

SO	Core initiatives	Indicators	Lead	Baseline (2021)	Target for 2022	Target for 2023	Additional monitoring indicators AND targets (optional)	Funding status as of September 2021	2022	2023	2024	2025	Budget required for 2022	Budget available for 2022	Gap for 2022	Budget required for 2023		
People	Define the key bottlenecks of why NIE partner capacity is not meeting minimum quality NIE programming standards and determine opportunities to address these.	Key bottlenecks are documented and opportunities and initiatives to address them are available and prioritised.	The Alliance (Capacity Building WG)	bottlenecks are not defined	n/a	Exercise partially completed for completion 2024	n/a			x	x			US\$0	US\$0	US\$0	US\$24,000	
People	Develop and implement generic Job Descriptions for NIE Coordinators and Information Managers at national and subnational levels.	Generic job descriptions for key IM and coordination functions at the national and subnational levels are developed, approved by the Cluster Lead Agency and are available in at least four languages	GNC-CT with other UNICEF-led Clusters	JDs outdated and not aligned with the GNC CF	JD developed and translated									US\$0	US\$0	US\$0	US\$0	
People	Develop guidance for the Cluster Lead Agency on the minimum structure needed for the coordination teams	90% of the country offices with Humanitarian Coordinators in place (including 100% of offices in the countries with system-wide emergencies) comply with the UNICEF as a CLA decision tree.	GNC-CT with other UNICEF-led Clusters	0	20%	40%	The guidance is developed and disseminated. The indicators are tracking national-level implementation		X					US\$0	US\$0	US\$0	US\$0	
People	Develop a capacity strengthening pathway for NIE functions, focusing on availability to and access by local partners.	Capacity strengthening pathways for NIE functions are developed, taking into account local needs.	The Alliance (Capacity Building WG)	pathway not available	n/a	Pathway partially completed	n/a			x	x			US\$0	US\$0	US\$0	US\$0	
People	Ensure that capacity assessment tools for NIE are available in priority languages and utilized annually at country, regional and district levels.	Key NIE capacity strengthening materials are available in at least four languages	The Alliance (Capacity Building WG)	capacity assessment tools needs to be updated	Priority capacity tools identified and 4 completed	Other priority tools developed and all are translated and disseminated	n/a			x	x			US\$0	US\$0	US\$0	US\$0	
People	--	Capacity assessment tools for NIE are utilized in at least 70% of GNC priority countries.	The Alliance (Capacity Building WG)	n/a	n/a	n/a	n/a			x	x			US\$0	US\$0	US\$0	US\$0	
People	Continue operational and technical support to GNC priority countries on a need basis	At least 95% of relevant requests for operational and technical support are fulfilled (95% helpdesk, 95% in-depth technical and 90% in-depth coordination)	TST (the Alliance & GNC-CT)	88% helpdesk, 95% in-depth technical, 50% in-depth coordination	95% helpdesk, 95% in-depth technical and 60% in-depth coordination support fulfilled	95% helpdesk, 95% in-depth technical and 75% in-depth coordination support fulfilled	90% of the requests responded to within 48 hours of request 85% of users report that they were satisfied with the support provided 85% of requesters that received in-depth technical TST services report improved quality of nutrition emergency preparedness, response or recovery linked with the support				X	X	X	X	US\$3,551,429	US\$2,546,750	US\$1,004,679	US\$3,427,379
People	Expand the GNC mentoring programme for Coordinators and Information Managers to NIE practitioners.	53 NIE practitioners, Information Managers and Coordinators are mentored per year	TST (the Alliance & GNC-CT)	GNC mentoring programme is only available for IMOs and CCs. 27 people mentored in 2021.	33 NCCs and IMOs mentored 20 NIE technical managers/ coordinators mentored (50% from local organisations)	35 NCCs and IMOs mentored 25 NIE technical managers mentored (50% from local organisations)	F2F and online simulation available in English. The simulation delivered to 20+ people in 2022, 50+ in 2023			X	X	X	X	US\$30,000	US\$0	US\$30,000	US\$0	
People	Implement the GNC Capacity Strengthening Framework for Coordination and Information Management.	GNC e-learning platform is functional and 50% of users are from local NGOs/CBOs, government, frontline workers	GNC-CT & Capacity Building WG	Development of the e-learning platform started in 2021.	Functional (including certification) + 20% users from local NGOs/ CBOs, government, frontline workers + simulation in English	Functional + 30% users from local NGOs/CBOs, government, frontline workers				X	X	X	X	US\$440,000	US\$295,000	US\$145,000	US\$325,000	
People	Develop, translate into key priority languages, and roll out the GNC e-learning platform and e-learning materials	Basic online training modules are available for all key Coordination, and IM competencies, and are used by all GNC priority countries.	GNC-CT & Capacity Building WG	125 online modules available in English; 105 modules in French and Spanish	140 online modules available in English, French and Spanish. Learning paths for partners and UNICEF management developed. 20 countries are using the GNC e-learning platform	40 countries are using the GNC e-learning platform	n/a		X					US\$112,000	US\$0	US\$112,000	US\$0	
People	Explore the barriers to maintaining appropriate human resources in key positions for NIE programming and determine ways to address them.	Barriers are documented and opportunities to strengthen HR in key NIE positions are available and prioritised.	The Alliance (Capacity Building WG)	Barriers are not available	n/a	Barriers are documented and disseminated	n/a			x				US\$0	US\$0	US\$0	US\$24,000	
People	Establish and annually update a global-level pool of NIE coordinators and IM specialists	At least 50% of recruitments for national coordination and IM roles are facilitated through the global-level pool.	GNC-CT	The pool is not available	Pool for NCCs at P5 & P4 levels and IMO at P4 & P3 levels established. At least 5 countries use the pool	At least 50% of recruitments for national coordination and IM roles are facilitated through the global-level pool.	n/a		X		X			US\$358,000	US\$310,000	US\$48,000	US\$334,000	
People	Maintain and advertise a roster of internationally available consultants and deployees for key NIE roles.	Number of times consultants profiles are sent in response to a request.	The Alliance (TST)	40 requests per year	60 requests per year	80 requests per year	% and No. of times contact details of consultants were provided in response to an enquiry % of recommendations resulting in recruitment % and No. of times contact details of consultants were provided in response to an enquiry			x	x	x	x	US\$48,000	US\$18,000	US\$30,000	US\$23,000	
Operational and technical support	Develop a series of case studies examining barriers and enablers in the establishment of monitoring and evaluation frameworks and nutrition information systems. Based on these findings, develop guidance for the establishment of national monitoring and evaluation frameworks and nutrition information systems.	At least 70% of GNC priority countries will have a functioning nutrition information system.	The Alliance (NIS WG)	TBD	10%	40%	70% by 2025							US\$130,000	US\$130,000	US\$0	US\$280,000	
Operational and technical support	Conduct mapping of the existing data collection methodologies used in situations where there is no physical access, and develop guidance and tools for such cases.	Guidance for data collection in situations of limited physical access is developed and being used by at least 10 GNC priority countries.	The Alliance (NIS WG)	Guidance drafted and used in 1 country	3 countries	10 countries	n/a			x	x	x	x	US\$300,000	US\$200,000	US\$100,000	US\$180,000	
Operational and technical support	Create open-source nutrition and related data platform, available at all levels.	At least 70% of GNC priority countries will use the open-source data platform.	The Alliance (NIS WG)	0	30%	70%	n/a				x			US\$1,200,000	US\$1,200,000	US\$0	US\$0	
Operational and technical support	Develop a predictive analytics system to 'nowcast' and forecast nutrition situations in priority countries.	At least 10 countries will use predictive modeling to forecast nutrition situations.	The Alliance (NIS WG)	0	1	3	10 by 2025			x	x	x	x	US\$80,000	US\$80,000	US\$0	US\$120,000	
Operational and technical support	Develop a toolkit for measuring the coverage of essential NIE interventions.	Tools to measure coverage of all essential NIE interventions are developed and used by at least 10 GNC priority countries.	The Alliance	0	n/a	n/a	n/a				x	x		US\$0	US\$0	US\$0	US\$50,000	
Operational and technical support	Develop principles for the contextualization of NIE programmes, based on countries' experiences.	Principles to contextualize all essential NIE interventions are developed and used by at least 10 GNC priority countries.	The Alliance	0	n/a	n/a	n/a				x	x		US\$0	US\$0	US\$0	US\$16,000	
Operational and technical support	Develop a methodology for conducting cost-effectiveness analysis of NIE programmes to enable country comparisons.	Guidance to conduct cost-effectiveness analysis for NIE programmes is developed and used by at least 10 GNC priority countries	The Alliance	0	n/a	n/a	Cost effectiveness project defined and funding sought								US\$90,000	US\$90,000	US\$0	US\$150,000
Operational and technical support	Develop programme guidance for people beyond children aged 6-59 months of age	Programme guidance for people beyond children aged 6-59 months of age is developed and used by at least 10 GNC priority countries.	The Alliance	0	Guidance for PLW is available	Guidance for other groups in process	n/a			x	x			US\$120,000	US\$70,000	US\$50,000	US\$120,000	
Operational and technical support	Develop an analysis framework examining the barriers faced by other sectors and systems in integrating nutrition.	An analysis framework on the barriers faced by other sectors and systems in integrating nutrition is developed and used by at least 10 GNC priority countries.	GNC-CT (ISC WG)	The framework is not available	The framework is available	Piloted in 5 countries	n/a			X	X			US\$0	US\$0	US\$0	US\$0	
Operational and technical support	Develop a common approach to mainstreaming cross-cutting themes in regard to NIE coordination and programming. Map and collate the most up-to-date and accurate guidance for mainstreaming priority cross-cutting themes in nutrition. Develop simple practical tools for mainstreaming these in NIE programmes and coordination mechanisms.	A toolkit for mainstreaming key cross-cutting themes in NIE programmes and coordination mechanisms is developed and used by at least 10 GNC priority countries.	GNC-CT & the Alliance	Priority cross cutting themes identified (AAP, gender, disability, localization, HDN)	Toolkit for NIE coordination on gender and disability developed (AAP is vovered under another line) and mapping carried for 2 cross-cutting themes for technical programming conducted.	Toolkit for NIE coordination on localization and HDN developed and toolkits for NIE programming for 2 cross-cutting themes (identified and mapped in 2022), mapping of 2 other cross-cutting themes for NIE programming conducted.	n/a		X	X				US\$180,000	US\$0	US\$180,000	US\$180,000	
Operational and technical support	Designate focal points and establish workstreams for priority cross-cutting themes, including for in-country support.	Focal points within the GNC and national clusters, and workstreams, for priority cross-cutting themes are determined and their contact details are available on the GNC website.	TST (GNC-CT & the Alliance)	Generic ToR developed for focal points and workstreams. Workstreams for Gender and Localisation already exist, and AAP to be set up.	Focal point(s) and Workstreams both have ToRs for all five groups, and have systems in place to respond to related requests, and have an action plan in place.	Workstreams still functioning and action plan being implemented.	n/a			X	X	X	X	US\$0	US\$0	US\$0	US\$0	
Operational and technical support	Revise the GNC Emergency Response Preparedness Guidance and roll out the GNC Emergency Response Preparedness Platform.	At least 70% of GNC priority countries use the GNC Emergency Response Preparedness platform.	GNC-CT	10% of GNC priority countries use the GNC Emergency Response Preparedness platform	40% of GNC priority countries use the GNC Emergency Response Preparedness platform	70% of GNC priority countries use the GNC Emergency Response Preparedness platform	n/a			X	X	X	X	US\$37,000	US\$27,000	US\$10,000	US\$0	
Operational and technical support	Develop a series of case studies on why some countries are unable to make the transition to sector coordination, while others are successfully operating national nutrition coordination mechanisms. Based on this, develop guidance to enable nutrition cluster transition to sectoral coordination.	Guidance to enable nutrition cluster transition to sectoral coordination is developed and used by at least 10 GNC priority countries.	GNC-CT & other UNICEF-led Clusters	the guidance and case studies are not available	the case studies completed with all UNICEF-led Clusters	the guidance developed with all UNICEF-led Clusters	n/a			X	X			US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Enable country-driven NIE advocacy through the rollout of the GNC Advocacy Toolkit and one-on-one country support, deployment of advocacy specialists, and capacity strengthening.	At least 70% of priority GNC countries have developed and are implementing national NIE advocacy strategies and work plans, including during emergency preparedness and through the establishment of NIE Advocacy and Communications WGs.	GNC-CT & Advocacy WG	tbd	5 countries have developed and are implementing national NIE advocacy strategies and work plans	10 countries have developed and are implementing national NIE advocacy strategies and work plans	n/a			X	X			US\$135,000	US\$0	US\$135,000	US\$135,000	
Building an enabling environment	Review existing practices in the GNC and beyond, and develop a system of advocacy information exchange at subnational, national, regional, and global levels.	Global-level advocacy support is provided to at least 20 subnational, national, and regional advocacy requests for help per year	GNC-CT & Advocacy WG	system does not exist	System developed and piloted, at least 10 requests followed up	20 advocacy requests followed up	n/a			X				US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Update the Nutrition Cluster Advocacy Strategic Framework (2016-2019) in line with the 2022-2025 GNC Strategy, and develop and implement the annual Advocacy and Communications Working Group work plan.	The 2022-2025 GNC Advocacy Strategy is developed and agreed upon by all partners (to be done in 2021).	GNC-CT & Advocacy WG	GNC Strategy outdated	GNC Strategy and the workplan for Advocacy developed		n/a			X				US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Develop and implement GNC Strategy on Knowledge Management, Learning, and Research (both operational and academic).	90% of global-level advocacy initiatives and messages in the GNC all advocacy work plans are implemented, including through engagement with other sectors and global networks.	GNC-CT & Advocacy WG	No advocacy WP, zero advocacy results-oriented initiatives in the GNC WP	--	--	n/a			X	X			US\$60,000	US\$0	US\$60,000	US\$0	
Building an enabling environment	Develop mapping of the current and prospective NIE resource partners, funding opportunities, and entry points for increased advocacy for NIE funding.	A report will be available mapping potential NIE resource partners and the individual recommendations to engage them in initiating or scaling up NIE financing.	Financing WG & Advocacy WG	tbd once the financing WG is formed	tbd once the financing WG is formed	tbd once the financing WG is formed	n/a			X	X			US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Jointly, with traditional NIE resource partners, develop a more robust understanding of the administrative and legislative challenges that prevent current funding from being more rapid, more flexible, and covering longer periods than it currently does	At least 50% of identified opportunities to engage with donors have been followed up.	Financing WG	tbd once the financing WG is formed	tbd once the financing WG is formed	tbd once the financing WG is formed	n/a			X	X			US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Based on the above, develop a communications strategy (storyline) and narrative around NIE for global and country-level financing, including how to demonstrate the impact of NIE programmes, coordination, and IM.	A donor engagement plan is developed and at least 50% of its activities are implemented.	Financing WG & Advocacy WG	tbd once the financing WG is formed	tbd once the financing WG is formed	tbd once the financing WG is formed	n/a			X	X			US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Develop and implement GNC Strategy on Knowledge Management, Learning, and Research (both operational and academic).	At least 50% of the knowledge management, learning, and research priorities as per the strategy are implemented.	The Alliance & GNC-CT	The Alliance KM strategy exists, no GNC-wide GNC Strategy on Knowledge Management, Learning, and Research	The strategy developed	At least 20% of the knowledge management, learning, and research priorities as per the strategy are implemented.	n/a			X	X			US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Strengthen access to available research and ensure a mechanism for identifying research gaps within NIE programming by:	Mapping of research gaps completed and available at global, regional and country levels.	The Alliance	no predictable mechanisms in the NIE Sector	Light touch mapping reviewed and shared	Light touch mapping updated in light of new research released	n/a			X	X	X	X	US\$276,335	US\$124,400	US\$151,935	US\$196,135	
Building an enabling environment	1. Conducting a light-touch mapping of research gaps across the thematic areas, drawing on available mapping exercises and discussing research gaps with in-country TWGs and across the GNC more broadly. 2. Refining and strengthening the process for GTWGs to identify and respond to research gaps. 3. Enhancing communication mechanisms to share relevant research findings --	Dissemination of priority research findings are optimized through the Alliance channels.	The Alliance	only ad hoc ways of sharing research	Strategies articulated for ways of systematically sharing research within GTWGs and through the Alliance's website	Research being shared systematically through GTWG meetings and Alliance website channels	n/a			x	x	x		US\$30,094	US\$0	US\$30,094	US\$30,094	
Building an enabling environment	Map current methodologies and practices by the NIE and other sectors for the engagement and accountability of affected populations and, based on this, develop guidance and tools for a standardized engagement system to capture beneficiary feedback, use this feedback to inform programming.	Guidance and a toolkit ensuring accountability of affected populations in NIE programmes and coordination mechanisms is developed and used by at least 10 GNC priority countries.	GNC-CT	Current AAP guidance is outdated, but used by countries. Several examples of country-level AAP tools exist.	Guidance and toolkit developed and piloted in 2 countries	Guidance and toolkit are used by 10 countries	n/a			X	X	X	X	US\$50,000	US\$0	US\$50,000	US\$10,000	
Building an enabling environment	Review current engagement of communities, local NGOs/CBOs, private organizations, academic institutions, and local authorities in the NIE Sector and develop recommendations for better engagement at subnational, national, regional, and global levels.	At least 50% of key recommendations for the involvement of NGOs/CBOs and local authorities at subnational, national, and global levels are implemented	GNC-CT and the Alliance	review not conducted	Review conducted and recommendations developed	20% of the recommendations implemented	n/a			X	(priority)	X	X	US\$140,000	US\$0	US\$140,000	US\$0	
Building an enabling environment	Finalize and roll out the newly established inter-sectoral platform at the global level.	The inter-sectoral platform meets at least three times and supports at least three major intersectoral initiatives a year.	Global Nutrition, Health, WASH and Food Security Cluster Coordinators	the ISP platform concept developed	The inter-sectoral platform meets at least three times and supports at least three major intersectoral initiatives a year.	The inter-sectoral platform meets at least three times and supports at least three major intersectoral initiatives a year.	n/a			X	X	X		US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Support national NIE coordination mechanisms to strengthen multi-sectoral collaboration addressing all forms of malnutrition.	At least 70% of GNC priority countries implement multi-sectoral plans that address all forms of malnutrition.	GNC-CT & ISC WG	9 countries have multisectoral packages for wasting	10 countries	20 countries	n/a			X	X	X	X	US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Identify and implement solutions to promote equitable sectoral funding of multi-sectoral programming.	There is at least a 25% increase in funding to support multi-sectoral programming.	GNC-CT & ISC WG & Advocacy WG	Data not available	As baseline	10% increase	n/a			X	X	X		US\$0	US\$0	US\$0	US\$0	
Building an enabling environment	Map all humanitarian and development networks, and other groups with an interest in nutrition, and identify GNC value-added elements and their mode of engagement with each in support of the current Strategy.	A clear road map for engagement with external stakeholders is developed and implemented.	GNC-CT & Advocacy WG	No mapping available	Mapping completed and the road map identified	20% of the roadmap implemented	n/a			X	X	X	X	US\$0	US\$0	US\$0	US\$0	
													<b>US\$7,367,858</b>	<b>US\$5,091,150</b>	<b>US\$2,276,708</b>	<b>US\$5,604,608</b>		

Note: GNC-CT website maintenance, adobe license, e-learning platform, transition guidance, translation of the generic job description are covered under the external (UNICEF-led clusters) budget