



Methodology for developing new GNC Strategy

October 2021

The GNC approach for formulating its new strategy was based on evidence from a number of different sources, including: an internal review of the previous strategy(2017-2021),which drew on data from annual and mid-year reportsand summary of findings from UNICEF's Humanitarian Review and Cluster Lead Agency Role in Humanitarian Action (CLARE II); surveys of GNC stakeholder to prioritise key issues in the Nutrition in Emergencies'(NiE)sector;and close collaboration with UNICEF Nutrition Programme Division (NPD). Views of GNC stakeholders were also sought on what the GNC is currently doing well, and what more it could be doing to support sector and cluster coordination at both global and national levels((see Consultations with GNC stakeholders & survey results). Feedback on a proposed new GNC strategic framework was collected in the same survey, and additional modifications to the GNC vision, mission, goal and strategic pillars were incorporated, based on survey responses. Both GNC stakeholder surveysreceived high levels of engagement, with a total of 248 responses between them.

Much of this preparatory work took place in advance of Part 1 of the GNC's Virtual Annual Meeting (15-17June 2021), which was designed as a collaborative forum to develop both the NiE Sector Road Map and the new GNC Strategy. The Annual Meeting was attended by over 120 participants representing a wide range of global, national and sub-national partners. Day 1 included the presentation of findings from the internal review of the previous GNC strategy and reviews of the cluster approach. The primary focus over the three days was on Group Work as a tool to identify both challenges and solutions to ten key issues within the NiE sector. The groups, which comprised key GNC stakeholders with an interest and/or expertise in a particular issue, discussed the following priority areas: Nutrition information and data for decisions; Preparedness (andtransition); Human Resources; Communications and advocacy; Programming approaches; Knowledge management and evidence generation; Financing; Cross-cutting issues; Internal collaboration (Ways of Working); and External collaboration.

These crucial GNC Annual Meeting group discussions resulted in a proposed set of strategic initiatives and key indicators for the GNC to prioritise in its new strategy (2022-2025). The finalization of the strategy based on the feedback from the GNC Annual Meeting was done by the GNC Coordination Team, the Alliance and the Strategic Advisory Group (SAG), with the final draft shared with all partners and country level coordination teams for inputs and endorsement.

Figure: GNC strategy development process

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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
Summary of findings on cluster approach from UNICEF (Humanitarian Review/CLARE II)	GNC Strategy Survey/Key priorities for NiE (March 2021)	Develop GNC Strategy (2022-2025)	GNC Strategy (2022-2025)
Internal Evaluation: GNC progress towards Strategy (2017-2021)	GNC 'Added Value' Survey (April 2021)		Updated Standard Operating Procedures (SOP)
			GNC Workplan (2022)