GLOBAL NUTRITION CLUSTER
STANDARD OPERATING PROCEDURE (SOP)

OCTOBER 2021

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Technical Alliance

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Contents

1. Background

The Inter-Agency Standing Committee (IASC) cluster approach was set up in 2005 to enhance the effectiveness of humanitarian response by ensuring greater predictability, accountability and partnership among international humanitarian actors. The cluster approach aims to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies, and to provide clear leadership and accountability in the main areas of humanitarian response. The Global Nutrition Cluster (GNC) is one of 11 key sectors for humanitarian action designated by the IASC as having responsibilities for coordination.

UNICEF is the Cluster Lead Agency (CLA) for the GNC. At a global level, the GNC (as of October 2021) has a total of 37 partners actively involved in GNC activities, drawn from International Non-Governmental Organizations (INGOs), Research and Development Groups, Academic Institutions, UN agencies, Public-Private Alliances, donors and individuals (see Annex A). In addition, there are 13 observers (organizations and individuals) that receive regular updates on the GNC's activities (see Annex A).

This document outlines the operational structure and procedures of the GNC based on the GNC's experience since the inception of the Cluster Approach, to definitively and transparently set out the ways in which GNC partners and other relevant stakeholders collaborate and interact. This document will be reviewed every two years as part of the GNC Work Plan process. Suggestions for improvement can be made by GNC partners to the GNC Coordination Team (GNC-CT) or the GNC Technical Alliance Leadership Team (the Alliance LT) at any point. The Standard Operating Procedure (SOP) will also be updated to take into consideration any decisions taken at the IASC Principles level on cluster partnership accountabilities and working arrangements within the IASC cluster system.

2. The Vision of the Global Nutrition Cluster

By the end of 2025, the nutritional status of the most vulnerable people is protected in countries at risk of, or with ongoing, situations of fragility.

3. Guiding Principles

The GNC has the following Guiding Principles that serve as the foundation for the GNC's efforts.

3.1. Commitment and Voluntary Cooperation
Effective coordination can only be voluntary, based on each partner's (including observers) willingness to join and agree on priorities and overall response strategies. The Cluster Approach demands commitment and an openness to collaborate and adapt on the part of all agencies and individuals concerned.

3.2. Partnership
Collaborative and complementary partnerships at global level are based on the Principles of Partnership, namely Equality, Transparency, Results-oriented approach, Responsibility and Complementarity.

3.3. Humanitarian principles

Commitment to the principles of humanity, impartiality, neutrality and independence underline all humanitarian action. The UN has taken up the principles, derived from international humanitarian law, in General Assembly resolutions 46/182 and 58/114 (2004).

3.4. Building Capacities

Strengthening existing local capacities, including those within the government, international and national NGOs to lead emergency response and recovery work is an essential principle. Capacity building is the key to sustainable improvements in the capacity of humanitarian actors to provide nutrition services before, during and after humanitarian crises.

3.5. Support National Authorities' Priorities and Efforts

General Assembly Resolution 46/182 stipulates that '*each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory*' and as such '*the affected State has the primary role in the initiation, organization, coordination and implementation of humanitarian assistance within its territory*'. Therefore, whenever possible, the GNC will guide country level work (at national and sub-national level) so that the cluster ensures adequate consultation with national and local authorities to support their priorities and efforts.

4. Strategic Areas

In the GNC Strategy (2022-2025), there are three strategic objectives for the GNC:

1. ### People
   To support countries, UNICEF as a Cluster Lead Agency, and nutrition partners at subnational, national, regional and global levels to ensure they are adequately staffed and skilled in order to prepare for, respond to, and recover from, situations of fragility.

2. ### Operational and Technical Support
   To provide adequate Nutrition in Emergencies (NiE) coordination, Information Management (IM), and programmatic operational and technical support to ensure that decisions at all levels are guided by timely, sound technical advice, while documenting experiences and generating new evidence.

3. ### Enabling Environment
   To be a driver of change for:
   1) improved collaboration, partnerships and innovation on nutrition to prepare for, respond to, and recover from, shocks to the nutrition situation at the global, regional, national and subnational level; and,
   2) creating a supportive financial and policy environment, both internally and externally, for strengthened technical and coordination capacity for nutrition in situations of fragility.

These strategic objectives are further detailed in the 2022-2025 GNC Strategy as well as in the GNC Annual Work Plan.

5. Structure and Key Responsibilities of the GNC

This section outlines the structure of the GNC and key responsibilities for each entity.
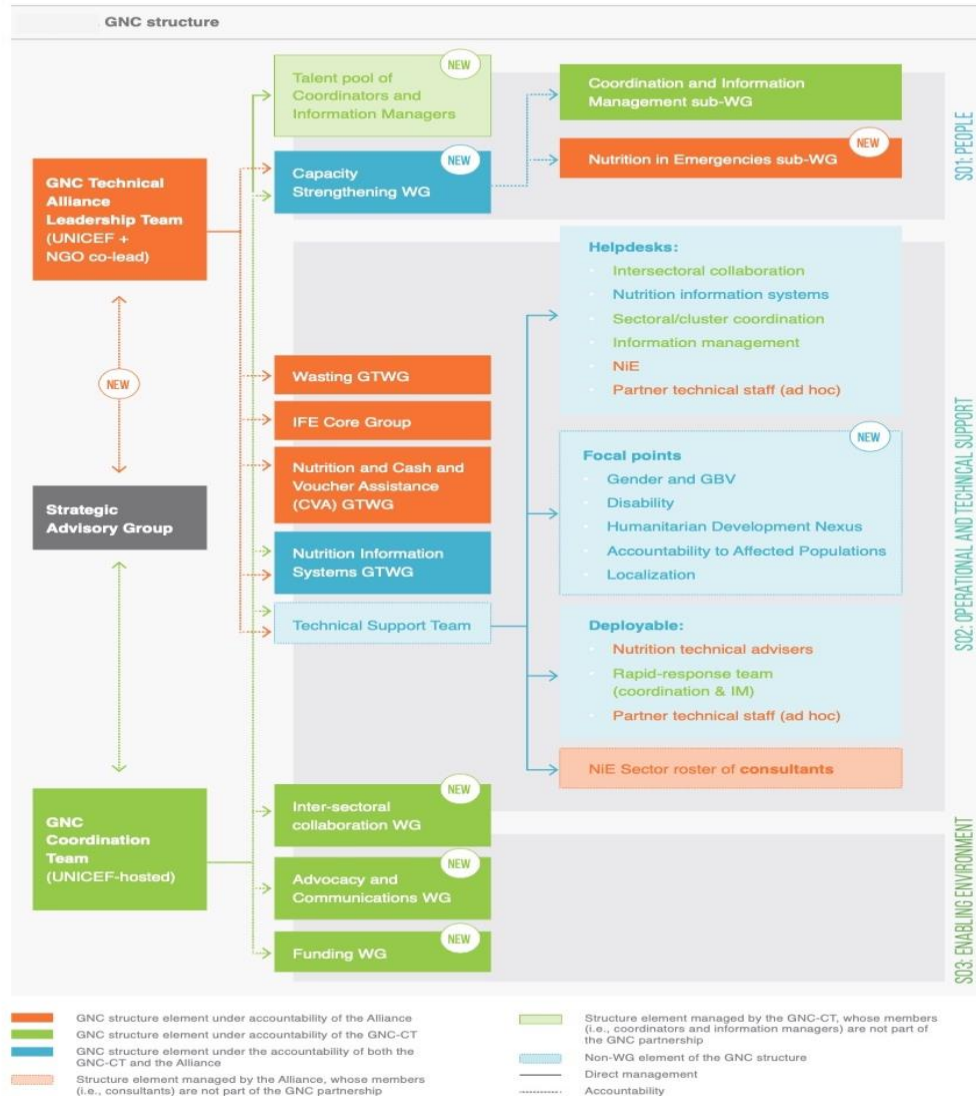
5.1 GNC Partners are entities (organizations, agencies, networks, groups or individuals) committed to respecting fundamental humanitarian principles, working in Nutrition in Emergencies, who are willing to actively help the GNC fulfil its role and who:

- Support the fulfilment of the GNC Strategic Plan by collectively developing and contributing to the GNC Work Plan via funding contribution or in-kind person time (e.g., participation in Working Groups or the Alliance Global Thematic Working Groups - see 5.5 and 5.6);
- Do not have a conflict of interest with the GNC;
- Support the monitoring of activities in the GNC Work Plan towards which they are actively contributing;
- Contribute to GNC discussions through participation in GNC meetings and teleconferences, as well as commenting on any documents;
- Support a sense of equality and mutual respect for all other partners;
- Are mutually accountable; and
- Contribute to decision-making (see section 11) in the best interests of the GNC.

  Organizations and individuals can apply to the GNC-CT to be a partner or observer at any time throughout the year by sending a letter (see Annex B/C). The GNC-CT will review the letter and provide applicants with further information on the GNC.

If the applicant satisfies partnership requirements in this SOP, they will be assigned partnership status and added to the GNC partners' mailing list, and other stakeholders will be informed of this via the regular GNC newsletter. The GNC-CT will review partnership status at least every two years (at the start and mid-year revision of the new strategy). GNC partner commitment and engagement in GNC discussions must be demonstrated throughout the year to be considered a GNC partner through contributions to the GNC workplan to maintain their status.

If the applicant satisfies requirements for observer status (see 5.9), they will be added to the GNC mailing list and GNC partners and other stakeholders will be informed of this via regular GNC newsletter.

Where required, the GNC-CT will consult the SAG on the way forward with each application.

5.2 GNC Coordination Team (GNC-CT), led by the GNC Coordinator, ensures:

- The fulfilment of the GNC Strategy and Work Plans through activities detailed in the GNC-CT Work Plan;
- Represents the GNC at sectoral, inter-sectoral and other relevant fora;
- Provides operational support to country sector/clusters and other coordination mechanisms on sectoral coordination, inter-sectoral collaboration and information management;
- Reports to both CLA and GNC partners;
- Facilitates links and communication between various GNC groups, UNICEF as CLA, and other clusters;
- Monitors the GNC and GNC-CT Work Plan; and
- Writes the GNC annual and mid-year reports.

The GNC Coordinator, based within the CLA, is responsible for providing strategic stewardship to the GNC collective on matters related to coordination and information management. The GNC Coordinator is supported by staff employed on both a permanent and temporary basis, who are all considered part of the GNC-CT.

5.3 The GNC Technical Alliance (the Alliance) is an initiative to improve the quality of NiE preparedness, response and recovery, by enabling and providing coordinated, accessible and timely technical support through multiple channels. The Alliance provides access to:

- Technical resources, country learnings and capacity strengthening tools via the website;
- Technical support from experienced nutrition advisors to answer questions or to provide more in-depth support (remote or in-country);
- Expert consensus-driven guidance and expert advice for emerging technical areas and/or challenging contexts; and
- The Technical Support Team (led by Action Against Hunger Canada), Thought Leadership (lead by ENN) and the Alliance LT, which oversees the implementation, strategic direction and resources of the Alliance and its parts. Currently, the Alliance LT includes UNICEF as lead, World Vision International as NGO co-lead, GNC-CT, Action Against Hunger Canada and Emergency Nutrition Network.

More information regarding the vision, purpose and focus of the GNC Technical Alliance can be found in its Strategic Intent (2021-2023) document.

5.4 The Strategic Advisory Group (SAG) ensures that GNC partners benefit from strategies that are consistent with the public interest of the Nutrition Cluster members and the vulnerable populations we serve. The SAG provides strategic guidance for the delivery of the strategy by the GNC partners, the GNC-CT and the Alliance in line with the defined Vision, Mission and Strategic Objectives and support monitoring progress on the workplans. SAG membership and SAG responsibilities are described in the SAG Terms of Reference (see Annex D).

5.5 Working Groups (WGs) are composed of GNC partners and external experts who volunteer to dedicate time to action specific work identified in the GNC Work Plan. Each working group has terms of reference that are agreed by all members during the first meeting, and are managed by the GNC-CT.

Membership of the WGs consists of GNC partners, Nutrition Cluster Coordinators and/or external experts (such as researchers and academics, national or local development actors) as required. Membership of each WG is defined in each specific case and is for organizations rather than individuals. Each member organization is requested to nominate at least one focal person to ensure consistency in representation and to facilitate communication. Selected individuals must commit to representing the interests of the GNC and not their own agency's interests.

Members of the WGs are expected to attend at least 80 per cent of meetings, which are held monthly or on another pre-determined schedule, with ad-hoc meetings where required.

Members are expected to contribute to the WG work plan development and delivery. An estimated time commitment to WGs is approximately three to four days per year – this includes time for monthly calls and the contribution to collective areas of work identified in the WG work plan. Sub-working groups may require additional commitments on a case-by-case basis.

Each WG should select two co-chairs from among the members of the group. They can be selected on permanent or rotational basis. Responsibilities of a chair/ co-chair include:

- Setting up and chairing monthly meetings;
- Coordinating/ delegating coordination of sub-working groups;

- Overseeing the development of a workplan by the members;
- Managing the membership of the group to ensure it represents a broad range of expertise and opinion;
- Overseeing the production of any WG 'products' (including guidance, resources and webinars);
- Support the 'sense checking' of any final GTWG 'products' with field-level practitioners to ensure they are useful to guide implementation of nutrition interventions;
- Represent the group in any key external fora;
- Report on activities of the group, emerging KM needs or gaps and any issues arising related to the functioning of the group in its role as a WG to the GNC-CT or the Alliance LT;
- Provide a handover report before leaving the group or the position.

Decisions made by the WGs are based on consensus, to the extent that this is possible, and the presence of at least 50 per cent of WG members at a meeting constitutes a quorum. Meeting outcomes are recorded in the meeting minutes. The WGs report to the GNC Annual Meeting on their achievements and constraints.

As of October 2021, the GNC-CT has the following WGs:

- [Inter-sectoral Collaboration (ISC) WG Terms of Reference](#)
- [Advocacy & Communications WG Terms of Reference](#)
- [NCC and IM Capacity Development WG Terms of Reference](#)
- Financing WG (to be formed)

5.6 Global Thematic Working Groups.
To cover a broad range of technical areas, the Alliance oversees **Global Thematic Working Groups** (GTWGs) comprised of key experts specializing in specific technical areas. Under each of these GTWGs, additional, more specialized subgroups or task forces (TFs) are created to explore specific sub-themes, issues and country-level challenges (e.g., country TFs), when needed. New working groups may be added if new technical issues or gaps emerge in additional thematic areas, or an existing related group outside the Alliance may be invited to fulfil the role. Each GTWG should select two co-chairs from the members of the group.

Where technical gaps in guidance, or its translation in challenging contexts, are identified via questions coming into the GNC Technical Alliance website and via other mechanisms, GTWGs will be engaged to:

- Provide technical advice where technical guidance exists but the translation to practical implementation requires further expert interpretation of guidance;
- Develop or coordinate the development of new interim consensus-driven guidance in response to a pressing technical gap in their respective area of expertise or as relevant, flag an area where WHO normative guidance should be developed;
- Bring to the attention of the Alliance any important unaddressed technical issues that are coming up within their network;
- Identify research priorities in their areas of work where additional research is required;
- Collaborate with the Alliance in identifying knowledge management (KM) and learning needs and facilitating the subsequent development of key technical KM products for practitioners within their thematic area as well as providing technical inputs to relevant KM products developed within the Alliance;
- Collaborate with the Alliance in identifying and facilitating country-to-country sharing of experiences on particular technical issues where there are questions as well as collaborating in the implementation of webinars to promote inter-country/region/partner learning; and

- Periodically update the Alliance and GNC partners on their work, achievements, lessons learned and challenges.

The GTWGs have a Generic ToR that outlines their purpose and ways of working (see Annex E).

As of October 2021, the Alliance has the following GTWGs:
- Management of Wasting GTWG
- Nutrition and Cash and Voucher Assistance GTWG
- Nutrition Information Systems GTWG
- Nutrition for Infants and Young Children: the Infant Feeding in Emergencies (IFE Core Group) GTWG

5.7 The Technical Support Team (TST) comprises 20 experienced nutrition professionals, including deployable personnel (both in-country and remote support) and helpdesks, hosted by UNICEF and NGO partners.

The TST is available to provide NiE support including, but not limited to: Assessment, Cluster or Sector Coordination, Cluster or Sector Information Management, Community-based Management of Acute Malnutrition (CMAM), Maternal, Infant and Young Child Nutrition in Emergencies (MIYCFN-E), Inter-sectoral Collaboration, Management of At risk Mothers and Infants under 6 months (MAMI) and Social and Behavioural Change (SBC). These personnel are hosted by International Medical Corps, Action Against Hunger Canada and USA, Save the Children and UNICEF. The TST Coordination Unit is co-hosted by Action Against Hunger Canada and UNICEF.

To expand the resources available for technical support, there are 19 TST Partners that can also be drawn upon, as well as the Consultant Roster (including over 150 technically vetted consultants), depending on the need of the requester. From the different sources, the most appropriate team is convened (typically including a lead advisor and technical backstop) to respond to the request. Matching of team to the request is guided by five principles: most local option available; the strength and appropriateness of the profile for the request; the timing of support need and availability of resource; the necessary administrative process and required urgency; and the requester preference.

Requests for any type of support are submitted via the Request Form on the Alliance and GNC websites. Responses are made within 24–72 hours and the TST works with the requester to find the most appropriate solution to their needs. All requests are managed using the (internal) Alliance Dashboard.

More details on how the TST functions are available in the Technical Support Team Standard Operating Procedure (2021).

In the new GNC Strategic period, a number of focal points for the key cross-cutting issues will be established under the TST, namely accountability to affected populations, gender and gender-based violence (GBV), the humanitarian development nexus (HDN), disability and localization.

The TST has several established workstreams, comprising groups of self-appointed individuals (TST consortium partner staff) interested in driving the thinking and strategy in areas of interest for the TST. These include anti-racism and localization, gender and GBV, webinars, learning and HDN, and they might be modified to align with the implementation of the 2022-2025 GNC Strategy

5.8 Country Coordination Teams working at country level in emergencies are a special group of stakeholders supported by the GNC. They are led by Cluster or Sector Coordinators, who report directly to the country management, yet the GNC-CT ensures that there is widespread consultation and engagement with this group through regular calls (hosted by the GNC-CT), one-on-one systematic and ad-hoc support, mentoring, sharing knowledge, tools and guidance, webinars and emails, and providing support required for them to fulfil Cluster Core Functions. Their opinion is sought on specific GNC issues. Members of the NCC group also participate in GNC meetings, Working Groups and other specific consultations and activities as appropriate.

5.9. GNC Observers are organizations or individuals who choose not to contribute directly to the GNC's work but who are interested in receiving and sharing information on the GNC's activities. Where appropriate they may be invited to attend GNC meetings. They have no voice or vote regarding GNC decisions.

6. UNICEF Responsibilities as Cluster Lead Agency

The Cluster Approach operates primarily at the global and country level, but it also increasingly links with regional sectoral and inter-sectoral partners and platforms to ensure greater coverage of country needs, in a more flexible and sustainable way. At the global level, the aim is to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies by designating global Cluster Leads and ensuring that there is predictable leadership and accountability in all the main sectors or areas of activity. At the regional level, the main aim is to support regional inter-sectoral collaboration in OCHA and with UNICEF as CLA and other partner's regional offices for their regular support of coordination in individual countries, prior to, during and after crisis. At the country level, the aim is to ensure a more coherent and effective response by mobilizing groups of agencies, organizations and NGOs to respond in a strategic manner across all key sectors or areas of activity, each sector having a clearly designated lead, as agreed by the Humanitarian Coordinator and the Humanitarian Country Team.[1]

UNICEF is ultimately accountable for ensuring the fulfilment of the CLA responsibilities in the Nutrition Cluster to the Emergency Relief Coordinator. At global level, the CLA responsibilities at the strategic level lie with the Executive Director and the Office of Emergency Programmes (EMOPS) department and are represented at the technical level by the GNC-CT. These responsibilities at global level include:

- Mainstreaming of the Cluster Approach within UNICEF and promoting understanding of the Cluster Approach within UNICEF at global, regional and country level;
- Negotiating with other UN Agencies around cluster partnership issues that need to be reflected in global level cluster documentation/ Memorandums of Understanding (MOUs);
- Advocating at the highest level of the IASC, donors and other concerned bodies on the needs and position of the Nutrition Cluster;
- Ensuring that adequate human and financial resources and administrative structure are available;
- Ensuring that there is technical expertise and operational support to the Global Cluster Coordination Unit (a unit comprised of the Global Cluster Coordinators from all of the Clusters and Areas of Responsibility that UNICEF leads – Nutrition, Child Protection and WASH – located in Geneva, Switzerland), including website management and information and knowledge management capacities for the Nutrition clusters at both global and country level.

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[1] [IASC Generic Terms of Reference for Sector/Cluster at the Country Level](#)

As the CLA, UNICEF also provides supervisory leadership over the GNC-CT to ensure that they adequately steward the process of contributing to the accomplishment of the GNC Strategy and Annual Work Plan.

UNICEF Programme Division (PD) is the co-lead of the GNC Technical Alliance. In this capacity, UNICEF-PD co-chairs the Leadership Team of the Alliance, has oversight of the strategic direction and is responsible for leading fundraising efforts to ensure the Alliance has the resources to deliver on its objectives.

7. GNC Meetings

The GNC aims to conduct an Annual Meeting to be organized by the GNC-CT, the Alliance and the SAG. (See section 12 on decision-making that outlines how GNC partners can contribute to the decision-making process even if not present at meetings).

GNC Annual Meeting
Objectives

- To develop, revise and monitor the implementation of the GNC strategy.
- To review progress on the Work Plan and identify additional priorities (or discuss priorities for the next Work Plan).
- To provide a structured platform for sharing information on, learning from, and needs of country clusters (e.g., via Satellite Events).
- To provide a forum for presenting technical updates relevant to improving effective emergency nutrition response (e.g., via Satellite Events).
- To provide an opportunity for WGs and GTWGs to meet and further specific Work Plan tasks.
- To provide a platform for discussing on-going emergency responses in cluster countries with an aim to improve the coordinated response, information flow and learning.

Participants: GNC partners, WGs and GTWGs, country coordination teams
Timeframe: May–June

The Annual Meeting is organized by the GNC-CT, but hosting can be by any GNC partner. In general, and in accordance with the principles of partnership, individual partners should not be paid by the GNC to attend the GNC meetings. However, if a partners' participation is specifically requested by the GNC-CT, the Alliance or SAG, then their expenses might be covered.

8. GNC Strategy and Work Plan

8.1. GNC Strategy Development

The GNC's four-year strategy is developed in consultation with its partners. The methodology for producing the GNC Strategy is available here, and the GNC Strategy (2022-2025) is available here. Annual work plans are then developed in order to implement the GNC strategy.

8.2 Developing the GNC Work Plan

The GNC Work Plan outlines the activities in which the GNC will engage over a one-year period. The Work Plan activities are organized around the strategic framework's three core areas. Each activity has a time frame, estimated budget, a focal agency for implementation and collaborating agencies, as well as the status of each activity.

The GNC-CT and the Alliance, in collaboration with the SAG, are responsible for drafting a Work Plan (based on the GNC Strategy and with feedback from partners and coordination teams). GNC

partners are encouraged to identify activities or projects that their respective agency will be able to implement, as their organizational or individual contribution to the Work Plan.

If the GNC-CT, the Alliance and SAG substantially change activities proposed by the groups at the Annual Meeting, a written explanation is provided to partners when the final draft of the Work Plan is circulated. Partners provide feedback to the GNC-CT, the Alliance and the SAG on the final draft. The GNC-CT and the Alliance, in consultation with the SAG, review any concerns or issues raised and are responsible for making the final decision regarding Work Plan activities.

8.3 Work Plan Monitoring

The GNC-CT and the Alliance are primarily responsible for monitoring the Work Plan on a regular basis and to identify bottlenecks. The SAG provides strategic oversight and advises on the best course of action if there are identified bottlenecks.

9. Communications

9.1. Internal Communication with the GNC Partners

Website

The GNC website is a key communication channel for partners and donors as a place where they can find information on GNC support, resources and activities, as well as news updates on recent developments in NiE. The GNC Dashboard, accessed via the website, provides a visual overview of real-time monitoring of both direct and indirect support to GNC-priority countries with analysis of key performance indicators. The GNC website is also integrated with the Alliance website, and shares nutrition resources with both the Alliance and Emergency Nutrition Network (ENN).

Monthly newsletter

The GNC-CT and the Alliance produce a joint monthly newsletter and intermittent updates to share global activities, including the latest news, updates, events and open vacancies. The newsletter is circulated to a mailing list of subscribers, including GNC partners, and is posted on the GNC and Alliance website. Only updates that are not urgent or confidential are shared via the monthly newsletter. The archive of the GNC newsletters and updates are available here.

Emails

Emails are an important internal communication tool for the GNC. Urgent updates, requests for opinions and document review, voting, etc. are conducted via emails.

The GNC-CT maintains a mailing list of all GNC partners and observers, which it uses for communication. The list is based on application details as provided via the GNC partner or observer letter (see Annex B/C). If details need to be changed, the above-mentioned letter should be updated and shared with the GNC-CT to make changes to the mailing list.

If the email address is no longer valid (as per an automatic message received when an email is sent), the GNC will remove this email from the mailing list.

If a partner, observer or an external stakeholder needs to share information with the GNC partners and observers, they need to contact the GNC-CT and the update will be shared via regular email (if urgent and confidential), posted on the website, or via the GNC's monthly newsletter.

Social media

The GNC and the Alliance both have Twitter (GNC-CT Twitter and the Alliance Twitter) and LinkedIn (GNC LinkedIn and the Alliance LinkedIn) accounts that they use as communication platforms for

conveying updates on the GNC's operations and activities, and to signpost to information and resources on their websites.

Sharing job opportunities
Job opportunities are shared on the GNC website's dedicated jobs page where the latest current vacancies are posted. Vacancies are removed when the application deadline has passed. Any GNC partner can post job opportunities on the GNC website, and upon request login details will be given to them to do this.

Webinars
Virtual meetings are held online with participants from country, regional or global level on coordination and nutrition in emergency technical matters. The webinars are usually informative in approach, while at times they may involve training activities aimed at ensuring the country coordination teams and nutrition practitioners are well-informed on global tools and guidance that can be adapted to country contexts.

Conference calls
Conference calls are organized on a need basis, to provide important updates, discuss specific country issues, address specific operational issues, gather partner feedback. They are usually organized by the GNC-CT or the Alliance. A partner can reach out to suggest a call or to ask GNC-CT or the Alliance to disseminate information about the call, if it benefits the nutrition community as a whole.

Annual and Mid-year reports
The GNC-CT publishes a Mid-year Report (in August) and an Annual Report (in February) to provide an overview of its achievements and those of the Alliance, alongside challenges at global and country level. The country report contains individual country updates on humanitarian response efforts for nutrition in emergencies for those countries reporting to the GNC. The global report includes the GNC progress towards implementation of its Strategy.

GNC meetings (see section 7)

Communication within the GNC sub-structures (SAG, WGs, GTWGs, TFs, the Alliance)
Each SAG, WG and GTWG, TF and the Alliance decide on the best internal way of communication. To save time, they are encouraged to use team solutions for communication and sharing documents (such as MS Teams, Dropbox, Google Drive, etc.). The key in selecting communication channel should be its accessibility to all members and time saving (as well as archiving) ability. If the group need to share some information on the GNC website or via the GNC newsletter, they should contact the GNC-CT or the Alliance, based on the GNC structure.

Request Form
All requests for technical or operational support should be submitted via a form, which is found on both the Alliance and GNC websites under the [Request Support button](). Subsequent communication will be managed via email.

9.2 Communication with Country Coordination Teams

Website
The website is a key source of information for Nutrition Cluster Coordinators (NCCs) and Information Management Officers (IMOs) as it provides them with the most up-to-date guidance and tools. The website country pages are also a platform for countries with NiE coordination mechanisms in place to upload their latest information, including resources that they have generated in-country.

Request Form (see section 9.1**)**

Emails
Emails are the primary communication tools with coordination teams. Urgent updates, surveys, new guidance and information sharing, requests for opinions and document review, etc. are shared via emails.

The GNC-CT maintains a mailing list of all coordinators and a separate list for IMOs. National Cluster/Sector Coordinator and national IMOs are the key GNC contacts in countries. Coordination Teams are required to update the GNC-CT on the changes in their structure as soon as possible in order to receive current information and orientation.

Webinars and calls
The GNC-CT regularly organizes webinars and conference calls with coordination teams to discuss key priority issues in countries, share new guidance and country-level learning and knowledge. Any member of coordination team can raise the need for a particular webinar, which will be taken into account when deciding on the key priority discussion topics.

Reporting
Coordination teams are obliged to report to the GNC-CT every six months on their work and administrative arrangements; this forms the basis of the GNC country-level reports and updating information on the individual country pages on the GNC website. Additionally, the GNC-CT can reach out to individual countries at any time for additional information (for example, to support global advocacy on key issues). The GNC-CT regularly keeps in touch with country teams through its helpdesks, who are supporting countries on a case-by-case basis in all matters related to coordination, information management, inter-sectoral collaboration and nutrition information systems.

GNC meetings (see section 7)

Monthly newsletter (see section 9.1)

9.3 Communication with Regional Offices/Structures

The GNC recognizes that many country-level emergencies have a regional impact and often regional offices are significantly involved in supporting a country or a more regional response. The GNC is a global structure comprised of GNC partner agencies, many of which have regional offices and nutrition experts supporting the response. The role of regional offices and support staff often includes the provision of technical and financial support. Where relevant, the GNC-CT or the Alliance will identify and communicate with appropriate regional support personnel on specific country responses and will advise country clusters similarly, to ensure coordinated communications, technical and funding support for the response.

When there is an identified need, the GNC-CT will facilitate/convene regional discussions when emergencies spread beyond a single country's borders.

9.4 External Communications
There are several channels for external communication which include, but are not limited to:

- The GNC website as the core dissemination mechanism in terms of routine information in addition to specific dissemination and scaling up of tools as needed for a more generalised audience;
- Social media GNC and Alliance (Twitter and Linkedin) accounts
- The GNC Mid-year and Annual report are published on the GNC website and are key tools to document GNC achievements over the years;
- Monthly newsletter;
- Joint statements/calls to action that are circulated to the humanitarian community.

The GNC-CT and the Alliance will endeavour to reflect the viewpoint of GNC partners in all communication with the media and the general public. The GNC-CT will also endeavour to secure input from GNC partners in external communication, provided that there is adequate time between the information request and the deadline. Consultation with GNC partners may not be possible under all circumstances. If a statement or response is needed within 48 hours, the GNC-CT will aim to secure inputs from the SAG if possible, but in any event will respond. The GNC-CT will share documentation of engagement with the media, the general public and the humanitarian community through a) the website and b) by email.

10. Fundraising for the GNC Work Plan

A combination of fundraising strategies will be adopted both through the GNC-CT, the Alliance and cluster partners to raise funds to support the GNC Work Plan. The GNC-CT, the Alliance, WGs, GTWGs and the SAG will collaboratively develop a fundraising plan that outlines how funds will be raised to implement the GNC Work Plan. In addition, GNC partner agencies may fundraise independently or through multi-agency donor proposals to financially support activities they are leading/contributing to in the GNC Work Plan.

Funds raised by the GNC-CT or the Alliance LT will be managed under the financial rules and regulations of the CLA, UNICEF, while funds raised by the partners will similarly be managed under the financial rules and regulation of the partner agency.

Where a cluster partner has been requested to lead an already funded specific project or activity for the GNC, the partner will implement such project through a project corporation agreement (PCA) between the UNICEF (as the CLA) and the partner. In this case, the GNC-CT in collaboration with the CLA will be responsible for donor reporting and the administrative and financial management of the funds and other related activities.

Where funds have come directly to a cluster partner for a GNC activity, the partner will be responsible to oversee the implementation of the activities, as well as financial and donor reports. The partner will, however, periodically update the GNC partners, the Alliance and the GNC-CT (as applicable) on progress.

11. Decision-making and Document Endorsement

Throughout the year decisions will have to be made to move activities forward and to endorse documents. The GNC-CT and the Alliance LT, in consultation with the SAG, commits to share drafts and final drafts of all strategic documents, as well as key decisions to be made, with GNC partners for their input and feedback.

In areas where the relevant GNC structure exists (i.e., the Alliance LT, Wasting GTWG or Advocacy & Communications WG) the decision-making process is automatically delegated from the GNC partners to such entities. If a partner has an interest in the specific area, it is expected that they are already a member of the respective group.

11.1 Process of Decision-making and Document Endorsement

Where possible, strategic documents and key decisions to be made will be shared prior to and discussed in the GNC Annual Meeting. Key decisions and general endorsement of documents will be voted on by GNC partners[2] through a 'show of hands' in plenary, via email, survey or other suitable means. A record of this vote will be noted. GNC partners not in attendance at the meeting will be provided with the opportunity to weigh in on these issues prior to or after the meeting, and their input will be considered along with the 'show of hands' in the meeting. Revisions to the document or decisions to be taken will be made based on the vote of the majority from both feedback in the meeting and from participants not in attendance via email.

Where timing of document endorsement does not correspond with the GNC Annual Meeting, feedback will be solicited from partners via email or internet survey. Where conflicting feedback is provided or issues arise, these will be discussed within the SAG and the SAG will advise the GNC-CT or the Alliance on the best course of action to finalize the issue/document.

Once finalized, all strategic documents will be shared with GNC partners via email and posted on the GNC website.

Where a decision requires voting, each GNC partner will receive one 'vote'. If there are multiple persons involved in the GNC representing one agency they will consolidate their feedback/vote. Individual GNC partners will also have one feedback/vote. GNC observers and coordination teams are not eligible to vote as their status precludes them from contributing to the decision-making process of the GNC, however their feedback will be taken into account.

Where a partner knows or believes s/he may have a conflict of interest around a specific issue, s/he must declare it and remove himself/herself, where necessary, from any relevant decision-making process.

This SOP is effective as of 1 January 2022 and will be reviewed on a bi-annual basis.

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[2] Note: GNC observers are not eligible to contribute a 'vote'

Annex A: Partners and Observers of the GNC (as of November 2021)

The Global Nutrition Cluster (GNC) is comprised of 37 partners, 13 observers and a small team of dedicated staff within UNICEF.

The **cluster partners** are: Action Contre la Faim (ACF), ACF-Canada, Action for Development, AVSI – People for Development, Center for Disease Control (CDC), Concern Worldwide, Eleanor Crook Foundation (ECF), Emergency Nutrition Network (ENN), European Commission, Food and Agriculture Organisation (FAO), Foreign, Commonwealth and Development Office (FCDO), FHI 360, Global Health Cluster, GOAL, Help Age International, iMMAP, Institut Bioforce, International Medical Corps (IMC), International Orthodox Christian Charities (IOCC), International Rescue Committee (IRC), INTERSOS, JAM, Mercy Corps, Nutrition International, Nutrition Works, RedR-UK, Samaritan's Purse, Save the Children, UN Nutrition, UNHCR, UNICEF, USAID/Bureau of Humanitarian Assistance (BHA), Valid International, World Food Programme (WFP), West African Institute of Public Health, World Health Organization (WHO) and World Vision International (WVI).

The **observers** are: ADRA International, Aga Khan Foundation, CORUS international, ECHO, Global Alliance for Improved Nutrition (GAIN), Helen Keller International, International Committee of the Red Cross (ICRC), Médecins sans Frontières (MSF), Nutrition International (former Micronutrient Initiative), Research for Health in Humanitarian Crises (R2HC), The Earth Institute Columbia University, UCL Institute for Global Health and Université Catholique de Louvain.

Annex B: Request for GNC Partner Status

Organization's Letterhead

Date

To: Global Nutrition Cluster Coordination Team
Geneva
Switzerland

To whom it may concern,

We are pleased to confirm that Name of your organization   wishes to continue to be/become a Partner of the Global Nutrition Cluster from Date – Date (if new partner) and/or your section supports the work of the Global Nutrition Cluster and its mission to promote and support nutrition as an integral part of humanitarian response and early recovery following emergencies. Name of your organization also commits to upholding the humanitarian principles of humanity, the humanitarian imperative, impartiality and independence[3] as well as the Principles of Partnership[4].

With this commitment, we express our intent to participate in the GNC global meetings and monthly calls. We also commit to actively contribute to the GNC Workplan and fulfilment of the GNC Strategic Plan.

Additional questions to answer:
1. How would Name of your organization benefit from joining the GNC?
2. What specific contributions to the GNC'S work are Name of your organization planning to make?

Furthermore, we acknowledge that as an organization/individual we do not have a conflict of interest with the GNC. If a conflict of interest arises around a specific issue, we/I endeavour to declare it and where necessary, remove ourselves/myself from the decision-making process.

Our organization will be represented by:
Name
Title
Address
Phone number
Email address

In case this person is not available to represent the organization, the following individual will assume responsibility.
Name
Title
Address
Phone number
Email address

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[3] https://ochanet.unocha.org/p/Documents/OOM_HumPrinciple_English.pdf
[4] Principles of Partnership (http://www.globalhumanitarianplatform.org/ghp.html)

In addition, we would like to request that the following other individuals are included on the GNC mailing list for information purposes.

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In the event that the individual(s) representing our agency are no longer able to participate, we commit to finding a replacement.

We also commit to advancing the work of the Nutrition Cluster within our sphere of influence, and aim to work with our country level staff and contacts to strengthen coordination and technical capacity in the field where it matters most.

Yours sincerely,

Name and title of the individual and organization (if applicable)

Name and title of the supervisor

Annex C: Request for GNC Observer Status

Organization's Letterhead

Date

To: Global Nutrition Cluster Coordination Team
Geneva
Switzerland

To whom it may concern,

We are pleased to confirm that Name of your organization wishes to continue to be/become an **observer** of the Global Nutrition Cluster from Date – Date (if new observer or change in status from partner to observer). Name of your organization and/or your section is interested in the work of the Global Nutrition Cluster and its mission to promote and support nutrition as an integral part of humanitarian response and early recovery following emergencies.

Additional questions to answer:
3. How would Name of your organization benefit from joining the GNC?
4. What specific contributions to the GNC'S work are Name of your organization planning to make?

As an observer, we look forward to receiving regular updates on the activities of the GNC. We endeavour to share any interesting, relevant information on humanitarian coordination or nutrition with the GNC.

We recognize that as an observer we are unable to contribute to the decision-making process.

Please direct GNC information to the following individual/s:

Name
Title
Address
Phone number
Email address

Sincerely yours,

Name and title of the individual and organization (if applicable)

Name and title of the supervisor

Annex D: Terms of Reference for the GNC Strategic Advisory Group
October 2021

1.0 Background

A Strategic Advisory Group (SAG) was introduced into the Global Nutrition Cluster (GNC) structure during the GNC Face-to-Face Meeting in January 2013. The interim SAG was tasked with the provision of strategic direction for, and oversight of, the activity of the GNC in key areas. The initial six-month Terms of Reference (TOR) was extended until February 2014, based on the outcome of the GNC Annual meeting in July 2013. During this one-year interim period, the SAG largely met its objectives and provided strategic support and guidance around specific issues for the GNC Coordination Team (GNC-CT). Based on this experience, the GNC Coordinator requested to set up a permanent SAG to guide and support activities, and in February 2014, the interim SAG membership was updated, with two previous members remaining in place to provide institutional memory.

Further reflections on the SAG's performance were raised by the GNC-CT and the GNC partners during the GNC Face-to-Face Meeting in September 2014. Considering the increased demands on the GNC-CT to deploy its staff to support multiple emergencies, the GNC-CT and the SAG agreed that the SAG TOR should be revised to reflect the SAG's role under both normal and extenuating circumstances. Priorities for the SAG's support are therefore reviewed every 6 months by the GNC-CT and the collective.

The GNC Strategy (2022-2025) includes major shifts of focus in its priorities, with an expansion of the GNC mandate from primarily support to coordination and Information Management (IM), to now including technical assistance support for Nutrition in Emergency (NiE) programming. The technical assistance work is under the remit of the GNC Technical Alliance (the Alliance), led by UNICEF Nutrition Programme Division and World Vision International. During the development of the GNC Strategy (2022-2025) and related governance review, it was decided that the SAG should extend its strategic advice to cover all the GNC's priorities, including technical assistance, thus holistically supporting the implementation of the GNC Strategy.

2.0 Role of the SAG

The role of the SAG is to ensure that the GNC partners benefit from strategies that are consistent with the public interest of the Nutrition Cluster members and the vulnerable populations we serve. The SAG should also provide strategic guidance for the delivery of the strategy by the GNC partners, GNC-CT and the Alliance partners in line with the defined Vision, Mission and Strategic Objectives, and to support monitoring progress on the workplans.

In providing strategic guidance to the GNC Coordinator and the co-chairs of the Alliance, the SAG examines issues and solutions through different lenses to confirm that strategic decisions are made based on the best available information and in the best interests of the affected populations served by the GNC and the wider GNC partnership.

3.0 SAG responsibilities
General

The SAG will:
- Support, guide and provide feedback to the GNC-CT and the Alliance Leadership Team (the Alliance LT) on specific issues that the GNC-CT or the Alliance LT identify as benefitting from additional strategic feedback. The SAG will take decisions, preferably by consensus or by majority vote if no consensus is found;
- Review and approve matters escalated by the GNC partners, the GNC-CT and the Alliance LT;

- Be accountable to the GNC membership, although the Alliance LT and the GNC-CT are responsible for formal communication to the members;
- Actively seek interaction with GNC partners and represent their issues and concerns to the other SAG members and GNC-CT and the Alliance LT. To ensure that GNC partners are more rigorously represented in SAG deliberations, each SAG member will be allocated a group of members with whom they will regularly engage. The modalities of this engagement will be discussed with the SAG members and agreed upon. The wider cluster membership, including observers, will maintain the right to approach any of the elected SAG members directly with issues of concern, which may be tabled at SAG meetings.

Strategy and work plan
The SAG will:
- Advise on global GNC strategic priorities; review and endorse the global GNC Strategy and provide guidance on the need to revise the GNC's strategic vision;
- Review and approve annual GNC work plans and agree amendments to the work plans as necessary during the year. In years where a new GNC Strategy and a work plan (WP) are to be developed, the GNC-CT and the Alliance LT, in collaboration with the SAG, are responsible for developing a Strategy and a WP (based on feedback and discussion at the GNC Annual Meeting, and from other feedback mechanisms for input from GNC partners and other stakeholders);
- Along with the GNC-CT and the Alliance LT, review, discuss and finalize WP activities for each strategic area. If substantial changes to activities are proposed, a written explanation is provided to partners when the final draft of the WP is circulated. Partners provide feedback to the GNC-CT, the Alliance LT and the SAG on the final draft. In consultation with the SAG, the GNC-CT and the Alliance LT will review any concerns or issues raised and are responsible for taking the final decision regarding WP activities;
- Advise the GNC-CT and the Alliance on potential opportunities for the creation of Working Groups and Global Thematic Working Groups;
- Participate in regular communications on monthly calls but also on ad-hoc online/face- to-face meetings and functioning of the group. SAG members alternate the role of chairing and taking minutes of these calls every three months;
- When visiting their programmes at country level, SAG members will assess the situation around nutrition coordination and share information and concerns with the GNC-CT and the Alliance;
- Support GNC evaluations and real-time and peer reviews with a demonstrable degree of interaction and involvement;
- Collaborate with the GNC-CT and the Alliance LT to define the objectives and specific outcomes of the wider GNC collective's meetings; develop the agenda (e.g., proposing resource persons, topics and materials, etc.) and provide additional content inputs as needed. SAG members will also co-chair sessions during the GNC Annual Meetings;
- The GNC-CT and the Alliance co-chairs are responsible for developing a Monitoring framework for the implementation of the GNC Strategy and the WP, and to update progress every three months to facilitate the discussion on the monitoring of the GNC WP with the SAG;
- The SAG supports the GNC-CT and the Alliance LT in monitoring progress on the GNC WP1; highlighting and suggesting actions if off track through quarterly regular review and ad hoc inputs as needed;
- The SAG advises on the best course of action if there are identified bottlenecks;
- When needed, the SAG/GNC-CT/the Alliance LT might seek external expert support on specific issues; these experts might not be members of the GNC, but nevertheless have technical knowledge on the issue at hand.

Advocacy and Fundraising

The SAG will:

- Prepare / comment on/input into key strategy, advocacy and fundraising documents as required;
- Approve funding proposals and partnership arrangements that directly or indirectly affect the GNC collective, to ensure that these are in line with the GNC Strategy;
- Provide inputs to single or multi-donor funding proposals developed by the GNC-CT or the Alliance LT as required.
- The GNC-CT and the Alliance LT will routinely update the SAG and GNC members on the funding situation during face-to-face meetings and when there is new funding made available for the GNC WP through the collective GNC partners proposal or through the CLA.
- Although it is not foreseen that the SAG would function as a funding allocation committee, SAG would make recommendations to the holder of collective resources if such decisions should be required.

Communications

- The Alliance LT and the GNC-CT are responsible for formal communication to the GNC members.
- The SAG ensures that the GNC collective has in place effective two-way communication processes.
- The SAG reviews and approves the GNC's Annual and Mid-year reports.
- When important and time-sensitive statements or action are needed, the GNC-CT or the Alliance LT may decide to respond on behalf of the collective, even if consultation with SAG members has been incomplete or absent. If the statement made is deemed by the SAG to require further input and/or the review by the collective GNC members, the SAG and the GNC-CT and the Alliance LT will find a way to consult with the GNC partners on the issue.
- All key statements issued or underwritten by the GNC and its groups (i.e., Advocacy and Communications Working Group), such as joint statements, position papers and others are approved by the SAG on behalf of the GNC partnership. If time allows, GNC partners might be consulted for any red flag comments. Any such statement will be considered as endorsed by the GNC partnership if no substantial comments are received from the partners. Any GNC partner has the right to withdraw from a statement, which would be noted.

4.0 Composition and membership of the SAG

4.1 Composition of the SAG

Members of the SAG are exemplars of the GNC and its humanitarian values, acting with integrity, fairness and in the interest of affected populations. They maintain the GNC's focus on building inclusion, enrichment and trust for the benefit of people, stakeholders and the GNC partnership.

The SAG is composed of 12 permanent and elected representatives from:

- GNC Coordinator (permanent membership);
- GNC Technical Alliance NGO co-coordinator (permanent membership);
- UNICEF Programme representative (permanent membership, given UNICEF's role as Cluster Lead Agency);
- WFP Programme representative (permanent membership, given WFP's role in moderate acute malnutrition (MAM) prevention and management);
- UNHCR Programme representative (permanent membership, given UNHCR's role in refugee context);
- WHO Nutrition Programme representative (permanent member, given WHO regulatory role for Nutrition)

- BHA and ECHO Donor representatives (permanent members);
- Three NGO/operating agencies' representatives (to be elected by GNC partners);
- Two Country Cluster Coordinators, representing all CCs and IMOs (to be elected by CCs/IMOs).

4.2 Criteria for membership

To be represented on the SAG, organizations must have been a GNC partner for 12 months or longer.

Permanent membership is assigned to an organization and not an individual. It is up to the organization to select who will represent them on the SAG, although it is usually the most senior staff involved in the GNC work.

Elected membership is based on the nomination and election process and is assigned for two years, after which the new nomination and election process is due. Given that seven out of 12 members of the SAG are elected members, the SAG will ensure that no more than four members are rotated in a year.

If no nominations are received to replace current elected members, they can be extended in the SAG for one more period of two years.

Individuals interested in being represented on the SAG should have significant relevant work experience at a strategic level, along with a solid understanding of the humanitarian aid sector. Selected individuals commit to represent the interests of the GNC and not their own agency's interests.

4.3 Nomination, establishment and duration of the SAG

The SAG membership will be reviewed and updated in the 1st quarter of every year. Four to five previous elected SAG members should be retained in order to maintain institutional memory.

- Interested organizations are asked to submit an expression of interest and identify the individual who will fulfil this role on behalf of the organization. A brief outline of the added value of the organization's participation in the SAG (approximately one paragraph) and a short bio (no more than half a page) of the nominated individual should be submitted to the GNC Coordinator.
- If the individual is an independent, the short bio and brief outline of added value should be submitted to the GNC Coordinator.
- Country Cluster Coordinators who are interested in taking on this role may also put themselves forward and/or can be nominated by their peers. A short bio should be included along with the expression of interest.

4.4 Selection of SAG members

There will be a parallel selection process:

- SAG members will be elected by the GNC partners (each agency will have one vote).
- Country Coordinators will elect their representative from the selection of Country Coordinators nominated (one vote per country).

Voting will take place through an on-line survey. A vote will not be needed if there is only the required number of volunteers for each level of representation.

5.0 Implementation arrangements

5.1 Time commitment

Monthly SAG meetings/conference calls will be scheduled: SAG members would be expected to attend 80 per cent of the meetings. In addition, SAG members will be required to engage on issues by email or conference calls between the monthly conference calls.

If needed, there will be a face-to-face SAG meeting around the time of the GNC meeting, as well as one additional face to face meeting around six months later; the remaining meetings will be organized online.

5.2 Chair and notetaker for SAG calls

The SAG Chair will be nominated by the SAG. The Chair position is to be rotated every three months. Any member of the SAG can chair the SAG as this would not be considered a conflict of interest.

The SAG call notetaker will be nominated by the SAG. The notetaker is to be rotated every three months.

5.3 Accountability and Transparency

- The GNC-CT and the Alliance LT, in consultation with the SAG, commits to share drafts and final drafts of all strategic documents as well as key decisions to be made with GNC partners for their input and feedback.
- SAG, GNC-CT and the Alliance LT should ensure that key strategic decisions are adequately discussed with GNC partners, when time allows.
- Decisions made by the SAG shall be taken to the extent possible based on consensus.
- Presence of at least 50 per cent of the SAG members at a meeting constitutes a quorum.
- Decisions will be recorded in minutes, to be circulated.
- SAG uses MS Teams as its primary communications tool.
- The SAG shall report to the GNC Annual Meeting on the accomplishment of its functions.

Annex E: Generic Terms of Reference for the Global Thematic Working Groups

Engaging Global Thematic Working Groups to Meet Country Technical Needs in Nutrition in Emergencies

Purpose of this document

The purpose of this document is to outline the general Terms of Reference for the Global Thematic Working Groups (GTWGs) in the Global Nutrition Cluster (GNC) Technical Alliance (the Alliance). It is intended that each GTWG tailor the general Terms of Reference to best suit their needs and ways of working.

What is the GNC Technical Alliance?

The purpose of the Alliance is to support practitioners to improve the quality of nutrition preparedness, response and recovery, by enabling and providing coordinated, accessible and timely technical support through multiple channels. Support from the Alliance is available to all practitioners, particularly local and national organizations working in humanitarian preparedness, response or recovery, in settings including emergencies, humanitarian or protracted crisis, fragile and conflict-affected contexts, and areas where there is a high burden of malnutrition or risk of nutritional deterioration. The Alliance is led by UNICEF, co-led by World Vision International and supported by a leadership team that includes Emergency Nutrition Network (ENN), International Medical Corps (IMC) and the GNC Coordination Team.

The Alliance enables practitioners to access:

1. Technical resources, country learnings and capacity-strengthening tools via the GNC Technical Alliance website.
2. Technical support from a group of experienced nutrition advisors in the technical support team, who answer questions on various technical areas or provide more in-depth support (remote or in-country).
3. Expert consensus-driven guidance and advice for emerging technical areas and/or challenging contexts that cannot be met by 1) and 2).

Rapid interim consensus-driven guidance and expert advice will be sought from GTWGs related to specific thematic areas based on identified field needs. In line with the key principles of the Alliance of maximizing existing capacities at all levels (national, regional and global levels), the Alliance will work with already existing and willing global technical thematic groups to meet technical requests coming in, ensuring these needs cannot first be provided by a) existing capacities at national and regional levels, b) through peer-to-peer support on En-net, or c) through signposting to existing technical guidance documents. In cases where there is no GTWG for a thematic area where technical guidance is being sought, or such group is not able to incorporate support to the Alliance into their existing plan, the Alliance will work with the GNC partners (and other relevant stakeholders) to facilitate the formation of one as relevant. Existing priority thematic areas for the GNC Technical Alliance (for which GTWGs have been set up) include infant and young child feeding, wasting, nutrition information systems and nutrition and cash/voucher assistance. As noted previously, possible new GTWGs may be set up based on emerging needs.

What is the role of the GTWGs?

Where technical gaps in guidance, or its translation in challenging contexts, are identified via questions coming into the GNC Technical Alliance website, GTWGs will be engaged to:

- Provide technical advice where technical guidance is existing but the translation to practical implementation requires further expert interpretation of guidance
- Develop or coordinate the development of new interim consensus-driven guidance in response to a pressing technical gap in their respective area of expertise or as relevant, flag an area where WHO normative guidance should be developed
- Bring to the attention of the Alliance any important unaddressed technical issues that are coming up within their network
- Identify research priorities in their areas of work where additional research is required
- Collaborate with the Alliance in identifying knowledge management (KM) and learning needs and facilitating the subsequent development of key technical KM products for practitioners within their thematic area as well as providing technical inputs to relevant KM products developed within the Alliance
- Collaborate with the Alliance in identifying and facilitating country-to-country sharing of experiences on particular technical issues where there are questions as well as collaborating in the implementation of webinars to promote inter-country/region/partner learning
- Periodically update the Alliance and GNC partners on their work, achievements, lessons learned and challenges

How does the Alliance work with GTWGs?

Anyone can ask a technical question or request support by registering their interest on a 'Request Form' found on the GNC Technical Alliance website. The Alliances' technical support team will answer the question based on relevant guidance, tools and experience after checking that existing national, regional and headquarter sources of advice have been tried, and suggest sharing on en-net if appropriate. If there is a clear emerging technical gap in guidance or particularly challenging context where existing technical resources are not applicable (i.e., the question cannot be sufficiently answered), the Alliance will consult the relevant GTWG chairs to determine if the question should be escalated to the broader GTWG or an appropriate sub-working group who are able to convene and answer the individual question or develop a piece of interim consensus-driven guidance to address that gap. Once this interim consensus-driven guidance or expert advice has been developed, feedback will be channelled back to the practitioner who posed the question and if appropriate, a summary of the question and response will be published online via the GNC Technical Alliance website and En-net so that the wider community can benefit. ENN will consult WHO where there is an identified need to develop further normative guidance or where these processes could also feed into normative guidance under development.

What does the Alliance offer to the GTWGs?

- Summarises technical requests that have been submitted to the Alliance, specific to their thematic area, which may be useful to inform the broader workplan for these groups.
- Updates on GTWGs work and any guidance produced will be promoted and shared through the Alliance website, the GNC newsletter, ENN's platforms (such as Field Exchange), and other global channels.
- Provides a field lens (via the GNC) on existing guidance available in their thematic area and the extent to which it is sufficient and appropriate for field needs.

What are the criteria for membership?

The membership is open to organisations and individuals (UN agencies and NGOs, academics, donors, philanthropic foundations). To be represented in a GTWG, individuals (both from organisations or independent) must have a strong technical expertise in the thematic area of the GTWG and significant relevant work experience in the relevant thematic area at strategic, norm-setting or managerial level along with a solid understanding of the humanitarian aid sector. Their experience may be in different areas related to the thematic area such as research, policy, advocacy, implementation. GTWGs will aim to include representation from global, regional and country levels. Selected individuals commit to represent the interests of the technical community working in the relevant thematic area and not their own organisational interest. A mapping of membership expertise and experience should be conducted periodically to identify additional areas of expertise that may need to be sought by expanding the membership. Identification of workstreams/ sub-working groups will also inform membership needs.

What is the nomination process and duration of GTWG membership?

Initial nominations to GTWGs are typically done as follows:
- Interested agencies are asked to submit an expression of interest and identify the individual who will fulfil this role (agencies may be allowed to submit details of one other individual who can cover should the selected individual not be able to attend meetings etc.) Ideally, no more than two people per organisation should be represented within a GTWG.
- Nominated individuals should email GTWG chairs detailing the added value of their participation in the GTWG as well as a short bio (ideally no more than 350 words) outlining their experience in the relevant thematic area.
- Group members are to serve for a minimum of one year.
- Membership will be reviewed on a yearly basis to identify if any additional individuals and/or organisations that should be individually approached to participate in the GTWG, particularly exploring the extent to which membership includes country and regional representation.

What are the commitments for GTWG members?

Members are expected to contribute to the GTWG strategy, work plan development and delivery. Members are expected to attend 80% of meetings scheduled and in addition, members may be required to engage on technical discussions by email or conference calls between the monthly conference calls. An estimated time commitment to GTWGs is approximately three to four days per year- this includes time for monthly calls and the contribution to collective areas of work identified in the GTWG workplan. Sub-working groups may require additional commitments on a case-by-case basis.

What are the chairing processes and commitments?

A chair will be elected by the group for the period of one year, a co-chair may also be elected should the group deem a co-chair valuable. Ideally, there will be a combination of UN and NGO representation if there are co-chairs elected to lead the GTWG.

Responsibilities of a chair/ co-chair include:
- Setting up and chairing monthly meetings
- Coordinate/ delegate coordination of sub-working groups
- Overseeing the development of a workplan by the members
- Coordinate the appropriate answering of questions posed through the GNC Technical Alliance website, when escalated

- Managing the membership of the group to ensure it represents a broad range of expertise and opinion
- Overseeing a rapid consensus-driven process of developing interim guidance in identified technical gap areas
- Overseeing the production of any GTWG 'products' (including guidance, resources and webinars)
- Support the 'sense checking' of any final GTWG 'products' with field-level practitioners to ensure they are useful to guide implementation of nutrition interventions.
- Represent the group in any key external fora
- Potentially support the technical support team to identify relevant people to offer remote or in-country technical support to countries where the technical support team has not been able to identify any appropriate resources through its usual channels
- Report on activities of the group, emerging KM needs or gaps and any issues arising related to the functioning of the group in its role as a GTWG to the GNC Technical Alliance leadership (ENN in their oversight role).

For further questions or comments, contact: Tanya Khara (tanya@ennonline.net) or Natalie Sessions (natalie@ennonline.net), within the GNC Technical Alliance leadership team.