

**Global Nutrition Cluster
Standard Operating Procedures (SOP)
Version 3: March 2014**

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1. Background

Humanitarian reform seeks to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability and partnership. The Inter-Agency Standing Committee (IASC) Cluster Approach was created as a way of addressing gaps and strengthening the effectiveness of humanitarian response through building partnerships. The purpose of the Cluster Approach is to ensure predictability and accountability in international responses to humanitarian emergencies, by clarifying the division of labor among organizations, and better defining their roles and responsibilities within the different technical sectors of the response.

UNICEF is the Cluster Lead Agency (CLA) for the IASC Global Nutrition Cluster (GNC). At global level, the GNC has a total of 32 partners, actively involved in GNC activities, drawn from International Non-Governmental Organizations (INGOs), Research and Development Groups, Academic Institutions, UN agencies, Public-Private Alliances, donor and individuals (Annex A). In addition, there are 8 individuals and organizations that are observers of the GNC activities and receive regular updates on activities (Annex A).

This document outlines the operational structure and procedures of the GNC based on the experience accumulated within the GNC since the inception of the Cluster Approach in 2006 to more concretely and transparently define the way in which GNC partners and other relevant stakeholders collaborate and interact. It is envisioned that this document will apply for approximately two years and will be reviewed every 2 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) at any time. The 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 systems.

2. The Vision of the Global Nutrition Cluster

To safeguard and improve the nutritional status of emergency affected populations by ensuring an appropriate response that is predictable, timely, effective and at scale.

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, based on the Principles of Partnership, namely Equality, Transparency, Result-oriented approach, Responsibility and Complementarity.

3.3. Humanitarian principles

Commitment to humanitarian principles, including humanity, the humanitarian imperative, impartiality and independence (<http://www.globalhumanitarianplatform.org/ghp.html>).

3.4. Building Capacities

Strengthening the existing local capacities, including those within the government, international and national NGOs to lead an 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 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 Global Nutrition Cluster will guide country level work so that the cluster ensures adequate consultation with national and local authorities to support their priorities and efforts.

4. Strategic Areas

There are four strategic areas for the GNC:

1. Partnership, communication, advocacy, and resource mobilization.
2. Capacity development in humanitarian coordination.
3. Operational and surge support to country clusters.
4. Information and Knowledge Management.

These strategic areas are further detailed in the GNC Strategic Plan well as in the GNC annual Work Plan¹.

5. Structure of the GNC

This section outlines the structure of the GNC and key responsibilities for each entity. Further detail on specific responsibilities for the GNC-CT and GNC partners by strategic area can be found in the table in section 6.2.

5.1 GNC Partners are entities (organizations, groups or individuals) committed to respecting fundamental humanitarian principles², working in Nutrition in Emergencies, who are willing to actively help the GNC fulfill its role and who

- Support the fulfillment 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 Task Forces),
- Do not have a conflict of interest with the GNC,
- Support the monitoring of activities in the GNC Work Plan that they are actively contributing towards,
- Contribute to GNC discussions through participation in GNC meetings and teleconferences
- Support a sense of equality and mutual respect for all other partners,
- Are mutually accountable, and
- Contribute to decision-making (section 13) in the best interests of the GNC.

5.2 GNC-CT, led by the GNC Coordinator, is the secretariat of the GNC. The GNC-CT

- Supports fulfillment of GNC Strategic and Work Plans through activities in the GNC-CT Work Plan,
- Acts as the secretariat of the GNC,
- Represents the GNC at IASC meetings and contributes learning to IASC processes and guidance,
- Provides operational support to country clusters,
- Reports both to the CLA and GNC partners,
- Facilitates links and communications between various GNC groups, UNICEF as CLA, and other clusters,
- Monitors the GNC-CT Work Plan on a monthly basis; and
- Writes the annual GNC report.

The GNC Coordinator, based within the CLA, is responsible for providing strategic stewardship to the GNC as a whole. The GNC Coordinator is supported by specific staff on a temporary or permanent basis, all considered part of the GNC Coordination Team (GNC-CT).

5.3 The Strategic Advisory Group (SAG) is composed of representatives from two GNC partners, one NCC, and UNICEF programmes. The SAG

- Provides strategic support to the GNC-CT (GNC Coordinator and deputy) to guide direction of GNC affairs based on SAG TOR (Annex D),
- Commits to working in fulfillment of the activities outlined in the annual meeting,
- Supports the GNC-CT in monitoring the progress on the GNC Work Plan³; highlighting and suggesting actions if off track.

¹ www.unicef.org/nutritioncluster

² Including humanity, the humanitarian imperative, impartiality and independence along with the Principles of Partnership (<http://www.globalhumanitarianplatform.org/ghp.html>)

³ Recognizing that the daily oversight and monitoring of the GNC Work Plan is the responsibility of the GNC-CT.

The SAG nominates a chair (that may rotate). Any members of the SAG can chair the SAG, it would not be a conflict of interest for any SAG member to chair.

The SAG has a decision-making role only if delegated by partners (at meetings or via email).

To be represented on the SAG, organizations must have been a GNC partner for 12 months or longer. Individual representatives volunteer to be on the SAG and are voted for by the GNC partners⁴.

5.4 Task Forces are composed of GNC partners who volunteer to dedicate time to action specific work identified in the GNC Work Plan. Technical experts and representatives from other Clusters could also be asked to join where relevant. Anticipated outputs and a clear time frame for Task Forces are agreed by the GNC-CT and SAG.

5.5 The GNC hosts a **Rapid Response Team (RRT)** consists of five experienced nutrition professionals, whom are available for rapid deployment of up to 3 months to support country-level cluster coordination and information management functions. RRT staff are operationally supported by four GNC partner agencies: Action Against Hunger—International, International Medical Corps, Save the Children—United Kingdom, and World Vision International with financial support from ECHO.

5.6 The NCC Group is a special group of stakeholders of the GNC, constituting NCCs, Information Management Officers (IMOs) and Nutrition Sector Coordinators working at country level in emergencies. These individuals report directly to the country management structure yet the GNC-CT ensures that there is widespread consultation and engagement with this group through monthly calls (hosted by the GNC-CT). During these calls, individual NCCs/IMOs provide updates on their work and their opinion is sought on specific GNC issues. Any concerns or issues relevant to the GNC are highlighted by the GNC-CT in monthly GNC partner teleconferences.

Members of the NCC group also participate in GNC meetings, Task Forces and other specific consultations and activities as appropriate.

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

5.8 GNC partnership application, review and renewal

Upon the endorsement of this SOP, all existing GNC members will be provided the opportunity to affirm their status with the GNC (members, observers or part of the NCC group).

Organizations and individuals new to the GNC can apply to be a partner or observer any time throughout the year by sending the letter in Annex B/C to the GNC-CT. The GNC-CT will review the letter and will provide new partners with further information on the GNC.⁵

Starting in 2015, partnership status will be reviewed on an annual basis by the GNC-CT around the time of the GNC annual meeting. To do this, the GNC-CT will track and review attendance of GNC meeting, attendance of conference calls and partners engagement in activities on the Work Plan. It is recognized that partners may not be able to attend the GNC annual meeting, this alone is not a requirement for partnership but commitment and contribution to GNC discussions must be demonstrated throughout the year to be considered a GNC partner.

⁴ As outlined in the SAG ToR, see Annex D

⁵ Including the GNC Strategic Plan, GNC Work Plan, GNC SOPs, list of GNC partners and links to the website for additional information on humanitarian reform, the Transformative Agenda and related documents.

5.9 GNC Collaborations

GNC partners (or groups of partners) may identify funding to fill a needed gap in Nutrition in Emergencies (such as the ACF Canada SMART project that aims to improve the quality of nutrition surveys using SMART). While these initiatives may be outside the remit and Work Plan of the GNC, they may fill a gap identified by GNC partners thus it may be appropriate to develop a Memorandum of Understanding with the GNC to articulate how the initiative links and collaborates with the GNC, GNC partner responsibilities, host agency responsibilities and potentially how the GNC can promote or avail of services. GNC collaborative activities are detailed more in section 10.2.

6. Responsibilities of the CLA, GNC-CT and GNC Partners

6.1. UNICEF responsibilities as Cluster Lead Agency

UNICEF is ultimately accountable for ensuring the fulfillment of the CLA responsibilities in the Nutrition Cluster to the Emergency Relief Coordinator. These responsibilities include:

- Mainstreaming of the Cluster Approach within UNICEF and promoting understanding of the Cluster Approach within the 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/ MOUs.
- Advocating at the highest level of the IASC, donors and other concerned bodies the needs and position of the Nutrition Cluster.
- Ensuring that adequate human and financial resources and administrative structure are availed.
- 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.

As the CLA, UNICEF also provides supervisory leadership over the GNC-CT to ensure they adequately steward in the process of contributing to the accomplishment of the GNC annual Work Plan. UNICEF is also responsible to its own programmatic interests and within the GNC these are represented by its nominated participant at global level.

6.2. Roles of the GNC-CT and the GNC Partners

In order to efficiently carry out these accountabilities, UNICEF created the GNC-CT in 2006. The GNC-CT is composed of the GNC Coordinator and any staff that are either temporarily or permanently supporting the Coordinator.

The specific roles and responsibilities of the GNC-CT are outlined in the table below, alongside the role of the GNC Partners.

Table of Roles and Responsibilities of the GNC-CT and GNC Partners

Global Nutrition Cluster Coordination Team (GNC-CT)	Global Nutrition Cluster Partners
Cross-cutting responsibilities	
<ul style="list-style-type: none"> • The GNC-CT provides leadership, in consultation with the SAG, to the broader Global Nutrition Cluster; • Acts as the secretariat of the GNC; • Responsible for the day-to-day coordination around cluster coordination in nutrition emergencies; • Facilitates the development and implementation of GNC Work Plan; • Facilitates inter-cluster coordination at global level and links the work of the GNC with other clusters, including the Global Food Security Cluster, the Global Health Cluster, the Global WASH cluster as well as UNHCR on Nutrition Sector Coordination in refugee camps; Monitors the GNC-CT Work Plan on a monthly basis; and • Writes the annual GNC report. 	<p>Actively participate in:</p> <ul style="list-style-type: none"> • Annual GNC meetings; • Teleconferences; • Work Plan discussion and implementation (including conference calls on specific issues); • Ad hoc activities (dependent on technical expertise), including review of technical documents; <p>Where a vote is needed, provide one vote per agency;</p> <p>Further the understanding of the Cluster Approach and Transformative Agenda at field level; and</p> <p>Build capacity in field level staff in NiE.</p>
Strategic Area 1: Partnership, communication, advocacy, and resource mobilization	
<p><u>Partnership</u></p> <ul style="list-style-type: none"> • Organize and host GNC annual meeting and conference calls with GNC partners, NCCs/IMOs and RRT; <p><u>Communication</u></p> <ul style="list-style-type: none"> • Facilitates links and communications between various GNC groups, the SAG, UNICEF as CLA, and other clusters; • Share and disseminate GNC information via GNC email list and website; • Publish bi-monthly bulletin; • Organizes monthly conference calls (3) with the GNC Partners, NCCs, and RRTs to communicate updates on progress, achievements and challenges, potentially including IASC guidance, country updates, relevant CLA matters, etc.; • Ensures that GNC related projects are implemented in accordance with collective decisions of the GNC partners. • Maintain engagement in IASC policy and guidance discussion; and • Participate regularly in inter-cluster discussions. 	<p><u>Partnership</u></p> <ul style="list-style-type: none"> • Contribute to the development of the GNC annual Work Plan; • As representative of their respective agencies/entities, bring to the attention or share relevant issues/updates that require GNC input in order to maximize complementarities; <p><u>Communication</u></p> <ul style="list-style-type: none"> • Feeds relevant information to the GNC-CT for wider sharing; and • Participates in conference calls and meetings where possible. <p><u>Advocacy</u></p> <ul style="list-style-type: none"> • Advocate for the mainstreaming of the Cluster Approach into their organization and greater awareness of the Transformative Agenda; • Promote the Cluster Approach externally including support of fundraising efforts. <p><u>Resource Mobilization</u></p>

Global Nutrition Cluster Coordination Team (GNC-CT)	Global Nutrition Cluster Partners
<p><u>Advocacy</u></p> <ul style="list-style-type: none"> • Links with other global, country and regional level initiatives with a bearing on NiE such as the SCN, SUN, REACH and the IASC at a working group level; • Advocates within the CLA to ensure that UNICEF’s operational procedures are supportive of the cluster approach in nutrition – mainstreaming; • Advocates externally on behalf of the Nutrition Cluster partners on cluster issues; and • Represents the GNC at IASC meetings and contributes learning to IASC processes and guidance. <p><u>Resource Mobilization</u></p> <ul style="list-style-type: none"> • Facilitate the development of the fundraising strategy for the GNC; • Develop a proposal for funding for GNC Work Plan activities; • Advocate for funding/fundraise for the implementation of the GNC Work Plan. 	<ul style="list-style-type: none"> • Contribute to the fundraising strategy for the GNC; • Contribute to the mobilizing and managing funds for the collective activities of the GNC; • Mobilize funding for cluster activities assigned to their respective agency for implementation.
Strategic Area 2: Capacity development in humanitarian coordination	
<ul style="list-style-type: none"> • Facilitates the identification, development and implementation of the necessary tools and trainings to ensure coordination capacity at country level 	<ul style="list-style-type: none"> • Supports the identification, development and implementation of the necessary tools and trainings to ensure coordination capacity at country level • Where possible, build capacity of organizational county level staff in Nutrition in Emergencies and the Cluster Approach
Strategic Area 3: Operational and surge support to country clusters	
<ul style="list-style-type: none"> • Ensures that the GNC collectively addresses issues of surge capacity and operational support; • Supports country surge capacity, i.e. identification of Cluster Coordinators, Deputy Cluster Coordinators, IM; • Ensures that the GNC collectively addresses issues of surge capacity and operational support; • Manages the RRT (and actively fundraises for this); • Engages with Standby Partners to advocate for nutrition surge staff; • Manages the GNC roster for NiE specialist, Nutrition Cluster Coordinators and IM officers (identification, updating of the roster with HR) and related administrative systems. 	<ul style="list-style-type: none"> • Participate in designating available and qualified staff for inclusion in the GNC roster on the basis of agreements with the GNC-CT and CLA concerning their deployment; and • Participate in calls, missions, trainings, workshops, document/guidance review and other joint activities to provide operational support in emergencies.
Strategic Area 4: Information and knowledge management	
<ul style="list-style-type: none"> • Ensures that relevant guidance and tools on IM are available at country level • Oversees the IM/KM taskforce 	<ul style="list-style-type: none"> • Contributes to the development of guidance and tools in IM/KM • Participates in the IM/KM taskforce

Global Nutrition Cluster Coordination Team (GNC-CT)	Global Nutrition Cluster Partners
<ul style="list-style-type: none"> • Advocates for and contributes to the documentation and sharing of experiences and learning in nutrition coordination; • Facilitates the dissemination of policies, standards, guidelines, tools and best practices in IM/KM around humanitarian nutrition action and cluster processes; • Manages the GNC website and overall information and knowledge management for the GNC; • Ensures that there is systematic documentation and sharing of GNC projects. 	<ul style="list-style-type: none"> • Contributes to the documentation and sharing of experiences and learning in nutrition

7. Task Forces

To move forward specific areas of work (including issues of a technical nature) and facilitate liaison with technical experts and/or already existing technical groups that are outside of the GNC, TF are to be formed as needed.

7.1 TF initiation

A TF is a time-bound group that is established based on an agreed need within the GNC. To formally establish a TF, partners must express the need for the TF in a meeting, teleconference or email to the GNC-CT. The GNC-CT, in collaboration with the SAG, approves the formation of TFs. Individuals interested in defining and contributing to the TF develop a TOR for the TF and submit this to the GNC-CT for review. The GNC-CT discusses the TOR for the TF with the SAG and provide any suggestions or comments. Once the TOR for the TF is finalized, the GNC-CT will circulate the TOR to all GNC partners inviting them to join the TF if interested.

7.2 TF members and participation

GNC partners volunteer to be a part of TFs and work collectively to move activities in the TOR forward. A minimum of one SAG member should be present on each TF. Representatives from other Clusters or external experts on a specific technical area can also be asked to join where relevant. The GNC-CT should be informed if a TF decides to consult external expertise. Where necessary, the GNC-CT (in consultation with the SAG) may help to identify or facilitate initial contact between the GNC TF and external individuals or groups.

Each TF will nominate a chair and a co-chair. SAG members on the TF may volunteer to chair or co-chair but it is not *expected* that they will chair and other chairs are encouraged.

7.3 TF monitoring and reporting

The chair of the TF will provide regular updates on TF as defined in the TF ToR (activities and deliverables) to the GNC-CT and SAG as appropriate. As soon as the assignment/s is completed, the TF will cease to exist.

8. GNC meetings and Work Plan development

8.1 GNC meetings

The GNC aims to conduct two face-to-face meetings a year: an Annual meeting and a working session. All GNC partners are invited to contribute to the planning and participate in the meetings. A Steering Committee of self-identified individuals will assist the GNC-CT and SAG in planning the meeting. The objectives of each of these meetings is as follows.

GNC annual meeting

Objectives

- 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
- To provide a forum for presenting technical updates relevant to improving effective emergency nutrition response
- To provide an opportunity for Task Forces 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: all GNC partners and NCCs

Timeframe: second half of the year

GNC face-to-face working session

Objectives

- To review a new draft Work Plan (or discuss and revise activities on the existing Work Plan)
- To provide an opportunity for Task Forces to meet and further tasks/activities in their TOR
- 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 and NCCs interested in contributing to the Work Plan discussions

Timeframe: first quarter of the year

Both meetings are organized by the GNC-CT, 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 or SAG, then at the very least, their expenses should be covered. Similarly, if consultants are asked to represent the GNC in external fora or processes, then their expenses (and time) should be compensated.

See section 12 on decision making that outlines how GNC partners can contribute to the decision making process even if not present at the meetings.

8.2 GNC Work Plan developments

The GNC Work Plan outlines the activities that the GNC will engage in over a 2-year period. The Work Plan activities are organized around the four areas of the strategic framework. Each activity has a time frame, estimated budget, a focal agency for implementation, collaborating agencies as well as a classification on how it relates to the GNC (see section 8.3).

In years where a new Work Plan is to be developed, the GNC-CT in collaboration with the SAG is responsible for drafting a Work Plan (based on feedback and discussion at the annual meeting and on teleconferences). During the working session, small groups discuss the draft Work Plan and feedback to the plenary for additional comments on the proposed activities. GNC partners are encouraged to identify activities or projects their respective agency will be able to implement, as their organizational or individual contribution to the Work Plan. GNC partners are also requested to share information on activities their respective agency is planning that are relevant to the GNC workplan, so that complementary collaboration can be pursued.

It is recognized that more time may be required outside the GNC working session to conclude discussions around particular areas. Self-identified individuals volunteer during the working session to lead the necessary additional discussions and revise sections of the Work Plan. These individuals submit revised drafts of identified sections of the Work Plan to the GNC-CT within four weeks of the working session.

The GNC-CT and SAG review, discuss and finalize Work Plan activities for each strategic area. If the GNC-CT and SAG substantially change activities proposed by the groups at the 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 on the final draft. The GNC-CT in consultation with the SAG review any concerns or issues raised and are responsible for making the final decision regarding Work Plan activities.

The overall process for developing the Work Plan should be concluded within two months of the GNC annual meeting.

8.3 Work Plan monitoring

The GNC-CT is primarily responsible for monitoring the Work Plan on a regular basis and to identify bottlenecks. The GNC-CT will develop, maintain and update a dashboard on the GNC website that will demonstrate the progress on the Work Plan that all partners can access. The SAG provides strategic oversight quarterly and advises on the best course of action if there are identified bottlenecks.

9. Communications

The GNC promotes and supports open communication among GNC partners and NCC at all times. GNC partners, NCC/IMO, RRT, SAG and the GNC-CT communicate primarily through regular phone calls, semi-annual meetings and a bi-weekly bulletin. All calls and meetings are documented and minutes and reports from these are available on the GNC website.

9.1 Conference calls, bulletins and meetings

Monthly calls

The GNC-CT hosts and facilitates monthly teleconference calls with the following groups:

- NCC/IMO
- GNC partners
- RRT
- SAG

Additionally, the GNC-CT will call ad hoc teleconference calls on specific country responses. When there is an expressed need, the GNC-CT will add time on the regular monthly calls (or establish another call) to address specific technical or operational research issues. These will then be followed up at a specified time.

The GNC-CT communicates relevant information from each group to the others (GNC partners, NCC/IMO, RRT and SAG) in their monthly calls. Meeting minutes of all monthly and ad hoc calls are posted on the GNC website.

Issues arising from the IASC and the CLA will be communicated directly to the GNC-CT and if needed, a call will be arranged with GNC partners to discuss, the outcomes of which will be communicated to GNC partners in an email and/or through the monthly GNC partners call.

Bi-monthly bulletin

The GNC-CT produces a bi-monthly bulletin to share global activities and provide a space for NCC and IMO to share experiences. The bulletin is circulated to all GNC partners and observers and is posted on the GNC website.

Face-to-Face meetings

The GNC-CT will organize and host two face-to-face meetings a year (see section 8.1). The meeting reports from all meetings are available on the GNC website.

9.2 Communication around technical issues or queries

In case of a technical issue or query, GNC partners are to communicate with the GNC-CT via email or phone for clarification. In case the issue requires further discussion and consultation with the SAG, it will be included in the agenda for the monthly SAG call or an urgent SAG call will be conducted if necessary. In case of a product contamination issue, potential risks and steps taken/to be taken will be communicated to all partners in a timely fashion.

If the issue requires technical input from outside of the GNC, the GNC-CT will invite partners with technical expertise and experience on the matter to deliberate on the issue through a conference call and the information on the consensus reached will be shared with all through an email and/or in the next monthly GNC partners call.

It is also possible for the SAG to directly raise an issue with the GNC-CT, upon consultation, if it is found that the issue needs collective deliberation of the members, this will be communicated to the respective partners so that a call is arranged around the issue to be resolved.

9.3 Communication with NCCs/IMOs

The GNC-CT ensures that there is widespread consultation with the NCCs/IMOs through the NCC/IMO monthly calls. Monthly calls are hosted by the GNC-CT and individual NCCs/IMOs provide updates on their work and raise any issues or concerns. This call is also an opportunity for the GNC-CT to assess the **opinion of the NCCs/IMOs on specific GNC issues. Any concerns or issues relevant to the GNC or GNC activities will be shared by the GNC-CT in the next GNC partners teleconference.**

Members of the NCC group also communicate directly with the GNC during the annual face-to-face meeting, in ad-hoc Task Forces they sign up to be a part of and during other specific consultations and activities as appropriate.

9.4 Communication with Task Forces

Task forces (TF) are another mechanism for communication between GNC partners on specific issues (see section 7). Task forces may require additional teleconference calls between GNC partners contributing to the TF. Issues raised in the TF are communicated to the GNC-CT by the chair of the TF. Where relevant, the GNC-CT communicates relevant information from TFs to other GNC partners, NCC/IMO, RRT and SAG through monthly calls or in separate email updates. Meeting minutes from TF discussions are sent to the GNC-CT for review and are posted on the GNC website.

9.5 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 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 often financial support. Where relevant, the GNC 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.

9.6 External Communications

There will be times when the GNC needs to communicate information around nutrition emergencies and Nutrition Cluster coordination to individuals and agencies outside of the GNC. The GNC-CT will

act as the focal liaison for this type of information sharing, in addition to its advocacy role with other initiatives in NIE, other clusters, and the wider humanitarian community.

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;
- Joint statements/calls to action that are circulated to the humanitarian community; interviews with the media (print, television, radio).

The GNC-CT 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.

The GNC-CT will acknowledge the role and contributions of the range of agencies from which the GNC's partners are drawn to both the media and the general public in order to ensure the common goal of donor and humanitarian community support.

10. Classification of Cluster Activities

The GNC Work Plan activities will also be collaboratively categorised as a GNC-Led Activity or GNC-Collaborative Activity by the GNC-CT and SAG to ensure clarity in crediting various contributions and outputs of GNC partners and other initiatives.

10.1 GNC Led Activity (including inter-cluster collaborations)

- The need for the activity is identified through the GNC Work Planning process, or through consultation with the GNC members;
- Significant funding is channelled through or received from the GNC-CT/UNICEF for the activity;
- The GNC-CT, as well as GNC partners may be involved in the activity at an institutional level;
- The GNC-CT, GNC partners, or consultants (institutional or individual), are actively engaged in the activity in terms of time and expertise;
- The GNC-CT facilitates regular feedback to the GNC partners through the monthly conference call and email of the minutes of this call;
- The GNC-CT is responsible for donor reporting on the activity, including gathering inputs from relevant institutions or individuals;
- Where the work has been developed by individual or institutional consultants, the final documentation would be formatted according to GNC style guide, with GNC logo and logo of UNICEF as cluster lead agency, acknowledging the inputs of all agencies and individuals that contributed to the output, and would be copyrighted by UNICEF.
- Where the work has been developed under a partner cooperation agreement (PCA) with the cluster lead agency, the final documentation will be formatted according to the GNC style guide, with the logos of the GNC, UNICEF as cluster lead agency, and agency with whom the PCA was made, and the inputs of all agencies and individuals that contributed to the output would be acknowledged;

- Output will be hosted on GNC website, and materials disseminated according to the roll out/scale up plan developed by the GNC-CT and SAG;
- The GNC-CT is responsible for ensuring that relevant actors and agencies outside of the GNC partners are informed and aware of the activity;
- The need for revision or update is identified through the GNC Work Planning process, or through consultation with the GNC partners e.g. GNC handbook, version one of HTP Modules, other IFE material developed with GNC funding, IRA tool etc.

10.2 GNC collaborative activity

- The need for the activity is identified through the GNC Work Planning process, or through consultation with the GNC partners;
- Fundraising for the activity is done through a strategy discussed and agreed under the GNC Work Planning process;
- Focal point agency or agencies are identified to collaboratively lead the activity and administer the funds, however the funds may or may not be raised directly by the GNC-CT/UNICEF, but the GNC-CT could however be responsible for advocating to donors around the activity;
- The GNC-CT, as well as GNC partners may be involved in the activity at an institutional level;
- The GNC-CT, GNC partners, or consultants (institutional or individual), are actively engaged in the activity in terms of time and expertise as agreed through the Work Planning process;
- Regular feedback to the GNC partners through the monthly conference calls is facilitated by the focal point agency or agencies with support from the GNC-CT;
- The focal point agency or agencies identified to lead the activity are responsible for donor reporting on the activity. The GNC-CT may contribute components to the reporting where appropriate and when requested;
- The logo of the GNC will be included along with other agency/initiative logos, but the material will not be formatted according to the GNC style guide⁶. The inputs of all individuals and agencies involved will be acknowledged;
- The material may be hosted on the GNC website, as well as on the website of the focal point agency or agencies that managed the project, as agreed under the GNC Work Planning process;
- The focal point agency or agencies will collaborate with the GNC-CT to ensure that relevant actors and agencies outside of the GNC partners are informed and aware of the activity;
- The need for updating the material is identified through the GNC Work Planning process, or through consultation with the GNC members;

Many of the outputs and materials that were produced prior to the introduction of the GNC SOP are very useful and supportive of the aims of the GNC. In the event that they are revised and updated, the engagement of partners and the level of activity should be defined according to the criteria as above.

There is currently no procedure for giving a “seal of approval” or “recommendation of the GNC” to pre-existing materials, however the GNC by the process of hosting the materials on the GNC website does implicitly indicate support for this material.

11. Fundraising for the GNC Work Plan

⁶ http://www.unicef.org/nutritioncluster/index_taskforces.html

A combination of fundraising strategies will be adopted both through the GNC-CT and cluster partners to raise funds to support the GNC Work Plan. The GNC-CT, SAG and Work Plan Task Force will collaboratively develop a fund raising strategy which outlines how funds will be raised to support the GNC Work Plan. A multi-donor funding proposal will be developed by the GNC-CT with inputs from the SAG and Work Plan Task Force. GNC partners will be asked for feedback on this, it will be finalized by the GNC-CT.

In addition, GNC partner agencies may fundraise independently or through multiagency donor proposals to financially support activities they are leading/contributing on in the GNC Work Plan.

Funds raised by the GNC-CT 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. The GNC-CT will ensure that key outputs from these projects are shared with the partners through the monthly conference calls, email updates and website. 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 partner and the GNC-CT on progress.

12. Decision making and document endorsement

Throughout the year the decisions will have to be made to move activities forward and documents will have to be endorsed. The GNC-CT, in consultation with the SAG and possible Task Forces, commits to share drafts and final drafts of all strategic documents (GNC Strategic Plan, GNC Work Plan, GNC Fundraising strategy, fundraising proposals and other strategy documents) as well as key decisions to be made with GNC partners for their input and feedback.

12.1 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 voted on by **GNC partners**⁷ through a 'show of hands' in plenary. A record of this vote will be noted. GNC partners not in attendance at the meeting will be provided 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/internet.

Where timing of document endorsement does not correspond with the GNC annual meeting, feedback will be solicited from partners via email. Feedback on documents from GNC partners will be incorporated into the documents by the GNC-CT (or GNC partner/consultant facilitated by the GNC-CT). Where conflicting feedback is provided or issues arise, they will be discussed within the SAG and the SAG will advise the GNC-CT on the best course of action to finalize the issue/document.

⁷ Note: GNC observers and members of the NCC group are not eligible to contribute a 'vote'

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

Where timing of decision making does not correspond with the GNC annual meeting, decision points will be articulated in an internet survey and all GNC partners will be asked to provide their vote/feedback through this mechanism.

12.2 When a vote is required

If a decision has to be made in the area of GNC affairs, there are three options:

1. **The GNC-CT can make the decision.** This option is exercised around issues of administration and organization around the GNC annual meeting and teleconference calls.
2. **The SAG can review the issue and make the decision** (in discussion with the GNC-CT). This option is exercised with regards to strategic decisions around the Work Plan, Task Force initiation, fundraising as outlined in the SAG TOR (Annex D).
3. **A vote can be held.** A vote is held if a decision needs to be made by the GNC (e.g. if the SAG should take forward the activity of developing a GNC Strategic Plan) outside of the GNC annual meeting and the SAG has not been delegated the responsibility to make a decision on the issue.

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 members of the NCC group are not eligible to vote as their status precludes them from contributing to the decision-making of the GNC.

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.

12.3 Election of the GNC SAG

An interim SAG was established in March 2013 and continued for a year. The SAG mechanism was endorsed and new SAG members were installed in the GNC working session 17-19 February 2014.

The SAG ToR (Annex D) details the nomination and election process.

A review of the SAG functions will be conducted in 2016 alongside the review of the Strategic Plan.

This SOP is effective as of March 2014 and will be reviewed on a bi-annual basis.

Annex A: Partners and observers of the GNC as of March 2014

The Global Nutrition Cluster (GNC) is comprised of approximately 32 partners, 8 observers and a small team of dedicated staff within UNICEF. The cluster members are: Action Against Hunger Alliance, Center for Disease Control (CDC), CMAM Forum, Concern Worldwide, CRED Center for Research on Epidemiology of Disasters, Department for International Development UK (DFID), Emergency Nutrition Network (ENN), FAO, Food and Nutrition Technical Assistance Project (FANTA), the Global Alliance for Improved Nutrition (GAIN), GOAL, Help Age International, International Medical Corps (IMC), International Federation of Red Cross and Red Crescent Societies (IFRC), International Orthodox Christian Charities (IOCC), International Rescue Committee (IRC), Merlin, Nutrition Works, PLAN International, Samaritan's Purse, Save the Children Alliance, Standing Committee on Nutrition (UNSCN), UNHCR, UNICEF, Office of Foreign Disaster Assistance (OFDA)/USAID, Valid International, WFP, WHO, and World Vision. The Columbia University Earth Institute, CARE, ECHO, Helen Keller International, ICRC, Médecins sans Frontières (MSF), Micronutrient Initiative (MI) are observers.

Annex B: Request for/renewal of GNC partnership (letter to the GNC-CT)

Organization's Letterhead

Date

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). Name of your organization 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 independence⁸ as well as the Principles of Partnership⁹.

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 fulfillment of the GNC Strategic Plan.

Additionally, 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 endeavor 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

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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⁸ https://ochanet.unocha.org/p/Documents/OOM_HumPrinciple_English.pdf

⁹ Principles of Partnership (<http://www.globalhumanitarianplatform.org/ghp.html>)

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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.

Sincerely yours,

Name of the representative
Title

Name of director/supervisor
Title

Annex C: Request for observer status (letter)

Organization's Letterhead

Date

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 partner to observer status). 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.

As an observer, we look forward to receiving regular updates on the activities of the GNC. We endeavor 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: SAG ToR

Terms of Reference for Extended Term of the Interim Strategic Advisory Group of the Global Nutrition Cluster: *February 19 – August 31, 2014*

Background

During the GNC Face to Face Meeting in January 2013 it was agreed that an Interim Strategic Advisory Group should be established to provide strategic direction for and oversight of the activity of the GNC for six months to support the GNC Core Team up until the July 2013 annual meeting. Based on agreement at the GNC Annual Meeting in July 2013, the interim SAG¹⁰ was extended until February 2014.

During this one-year interim period, the SAG largely met its objectives¹¹ and provided strategic support and guidance around specific issues to the GNC Coordinator. Based on this experience, the GNC Coordinator has requested a more permanent SAG to guide and support activities in 2014.

Role of the SAG

The SAG

- Commits to working on the activities identified for the SAG to take forward during the annual meeting,
- Supports the GNC-CT in monitoring the progress on the GNC Work Plan¹²; highlighting and suggesting actions if off track, and
- Provides strategic support to GNC-CT to guide GNC affairs.

Proposed membership for the SAG¹³

- UNICEF Programme representative (permanent membership given UNICEF's role as Cluster Lead Agency)
- Another UN agency representative (to be elected by GNC partners)
- 3 NGO/operating agencies representatives (to be elected by GNC partners)
- Country Cluster Coordinator Representing all CCCs (to be elected by CCCs)

Criteria for membership

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 interest.

Nomination

Interested agencies are asked to submit an expression of interest and identify the individual who will fulfill this role on behalf of the agency. A brief outline of the added value of the organisation's participation in the SAG (approximately one paragraph) and a short bio (no more than one page) of the nominated individual should be submitted to the GNC Coordinator.

Country Cluster Coordinators who are interested to take 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.

Selection of interim SAG members¹⁴

¹⁰ See Annex A for list of Interim SAG members

¹¹ See Annex B for a list of SAG activities and areas of responsibility during this period

¹² Recognizing that the daily oversight and monitoring of the GNC Work Plan is the responsibility of the GNC-CT.

¹³ Based on interim SAG membership established in March 2013

There will be a parallel selection process:

- SAG members will be elected by the GNC partners (each agency will have 1 vote for the UN agency representative and 2 votes for the NGO/operational organization representative).
- Country Cluster Coordinators will elect their representative from the selection of Country Cluster Coordinators nominated (one vote per CCC).

Voting will take place through an on-line survey¹⁵.

Time commitment

SAG members are to serve for a minimum of 1 year.

Monthly SAG meetings/conference calls will be scheduled for this six-month period; SAG members would be expected to attend 80% of the meetings. In addition SAG members may be required to engage on issues by email or conference calls between the monthly conference calls. There will be one face-to-face meeting around the time of the GNC meeting (date to be decided); the remaining meetings will be organized by phone/skype.

Chair of SAG

The SAG Chairperson (or co-Chairpersons) will be nominated by the SAG. The Chairperson (co-Chairperson) position/s is to be rotated every 3 months.

Accountability and Transparency

- The SAG has a decision-making role only if delegated by partners (through email or at meetings).
- Decisions made by the SAG shall be taken to the extent possible on the basis of consensus.
- Decisions will be recorded in minutes.
- Agendas and minutes of SAG meetings/teleconferences will be uploaded on the GNC website.
- The SAG shall report to the annual GNC Meeting on the accomplishment of its functions.

Review of SAG functions

A review of the SAG functions will be conducted in 2016 alongside the review of the Strategic Plan.

¹⁴ Note: In March 2013 only one UN agency, one NCC and three NGOs came forward for self-nomination so in consultation with all the nominees it was agreed that it was not necessary to go forward with an election process.

¹⁵ If there are more nominees than seats available on the SAG

Annex A: Interim SAG members March 2013-February 2014

- Diane Holland (Chair, WFP)
- Erin Boyd (UNICEF)
- Kate Golden (Concern Worldwide)
- Pascale Fitsch (HelpAge)
- Anne-Dominique Isreal (ACF)
- Leo Mutanga (Country Cluster Coordinator)

Annex B: Areas of support of Interim SAG (March 2013-February 2014)

March-August 2013

- Prioritise activities in the Work Plan for 2013 and clarify who was responsible.
- Draft and send a letter to heads of the UN agencies and other key stakeholders outlining the critical need to establish an inclusive technical forum for nutrition in emergencies, as the GNC could no longer serve this technical role. A solution has not yet been found.
- Finalise recruitment of the Rapid Response Team and contractual arrangements
- Recruit a consultant (Lola Gostelow) to conduct the GNC governance review based on a clear ToR. The findings were presented at the annual GNC meeting in July 2013 and a final report with key recommendations was produced.

August 2013 to February 2014

- Outline a process to prioritise recommendations arising from the governance review and the GNC Annual Meeting (July 2013)
- Make a plan for taking forward the priority actions above, most importantly:
 - Develop a ToR and recruit a consultant to lead the development of a 3-year GNC strategy, 1-2 year costed Work Plan, revisions to the SOP and finalisation/integration of the GNC's draft Information and Knowledge Management Strategy.
- Support the process of consultation with GNC partners and finalisation of the Strategic Plan, Work Plan, revised SOPs and Information and Knowledge Management Strategy. This may include planning a face-to-face meeting of GNC partners in early 2014.
- Continue to support advocacy efforts as issues arise
- Draft a new TOR for a permanent SAG and outline a process for more permanent selection, to be embedded in the SOP for wider endorsement