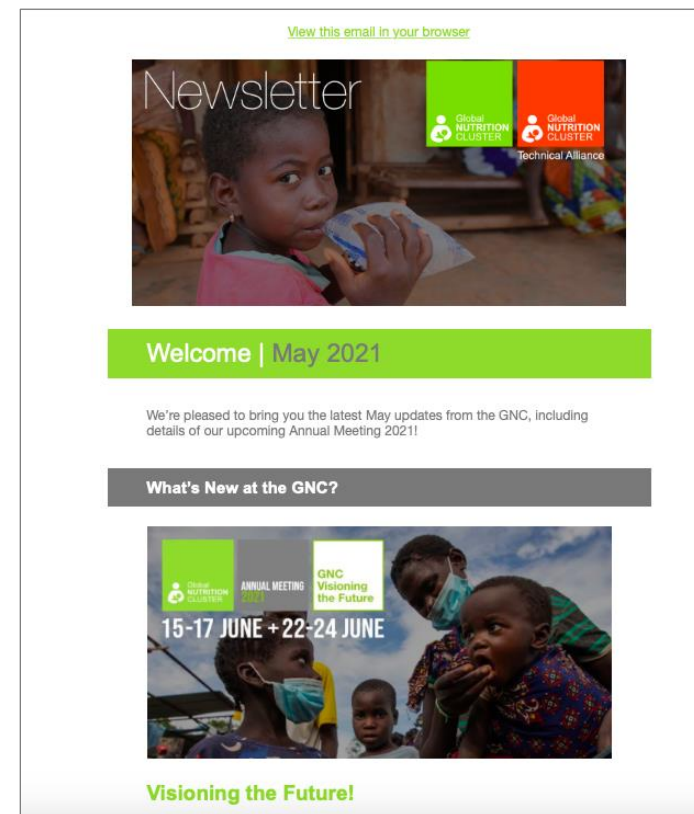


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Launch of GNC newsletter

- 30+ issues of the newsletter (since April 2020)
- Provides highlights, COVID-19 updates, news, events, job vacancies
- 1,800+ subscribers (merger with Technical Alliance list)
- Subscribe here:
<https://www.nutritioncluster.net/news>



GNC Technical Alliance



- The GTAM was endorsed by Cluster Partners in 2017 and relaunched as the GNC Technical Alliance in Dec 2020. Led by **UNICEF and WVI** and supported by a **Leadership Team**
- The Alliance is focused on provision of three main services to practitioners: **Access to information, new guidance and technical support (either in country or remote)**
- The Alliance has demonstrated agility and value in **responding to Covid-19**, bringing together expertise from country to global level to meet the challenge of responding to the pandemic.

Attend our Satellite Events to find out more!

22 June 2021 - Nutrition Information Systems: the pandemic, the present & the future

23 June 2021 - GNC technical Alliance: Progress update + Q&A


23 June 2021 – IYCF-E and the IFE Core Group

24 June 2021 – Designing CVA programmes to contribute to nutrition outcomes



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2017-2021 GNC Strategy
Strategic priority 2:
Capacity building

Relevant Nutrition stakeholders
(national and global) have the
capacity to coordinate a quality and
timely response.

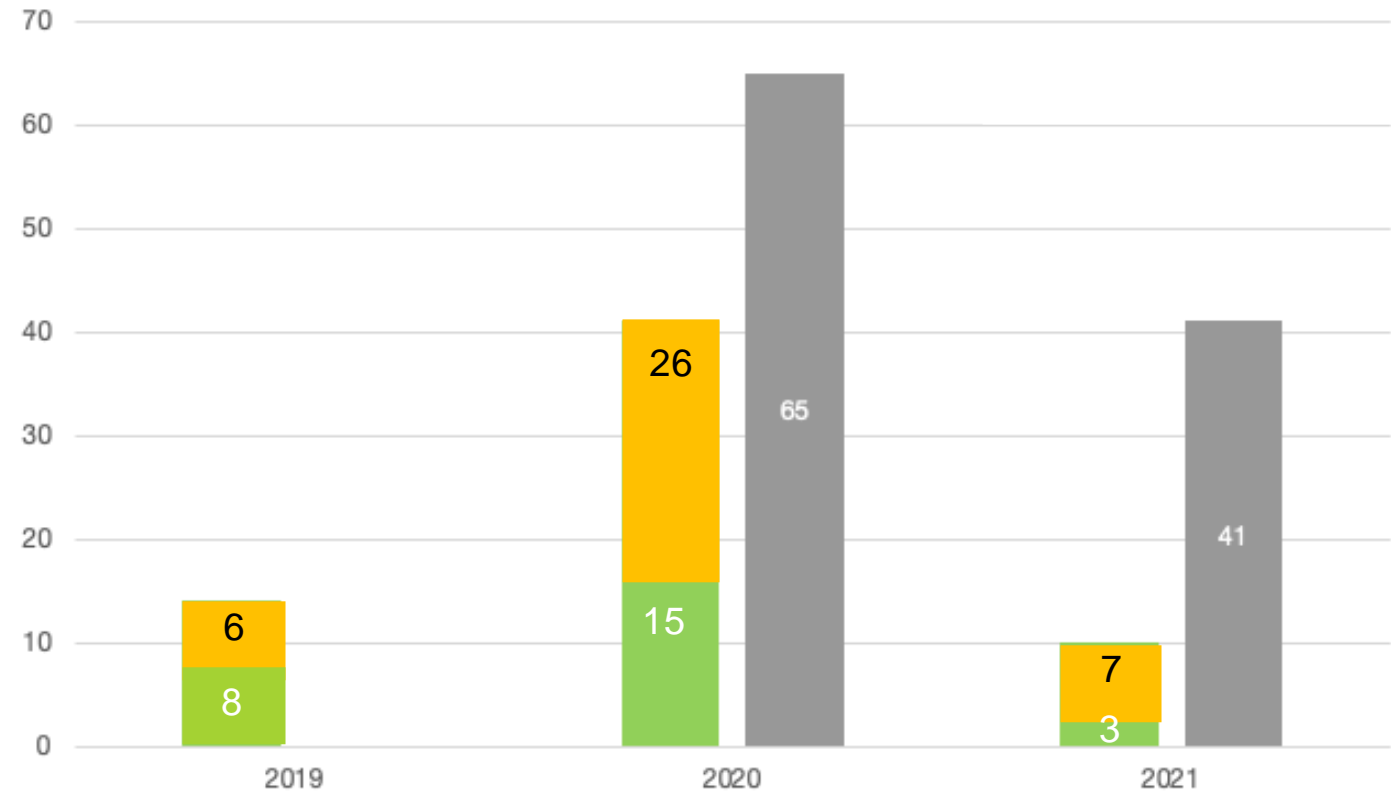


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Webinars



Countries* that participated to the webinars in 2021



- Number of webinars by GNC-CT
- Number of webinars by GNC-TA
- Number of countries attended webinars



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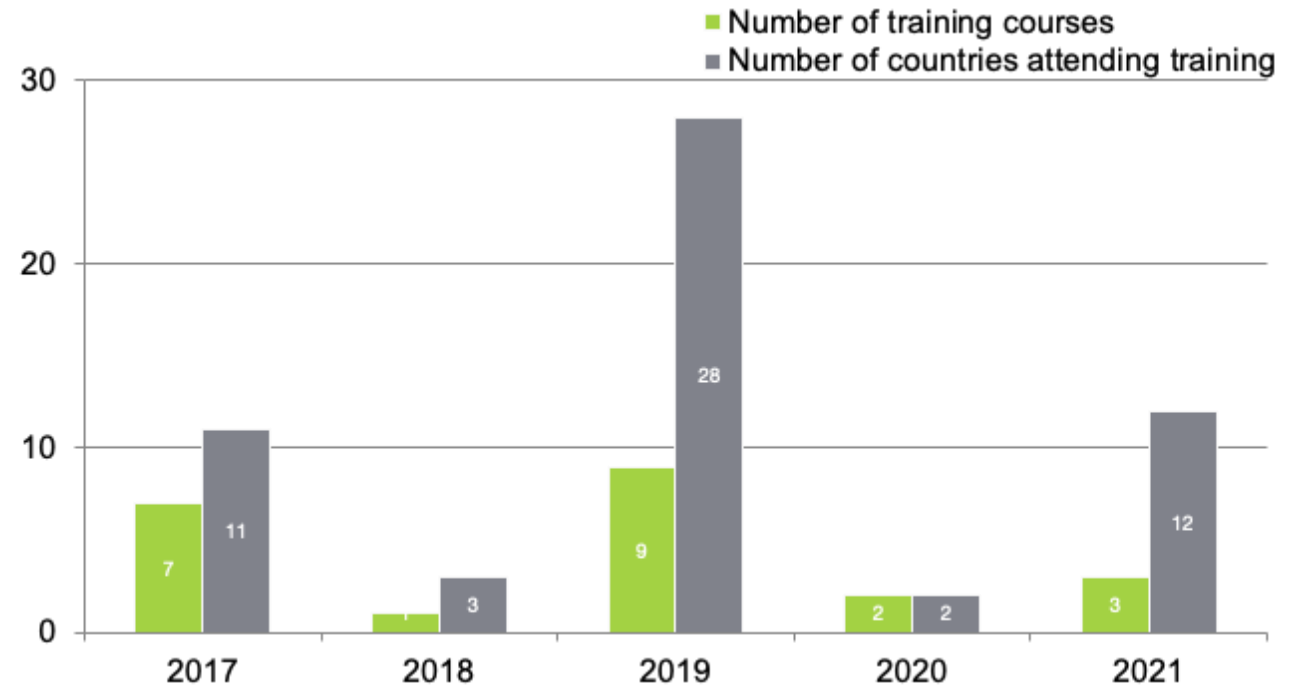
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GNC-CT training

Packages developed*	EN	FR
NCC	2016	N/A
IMO	2018	N/A
Intersectoral collaboration	2019	2019
NCC - subnational	2019	2019
Cluster partners	2018	2017

*developed or undergone major update.

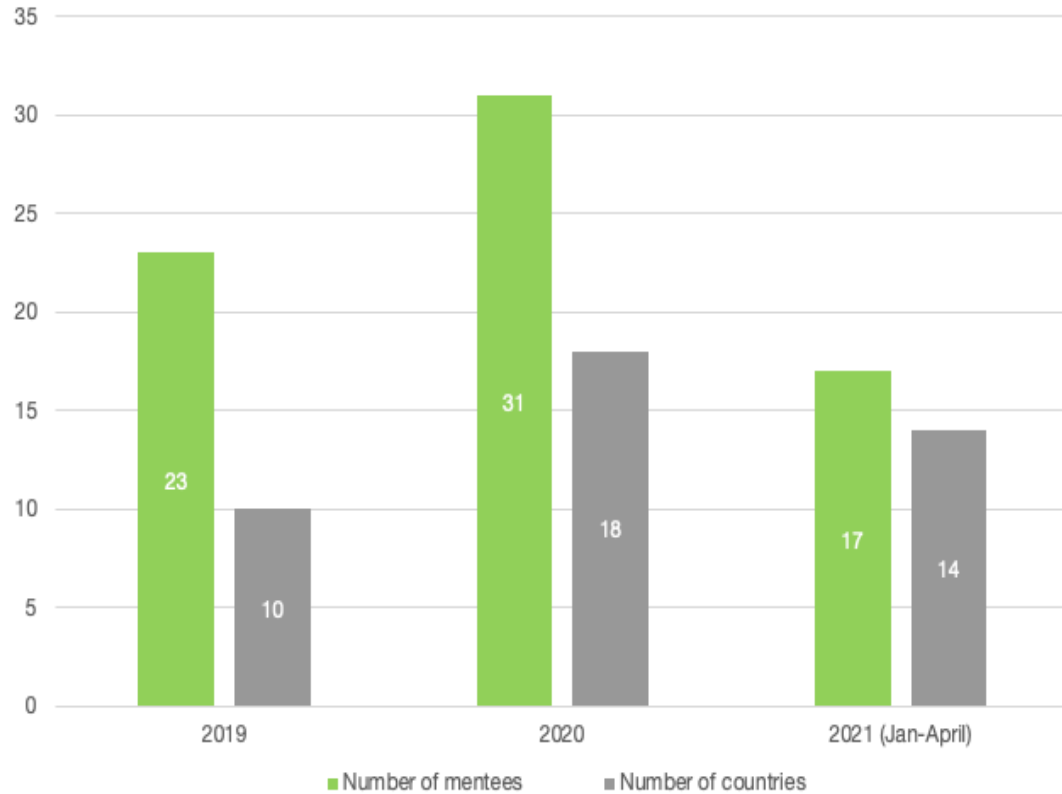
Slight updates to incorporate the latest guidance are ongoing throughout the year



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Mentoring



Global Nutrition Cluster | Support Dashboard 2021

January - March 2021



- Overview
- Summary per country
- Helpdesk support
- Webinars
- Mentoring programme**
- Deployment
- Website statistics



MENTORING PROGRAMME

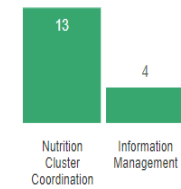
14 countries

17 mentees

UNICEF regional office grouping and country

- East Asia and Pacific
- Eastern and Southern Africa
- Europe and Central Asia
- Latin America and Caribbean
- Middle East and North Africa
- South Asia
- West and Central Africa

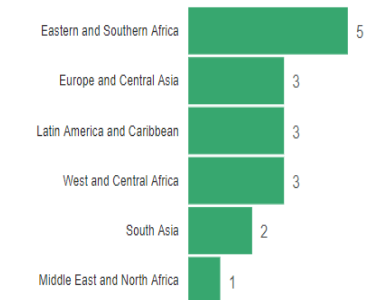
of mentees by profile



of mentees by round of enrollment (2021)



of mentees by UNICEF regional grouping



Countries supported through mentoring programme



The mentoring programme is part of GNC-CT capacity development activities. Experienced Cluster coordinators and Information Management Officers provide mentoring support to new and less experienced mentees. The fourth round has started mid-December 2020.



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Capacity Development & Competency frameworks



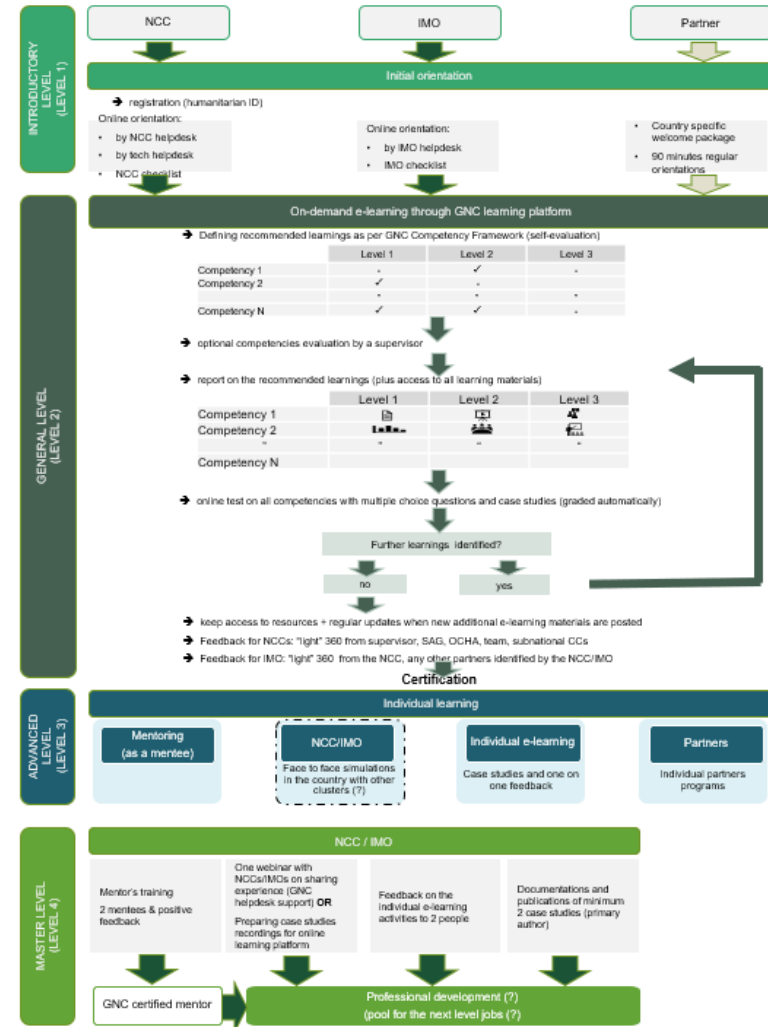
Competency Framework for Cluster Coordination



Competency Framework for Information Management



Competency Framework for Nutrition in Humanitarian Contexts



Attend our Satellite Event to find out more!
 22 June 2021
 Capacity Development: Stepping back to look forward

Developing e-learning platform

A. Sectoral competencies

1. Applies humanitarian principles, standards and guidelines
2. Applies key Nutrition in Emergencies concepts and tools
3. Operates safely and securely

B. Common competencies

1. Demonstrates commitment to a coordinated response
2. Promotes cooperation and collaboration
3. Demonstrates accountability
4. Promotes inclusion

C. Functional competencies

1. Provides reliable support to the cluster
2. Collects relevant data
3. Handles, stores and manages data efficiently and sensitively
4. Communicates relevant data
5. Monitors the response
6. Strengthens national capacity to respond and lead

150 modules developed

D. Core behavioural competencies

1. Builds and maintains partnerships
2. Demonstrates self-awareness and ethical awareness
3. Drive to achieve results for impact
4. Innovates and embraces change
5. Manages ambiguity and complexity
6. Thinks and acts strategically
7. Works collaboratively with others
8. Nurtures, leads and manages people

Information Management E-Learning Modules

The information management e-learning modules aim to strengthen capacity in nutrition cluster information management. They are targeted at individuals and organisations with an interest in managing information for a nutrition response in a humanitarian context.

The e-learning modules are organised into six functional competencies, as described in the [Information Management Competency Framework](#). Additionally, they are broken down into three levels: Level 1 (Introductory), Level 2 (Intermediary) and Level 3 (Advanced). Learners can pick and choose the modules they wish to take, based on their interests and professional development goals.

[Find Modules](#)

Cluster Coordination E-Learning Modules



The cluster coordination e-learning modules aim to strengthen capacity in nutrition cluster coordination. They are targeted at individuals and organisations with an interest in coordinating a nutrition response in a humanitarian context.

The e-learning modules are organised into six functional competencies, as described in the [Cluster Coordination Competency Framework](#). Additionally, they are broken down into three levels: Level 1 (Introductory), Level 2 (Intermediary) and Level 3 (Advanced). Learners can pick and choose the modules they wish to take, based on their interests and professional development goals.

[Find Modules](#)



<http://learn.nutritioncluster.net>

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22 June 2021


Capacity Development: Stepping back to look forward



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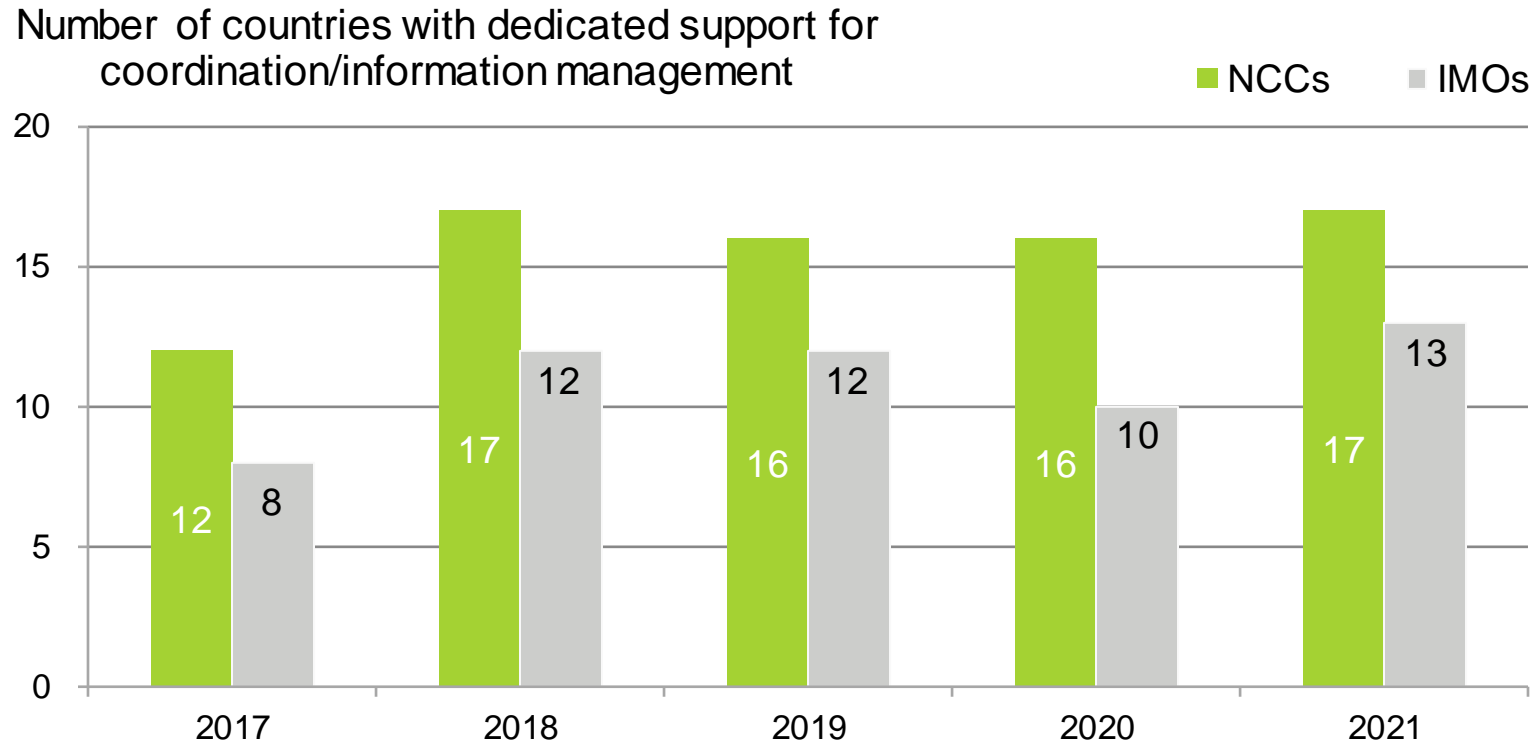


2017-2021 GNC Strategy
Strategic priority 3:
**Influencing &
Advocacy**

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

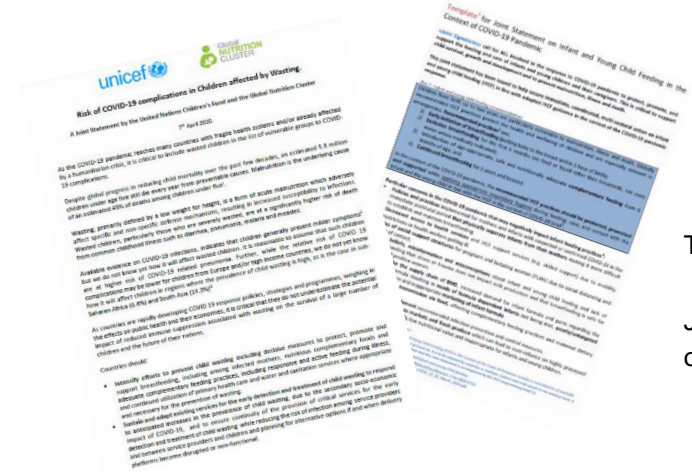
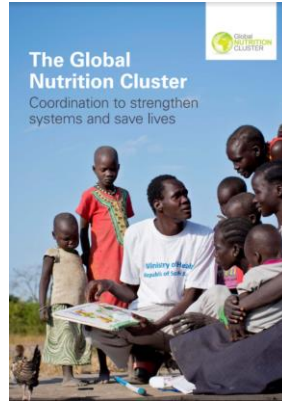
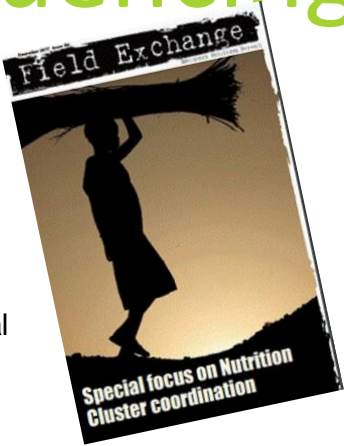


Coordination / IM Human resources



Influencing & Advocacy

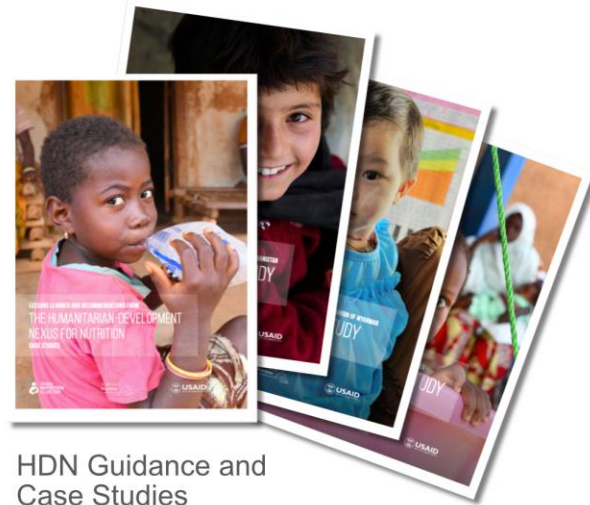
ENN
Special
Issue



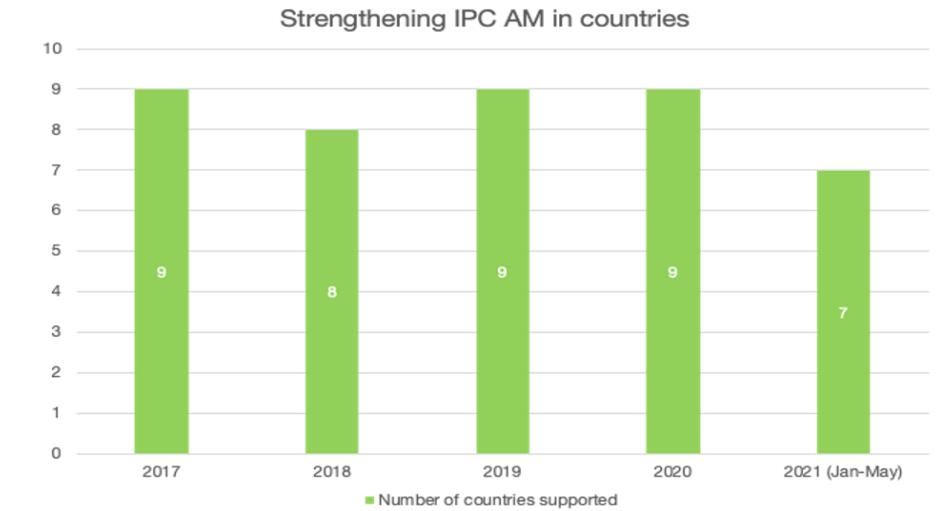
Template of Joint Statement on IYCF in the Context of COVID-19
Joint UNICEF and GNC statement on COVID-19 and Wasting



ISC Case Studies



HDN Guidance and Case Studies



IPC Acute Malnutrition Road Map (2021-2022)

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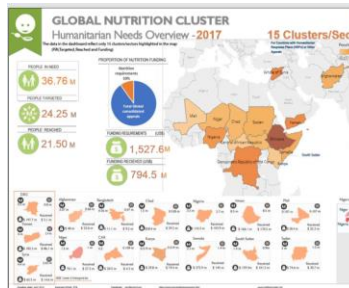
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Attend our Satellite Event to find out more!

22 June 2021

Inter-sectorial coordination: the way forward

GNC Annual and Mid-year reports




GNC 2017 Achievements, Key Challenges and Ways Forward

The year 2017 marked the start of the implementation of the two-year work plan (2017-2018) of the 2017-2018 strategy. The strategy outlines the key strategic objectives and the first strategic priority concerns GNC's role in addressing the humanitarian needs of the world's most vulnerable populations. The strategy also outlines the key challenges and ways forward.

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Q&A – 20 minutes



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2022-2025 NiE Road Map & GNC Strategy development process

Anna Ziolkovska
Deputy GNC Coordinator

Overview of the process

1	2	3	4
Research & Evaluation	Initial consultations with stakeholders	Visioning the Future: GNC Annual Meeting 2021	Finalize the new Strategy (2022-2025)
March-September 2021	March-April 2021	June 2021	July-October 2021
External Evaluation (Humanitarian Review/CLARE II)	GNC Strategy Survey/Key priorities for NiE (March 2021)	Develop NiE Sector Road Map	NiE Sector Road Map
Internal Evaluation: GNC progress towards Strategy (2017-2021)	GNC 'Added Value' Survey (April 2021)	Develop 2022-2025 GNC Strategy	2022-2025 GNC Strategy
			Updated SOP
			2022 GNC Workplan



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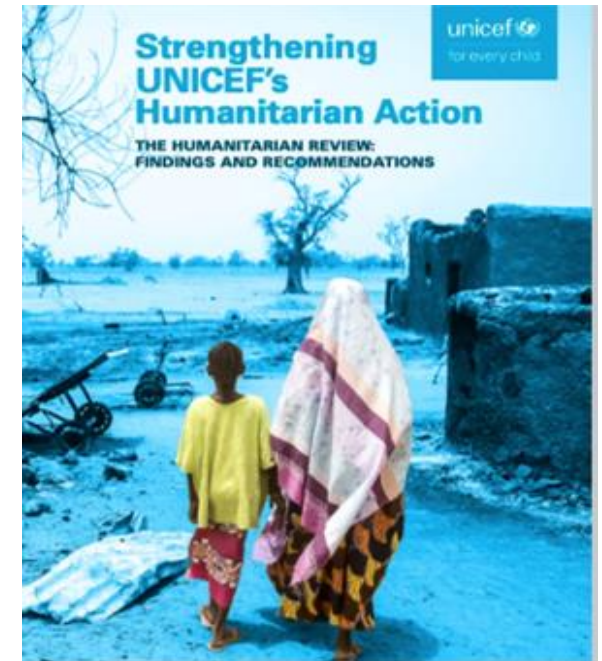


1. Research & evaluation

UNICEF Humanitarian Review: selected recommendations

UNICEF needs to do more to ensure consistent quality in its cluster lead positions and other coordination mechanisms.

- Ensure that a dedicated cluster team is permanently in place where appropriate and develop a career path for cluster coordinators to attract talent, also adding cluster performance to country office leadership assessments.
- Finance global cluster leadership using core UNICEF funding, and staff cluster coordinator positions with UNICEF personnel.
- Prioritize investment in cluster coordinators and national co-leads, through a pool of coordinators or by ensuring that programme and emergency staff are trained to cover cluster functions.



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CLARE II: preliminary findings (global)

- With the input of UNICEF as CLA, the clusters have matured, i.e., cluster coordination capacity and tools are in place. e.g. all clusters have multi-year strategies; clear structures (SAGs and other sub WGs); plenty of info sharing within the clusters; a range of cluster products (guidance materials, etc.); rapid deployments; helpdesk functions.
- ‘Old’ or perennial issues remain a source of confusion, controversy, and tensions, e.g., issues related to accountability; definitional questions (POLR); confusion between cluster partners/members and implementing partner concept; clusters operating as silos; interface of clusters with other coordination models.
- Global clusters have produced plenty of useful guidance materials and delivered support to the country level in addressing COVID 19.



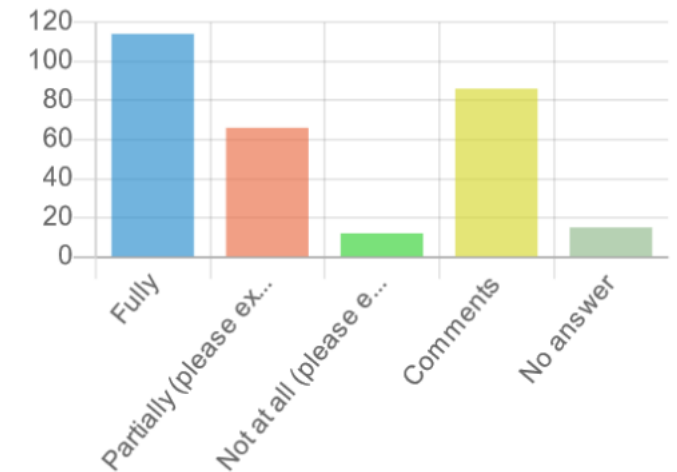
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CLARE II: preliminary findings (country)

- Nutrition sometimes faces challenges in activation as an IASC stand-alone cluster
- Clusters' way of working is generally appreciated; space for others to contribute; support to cluster members/partners confirmed by survey results
- Appreciation for dedicated cluster coordinators (no double hatting) at senior level and/or individuals fulfilling cluster coordinator positions
- Leadership style and the cluster's focus/priorities are (still) perceived as personality driven and dependent on the individual in the coordinator's position.
- Cluster leadership is not well understood and confused with cluster performance. If leadership is unclear, accountability is fraught.
- Efforts made to strengthen inter-cluster work (although more to be done at global level).

To what extent do Country-based Cluster/Sub-Cluster (AoR) (co-)leads/coordinators ensure that your coordination needs, as Cluster partner, are met?





2. Initial consultations with stakeholders

GNC Strategy survey (March 2021)

- Consultations with the SAG to develop proposed GNC Vision, Goal, Mission, Strategic Pillars/Objectives
- Online survey of GNC partners and coordination teams to gather feedback
- Online survey on the key NiE priorities - contributed to formulating discussions for the Annual Meeting
- 41 respondents (responses/comments incorporated into draft strategic framework)
- Based on the survey, GNC Vision, Goal, Mission, Strategic Pillars/Objectives were defined
- These will be further refined following the GNC Annual Meeting 2021



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GNC 'Added Value' Survey (April 2021)

- Online survey shared with 10 different groups of GNC stakeholders asking what we do well and what we need to improve
- Total of 207 responses
- Based on the survey, key NiE and GNC priorities were identified & will be discussed during this meeting



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What is the GNC doing well?



- Provides relevant guidance & tools for humanitarian coordination
- Provides one-on-one Helpdesk support (x5 Helpdesks in 2021)
- Technical Support Team (part of GNC Technical Alliance)
- Adapts to new operating environment (e.g., virtual support during COVID-19)
- Capacity building (coordination/IM) - delivery of training, webinars, mentoring programme, etc.
- Platform for information sharing, e.g. GNC website, newsletter, etc.
- Development of global guidance with focus on role of partners (e.g. Cash for Nutrition Outcomes, Nutrition Needs' Analysis, etc.)
- Convening GNC partners when crises are emerging, e.g. country specific calls

What more could the GNC be doing?

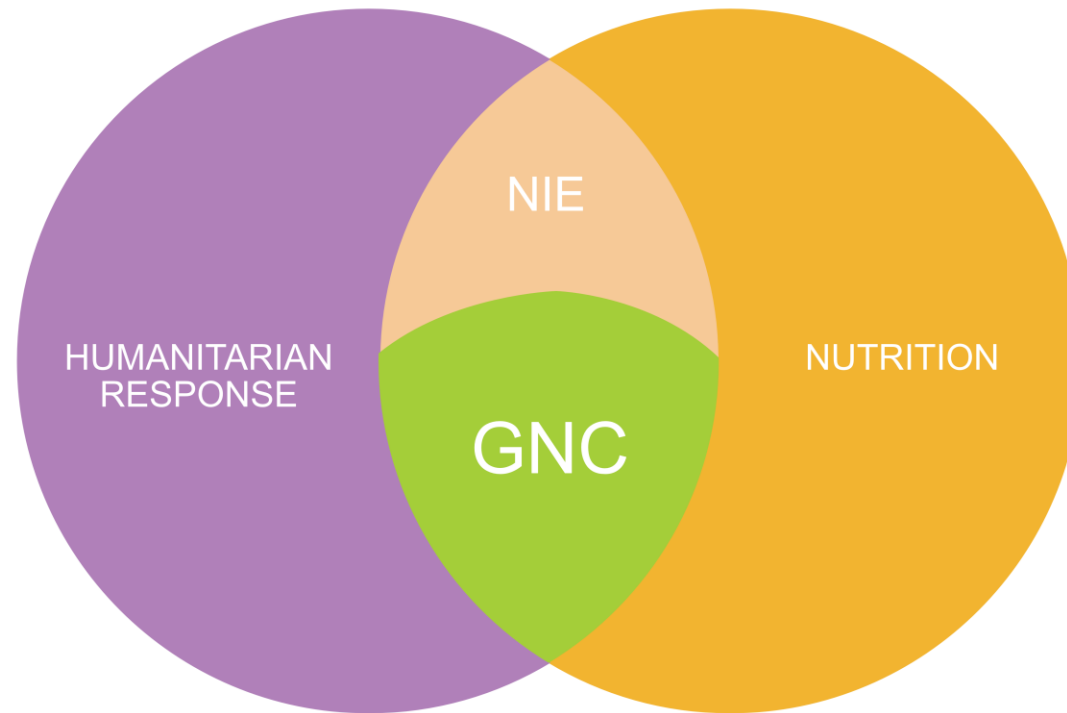


- Strengthen advocacy at all levels
- Strengthen support to sub-national coordination mechanisms
- Scale up capacity development in the context of localization & NiE
- Continue work on adaptation of cluster/sector work in complex settings (ISC) and HDN (engagement with SUN)
- Expansion of partnerships (e.g., more academic & research institutions, private sector, non-traditional donors)
- Advocacy to UNICEF for adequate Human Resource hiring in countries
- Focus on evidence generation, KM and communication (technical and coordination) at all levels, e.g., develop resource repository on lessons learned/ country experience to share

3. Visioning the future



Visioning the future





4. Finalizing the Strategy


Strategy development process

1	2	3	4
Research & Evaluation	Initial consultations with stakeholders	Visioning the Future: GNC Annual Meeting 2021	Finalize the new Strategy & NiE Road Map
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<p>External Evaluation (Humanitarian Review/CLARE II)</p> <p>Internal Evaluation: GNC progress towards Strategy (2017-2021)</p>	<p>GNC Strategy Survey/Key priorities for NiE (March 2021)</p> <p>GNC 'Added Value' Survey (April 2021)</p>	<p>Develop NiE Sector Road Map</p> <p>Develop GNC Strategy (2022-2025)</p>	<p>NiE Sector Road Map</p> <p>2022-2025 GNC Strategy</p> <p>Updated SOP</p> <p>2022 GNC Costed Workplan</p>



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Q&A – 20 minutes



Group work

- Select one NiE domain for all three days
- You can choose which break-out room to join (Zoom version 5.3.0+)
- Co-chairs have been designated
- Designate one person to monitor whiteboard (connection among all rooms)
- Draft template shared with co-chairs
- **Review and amend as needed key challenges in your domain. Then select maximum three key challenges to present on Day 2.**



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Groups – all days

1. *Nutrition information and data for decisions* (Louise Mwigiri, UNICEF & Hassan Ahmed, ACF – co-chairs of the NIS GTWG)
2. *Preparedness (and transition)* (Kate Golden, Concern, SAG member & Anteneh Dobamo, GNC-CT)
3. *Human Resource: people and skills* (Anna Ziolkovska, GNC-CT, SAG member & Andi Kendle, IMC, GNC-TA)
4. *Communication & Advocacy* (Saul Guerrero, UNICEF, SAG member & Elena Gonzalez, independent)
5. *Programming approaches* (Megan Gayford, UNICEF, GNC-TA & Natalie Sessions, GNC-TA, ENN)
6. *Knowledge management, evidence generation & research* (Tanya Khara, ENN, GNC-TA & Sarah O'Flynn, SCI)
7. *Financing* (Erin Boyd, BHA & David Rizzi, ECHO - SAG members)
8. *Cross cutting issues including gender, disability, localization, etc.* (Ben Allen, IMC, GNC-TA & Alex Rutishauser-Perera, ACF, SAG member)
9. *Ways of working: internal partnerships and collaboration* (Colleen Emary, WVI, GNC-TA and SAG member & Terry Njeri Theuri, UNHCR, SAG member)
10. *External partnerships and collaboration* (Nicolas Joannic, WFP & Linda Shaker Berbari, GNC-TA, IFE Core Group)



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Break – 10 minutes





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Wrap up & photo & evaluation – Day 1