



# Global Nutrition Cluster Information and Knowledge Management Strategy in support of country Cluster IM/KM work

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## 2014-2016

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## Executive summary

This document presents the Global Nutrition Cluster Information and Knowledge Management (GNC IM/KM) strategy. The IM/KM strategy is complimentary to the GNC 3 year's strategic plan and the two years costed work plan of the GNC. The document starts by providing clarification on the role of IM/KM within the Nutrition cluster context, followed by an analysis the IM/KM situation within the GNC and what support is needed to strengthen IM/KM at both global and country levels. It then further articulates the IM/KM priorities and what needs to be done by the GNC to better support countries clusters in improving information management and knowledge management by generating, documenting and sharing of lessons learnt from cluster countries.

This Information and knowledge management (IM/KM) Strategic Plan 2014-2016 outlines two strategic objectives for the GNC, which focuses around:

- 1) Ensuring country level clusters have the harmonised tools and guidance, skills and capacity required for effective information management are provided
- 2) Strengthening of systems and capacity for documenting and sharing information and knowledge/ learning in effective cluster response at country and global level

The key activities and expected results includes the development of IM toolkit and IM training package, the translation of key IM tools into French and other languages, the development of structures or mechanisms to support and facilitate information exchange among Nutrition Clusters countries and global partners, and the documentation and sharing of experiences and learning in nutrition coordination and information management. The detailed cost of implementing the IM/Km priorities outlined in this strategy have been fully reflected in the 2 years GNC costed workplan.

There are two annexes attached at the end of this document, one is an overview of other IM initiatives and the second annex is a summary of a situation analysis presenting what tools exists with the Global Nutrition Cluster Coordination teams on IM/KM and the actions needed for Country Cluster IM/KM toolkit

## 1 Background

Effective information management (IM) is the foundation of effective coordination. It is a critical component required to improve programme planning, integration and implementation of an emergency nutrition response. Equally important is identifying and effectively sharing knowledge including lessons learned, in order to improve response.

Currently, the GNC's system for IM/KM is functional but not adequate to effectively meet the needs of the GNC or the IMOs/NCCs at country level. GNC tools and guidance notes are available on the website. The GNC Coordination Team (GNC-CT) has developed some document templates for adaptation at country level and others are being developed. Additionally, the GNC-CT disseminates technical updates, updates on emergency responses in specific countries, and advertisements for nutrition vacancies by email (some are also posted on the website). However, there remains a gap in global standards, guidance and systems to support IM/KM at country and global level. Additionally there is no prioritization and vetting system for which information should (or should not) be shared and no guidelines on what are the best mechanisms or platforms for sharing the different types of information.

The need for an improved IM/KM systems within the Global Nutrition Cluster (GNC) was raised in 2011 during the Annual Meeting (March 2011, Nairobi). The governance review (July 2013) again highlighted a gap in this area which was confirmed at the 2013 Annual Meeting (July 2013, Geneva). As a result, the Strategic Plan (2014-2016) identifies IM/KM as one of four strategic areas of priority for 2014-2016 (see Box 1 below). This IM/KM strategy, a crucial component of the Strategic Plan, **aims to provide an overarching framework for IM/KM within the GNC.**

### **Box 1. Vision, core purpose and strategic direction of the GNC**

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

The GNC is first and foremost a coordination mechanism. The GNC's **core purpose** is to enable country coordination mechanisms to achieve timely, quality, and appropriate nutrition response to emergencies. The GNC supports country coordination in strategic decision-making, planning and strategy development, advocacy, monitoring and reporting, and contingency planning/preparedness.

The GNC Strategic Plan (2014 to 2016) outlines four strategic areas:

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.

## **2 What is IM/KM in the context of the GNC<sup>1</sup>?**

### **2.1 What is IM in humanitarian contexts?**

IM in a humanitarian context is the development and implementation of a systematic approach to identifying, collecting, processing and storing, analysing, presenting and sharing data for specific management and decision making support in humanitarian responses. In practice this includes four areas:

Collection: the range of activities that results in a body of data or information. This can include development of tools and actual data collection (primary data), as well as collecting information that already exists (secondary data). Specific to nutrition, this can also include harmonization of assessment, standards, survey methods, reporting formats, data collection and development of structures to support the rest of the information management cycle.

Processing and storing: technical activities that turn the raw data (i.e. numbers) into a format that is usable, either on its own or in combination with other data, as part of further analysis. Processing includes checking the quality of the data and combining information from different sources where appropriate. Once processed, information is stored in a manner that facilitates sharing and easy access for all. Usable formats

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<sup>1</sup> For additional information see *Humanitarian Information Management* paper by Gavin Wood July 2013. Final Version October 2014

may be stand-alone outputs, such as “Who is doing What, Where, and When<sup>2</sup>” matrices or thematic maps, or may be combined into other outputs, such as Situation Reports.

Analysis: summarising information for presentation, and coming up with a clear narrative of what the information means. The analytical process may include either disaggregating or combining data to establish a comprehensive view of the situation, to determine trends or to identify gaps. Information is best analysed and interpreted with as much contextual information and local knowledge as possible, in addition to technical expertise. If facilitated in a consultative way, analysis can be an important mechanism to strengthen overall cluster collaboration.

Presenting and Dissemination: activities which ensure that the right information is given to the right person at the right time and in the right format. The information needs of policy-makers, decision-makers, partners and relevant stakeholders have to be defined from the beginning to ensure that the IM system gathers the appropriate information and presents it in a meaningful way. There are many different types of dissemination channel that can be used, depending on circumstances and needs.

## 2.2 What is KM in humanitarian contexts?

Often, the words information and knowledge are loosely used interchangeably which blurs the boundary between the role of information management and the broader knowledge management process. In the context of humanitarian action, effective knowledge management can be described as the capability of a Cluster Lead Agency, Cluster and partner organisations to capture and organise knowledge (technical and coordination related) and to use it in key training, services and operational approaches.

## 2.3 The link between information and knowledge management

Information management starts with gathering, organising and storing facts, figures and data, and then analysing and reporting them in ways to make the collective data understandable and useful. Information is created to *inform* – to inform coordination teams and actors with a stake in humanitarian action (e.g. NCCs, cluster partners, the affected population, agencies, donors). Information provides a transparent, defensible evidence base for coordination teams to make decisions and demonstrate results.

Information can be described as *knowledge* when it is transferred and used by an individual or team. Knowledge gained can be used to generate new information.

Operationally, knowledge management should be primarily focussed on providing an accessible system for making the knowledge produced by Country Clusters available to a wider audience through a variety of mechanisms including document sharing or presentations at meetings or posting on a website (web platform).

## 2.4 The role of IM/KM in Nutrition Cluster coordination

IM plays a critical role before, during and after an emergency. Accurate and timely information enables partners and the national authority to identify and prioritise needs, and to take evidence-based strategic and operational decisions to fill gaps and avoid duplication of efforts. Nutrition advocacy efforts are stronger

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<sup>2</sup> Also known as the 3W or 4Ws  
Final Version October 2014

when based on objective, verifiable and reliable information. IM/KM also contributes to overall monitoring and evaluation (M&E) and lesson learning around the Nutrition Cluster response.

## 2.5 Who is involved in IM/KM for Nutrition at country level?

There are a variety of actors involved with IM in a nutrition crisis.

- The **national authority** maintains responsibility for the overall response.
- UNICEF (as the Cluster Lead Agency- CLA) has specific obligations in relation to IM in emergencies, defined in IASC guidance<sup>3</sup>. UNICEF's responsibility for IM may include allocation of
  - Personnel for data entry and/or to provide technical expertise in specific areas,
  - Specific resources such as software and computer equipment.
- The **IMO** is primarily responsible for facilitating the identification of WHAT EXISTS IN COUNTRY and where the gaps are, hence IM needs, systems and standards, in addition to promoting strategic use of information through consolidation and dissemination of information. The IMO also promotes the submission and use of accurate and good-quality data, verification of sources and cross-checking of information.
- The **NCC** ensures that the overall IM function of the Nutrition Cluster is fulfilled, including the generation and appropriate use of accurate quality data to support planning, decision-making and monitoring of cluster response plan.
- **Nutrition Cluster partners** are expected to be proactive in exchanging information relevant to understanding the situation and response, and contributing to the development of cluster-specific framework for IM.
- **OCHA** provides the overarching framework for pulling together information across clusters. OCHA also suggests standards that allow for datasets and databases to be compatible in order to support inter-operability of data.

At the global level the GNC's role in IM/KM is to:

- Develop required IM tools, guidance and training material for IMO and support the orientation and training of IMOs.
- Systematically and strategically define *what* knowledge should be captured across countries, *how* that knowledge is best captured and transferred, and define *who* the audiences are for wider dissemination and exchange.
- Systematically collect, review and analyse routine information submitted by NCCs (via monthly reports and calls), and synthesize learning.
- Advocate for necessary capacity in IM at global and country levels.
- Support the rolling out and uptake of IM tools at country level.
- Where NCCs identify a need for additional IM/KM support, the GNC-CT and RRT provide strategic support. In cases where additional IM support is required, the GNC-CT facilitates the identification of individuals or institutions that could provide future support to the country cluster.

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<sup>3</sup> IASC (2007). *Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management*. Final Version October 2014

Note: The GNC does not manage or review systematically country level needs assessment, nutrition assessment or specific interventions' performance data.

### 3 Links to other initiatives

- **The GNC recognizes the need to align IM/KM work with other inter-cluster initiatives** including:
  - **The IM Working group** (chaired by OCHA) is working on the design of a two-tiered training series on IM. One is an IM induction and the other is a specialized training for IMOs.
  - **The Monitoring Group** (chaired by OCHA) is developing a Response Monitoring Framework to ensure a unified approach to monitoring across clusters.
  - The **IASC Needs Assessment Task-Force** (chaired by OCHA) is developing a package of tools and products aimed at coordinating needs assessments in humanitarian crises.
  - **The Multi-sector Initial Rapid Assessment (MIRA)** a joint multi-cluster assessment strategy and toolkit for the collection of needs related information in the early days of an emergency.
  - **UNICEF's new MoRES in Humanitarian Situations** joins the Humanitarian Performance Monitoring (HPM) approach and the Monitoring of Results for Equity (MoRES).
  - **The UNICEF-led clusters IM Working Group** is working to align IM tools and approaches in the UNICEF-led clusters and areas of responsibilities (Nutrition, WASH, Education, Child Protection and GBV)

### 4 Resources required for implementing this strategy

Currently there are limited resources available for IM/KM within the GNC and at country level. Within the GNC-CT there are two Rapid Response Team (RRT) members allocated about 25% of their time to focus on support to IM/KM activities for the GNC while the CLA global Cluster Coordination Unit (GCCU) allocated about 10% time to the GNC on IM/KM issues include the support for the development of the new GNC website. The GNC-CT have also benefited from secondments from SYNI programme (a Swiss unemployment scheme that has been seconding staff to the GNC to manage GNC website and share information with country and global partners) and consultants to fulfil IM/KM functions in the last one years but this kind of support have been short term and not sustainable. At the country level, cluster countries do not systematically recruit IMOs (priority is given to the recruitment of NCC). Currently<sup>4</sup>, out of 18 countries that have active cluster/sector coordination mechanism, only 8 have either (five of whom are dedicated or 3 are double hatting). Therefore, to effectively roll out this strategy, the following human resources are required:

- At country level, one IMO in each cluster country<sup>5</sup>
- At global level, there is a need for a fulltime IM/KM focal point and consultant who could be contracted to deliver specific activities to support the IM/KM work, e.g., the development of the

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<sup>4</sup> As of October 2014

<sup>5</sup> Particularly in level 2 and level 3 emergencies, in level 1 emergencies, it might be feasible to task existing programme monitoring staff with the additional cluster IM responsibilities.

IM/KM toolkit and providing systematic support to country level IMOs in order to improve IM functions at country level.

## 5 IM/KM strategic objectives for the GNC

The GNC's IM/KM Strategic Plan outlines two strategic objectives around IM/KM:

- 3) To ensure country level clusters have the harmonised<sup>6</sup> tools and guidance required for effective information management
- 4) To strengthen systems and capacity for documenting and sharing information and knowledge/ learning in effective cluster response at country and global level

This IM/KM Strategy further articulates the expected results and priority activities within each strategic objective.

### 5.1 Strategic Objective 1: To ensure country level clusters have the harmonised tools and guidance required for effective information management

The role of the IMO at the country level is to ensure that the information needs of the country nutrition cluster partners are identified and met. Currently, in order to perform their duties, IMOs develop tools based on what they feel is appropriate for their situation, or adapt what other countries are using or what the GNC-CT developed (if they are aware of other country tools or the GNC tools). While this approach leads to development of tools that are most suitable for a particular context, it has many constraints, including:

- It is time and resource consuming as each IMO has had to develop tools from scratch.
- There is no compatibility among tools with the same aim across different countries which makes it difficult to analyse and synthesize at the global level.
- Staff of nutrition cluster partners while rotating to other countries have to learn how to use new Nutrition Cluster templates for each country.
- There is no potential for reflective learning and tool improvements among IMOs/country clusters.

#### Expected results

- A toolkit of IM guidance and tools is developed
- Key documents available in English, French and other languages based on demand

#### Priority activities:

1. **Develop, review and disseminate GNC IM Toolkit, including guidance on its use.** Review available tools for IM, identify additional gaps and develop necessary tools and resources to build a comprehensive IM toolbox. An IM toolkit will serve to collect, develop and present in one place the main IM tools and resources to be used at country-level. It will be designed to assist NCCs, IMOs, and IM focal points – as well as any nutrition cluster members in need of IM guidance – to collect, process, store, analyse, disseminate and apply information, in order to

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<sup>6</sup> With other clusters

provide a more coordinated and effective humanitarian response and enhance cluster communication, advocacy and fundraising work.

Many of the IM/KM tools will originate from the field and all will be tested and approved by country-level Nutrition Clusters. The aim is to develop simple and easy to use tools for countries to try and adapt where necessary.

It is recognized that there are many different initiatives within IM/KM across the UNICEF supported clusters, OCHA and the IASC. There is a need to review, share and align existing IM products and approaches where appropriate.

*Note: the guidance and resources in the IM toolkit are not intended to replace the tools and systems that are being/have been used successfully in the field.*

The following are some of the tools to be included in the GNC IM Tool Kit. A table outlining the background and current situation of each tool with next steps listed for each is in Annex B.

#### *General cluster information management tools for cluster countries*

- Guidance for the IM toolkit
- Contact lists templates
- Meeting minutes and meeting agenda/information note template
- Generic TOR for the Nutrition Cluster, Strategic Advisory Group, Technical Working Groups, NCC and IMO and other coordination team staff
- Briefing note on the membership, independence and functions of the cluster (and others as needed for adaption at country level)
- Country website template
- GNC bulletin template

#### *Needs Analysis tools*

- Needs assessment tools (including question and indicators banks) and standard methods for collection
- Capacity Mapping Template

#### *Routine monitoring and data visualisation tools*

- 3/4Ws(who does what, where and when)
- Partner reporting Templates
- Surveys database
- Financial Analysis template
- Cluster performance monitoring tool guidance
- Nutrition Cluster dashboard template
- Samples of Tables, Graphic and GIS maps
- Country cluster monthly update to GNC template
- BMS code violation monitoring template



Where possible the toolkit should also include good examples of 'basic' and 'comprehensive' nationally developed tools, including their database platforms.

Once developed, the IM toolkit will be rolled out in identified countries. Effective application of the IM toolkit is dependent on its widespread uptake. A strategy for rolling out the toolkit will be required.

2. Define a **process for the revision of cluster tools and products**<sup>7</sup>.
3. Develop an **IMO Orientation and training package**. No training package for IMOs exists within the GNC. A generic IM training package was recently developed for stand-by partners by Inter-cluster Information Management Working Group, sub-group on training that can be used as a basis to develop cluster trainings. The training package should be developed in cooperation with other global clusters (specifically UNICEF-led clusters and AoRs) and other IM training initiatives (See Annex A for a list of other IM initiatives).
4. Establish an **IM/KM**<sup>8</sup> **taskforce** with a clear TOR and defined scope to oversee and support the GNC's IM/KM activities and liaise with the broader UNICEF inter-cluster IM Working Group
5. **Translate priority documents and develop a strategy on how to effectively share IM/KM products equally with English, French and Arabic-speaking countries**. It was noted<sup>9</sup> that GNC does not equally support English and non-English speaking cluster (or emergency prone) countries. Currently only a few GNC information and knowledge management products are available in French at global level<sup>10</sup> and even less is available in Arabic<sup>11</sup> which is recognized as a major gap.
6. Finalise the **Nutrition Cluster indicator bank** (via NATF Humanitarian Indicator Registry project) including development of brief guidance on respective assessment methodologies, analysis framework and how to report indicators at country level.

## 5.2 **Strategic Objective 2: To strengthen systems and capacity for documenting and sharing information and knowledge/ learning in effective cluster response at country and global level**

The GNC is not currently systematically capitalising on the learning of country level clusters. This information is crucial to refine guidance, promote best practice and use as evidence for advocacy. It is recognized that NCCs/IMOs come to the nutrition country cluster with varied background and skills, not all have experience in writing up learning.

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<sup>7</sup> Including the Harmonized Training Package (HTP) and other training and resource documents developed previously

<sup>9</sup> In Governance report (July 2013) and Annual GNC meeting (9-11 July 2013, Geneva)

<sup>10</sup> MAM decision making tool

<sup>11</sup> Harmonised training package presentations and the SMART training package

Documentation of lessons learned to date has been carried out on an ad hoc basis. While it is acknowledged that there are many lessons that could be learned, most NCCs do not have the time or additional capacity to do this on their own. At the same time, documentation around implementation and functioning of cluster coordination structures in previous emergency responses have not been consolidated, making it difficult to draw lessons learned without significant additional effort.

Currently several mechanisms for communication have been established including annual GNC meetings, monthly NCC reports submitted to the GNC-CT and calls (hosted by the GNC-CT), bi-weekly GNC RRT calls (hosted by the GNC-CT), and monthly SAG calls are in place. Information discussed/received on these calls is disseminated to a degree by the GNC-CT (to NCCs and GNC on monthly calls and through the bi-monthly GNC bulletin). However not all information received from the field and partners is collated and disseminated on a regular basis. While these communications and information exchange is critical and should continue, to support systematic documentation and synthesis of learning, additional activities are required.

### Expected result

- Structures or mechanisms to support and facilitate information exchange among Nutrition Clusters are developed
- Experiences and learning in nutrition coordination are documented and shared

### Priority activities

1. Conduct a **scoping exercise** among NCCs and IMOs and other IM/KM staff at global and country levels to identify their interest in sharing experiences and learning. This exercise aims to identify what NCCs would like to share, their main challenges and what they would like to hear from other NCCs/Information Management Officers (IMOs).
2. Provide **support to NCCs/IMOs to capture and document their experiences and learning**. This includes synthesizing, publishing and dissemination (in print and in soft copy) a special issue of Field Exchange focusing on the learning around nutrition cluster coordination.
3. Provide **support to the dissemination** of captured and documented experiences through multiple channels, including Field Exchange (FEX)
4. Provide support to **development and maintenance of specific platforms for NCCs and IMOs** to acquire technical support in CC and IM support, including through En-net portal<sup>12</sup> (including French version)
5. Develop, launch and maintain an independent **website for GNC** (in alignment with other clusters and based on website review)  
The GNC website was launched at the end of 2012 and is hosted on UNICEF website. The platform was not considered neutral as UNICEF branding and URL are present on each website page. There was also limited flexibility to address some key features on the website (such as a forum, password secured areas, documents repository search, administrative rights for different people for different website pages, etc.). The GNC website was reviewed and presented to the GNC at the annual meeting in July 2013, highlighting the disadvantages of the current website.

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<sup>12</sup> En-net is a technical discussion forum hosted and facilitated by ENN.  
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This review has been used as a basis to develop the new website. A new GNC website has been developed in alignment with other global UNICEF-led clusters web-platforms. It was launched in July 2014 ([nutritioncluster.net](http://nutritioncluster.net))

## 6 ANNEXES

### ANNEX A. Overview of other IM initiatives

There are several inter-cluster IM initiatives that GNC IM/KM work will align with including the following:

- The **IM Working Group (IMWG)**—chaired by OCHA—is working on the design of a two-tiered **training series on IM**. One is an IM induction for cluster coordinators and other actors engaged in the coordination support structure (e.g. Partners, HCTs). The other is a specialized training for IMOs. Both series will probably be long-distance courses and would be adaptable by individual clusters. The IMWG is also expanding its remit in 2013 to support IM platform development for all key moments in the humanitarian programme cycle (particularly, data preparedness, needs assessment, activity tracking, response monitoring and reporting).
- The **Monitoring Group**—chaired by OCHA—is developing the **Response Monitoring Framework** for L3 sudden onset disasters, but whose principles would also apply to other levels, aiming to: i. Ensure a unified approach for monitoring across all international actors for Level 3 sudden onset disasters; ii. Ensure clarity, agreed terminology, and the same understanding across IASC partners on key concepts and approaches related to monitoring of Level 3 humanitarian crises; iii. Build a general monitoring framework for acute and chronic crises. This framework involves setting operational data sets and core indicators for each cluster.
- The **IASC Needs Assessment Task-Force (IASC/NATF)**—chaired by OCHA—is developing a package of tools and products aimed at coordinating needs assessments in humanitarian crises. This includes: i. Operational Guidance on Coordinated Assessments in Humanitarian Crises; ii. Multi-Cluster/Sector Initial Rapid Assessment (MIRA); iii. Humanitarian Dashboard; iv. Key humanitarian indicators; and v. still pending and requiring budgetary clearance, a Question Bank and form generator for developing assessments (KoBo<sup>13</sup>).
- **The Multi-sector Initial Rapid Assessment (MIRA)** is a joint multi-cluster assessment strategy and toolkit for the collection of needs related information in the early days of an emergency. The MIRA is a methodology and does not currently define any specific tools for data collection; the KoBo tool is a possible solution to that. Data collection tools have to be designed nationally with the participation of all clusters. The MIRA does not replace further sector specific/detailed assessments.
- UNICEF's new **MoRES** in Humanitarian Situations joins the Humanitarian Performance Monitoring (HPM) approach and the Monitoring of Results for Equity (MoRES). This new approach strengthens UNICEF capacity to carry out result-based monitoring in humanitarian situations utilizing higher frequency field monitoring and reporting. Field monitoring is focused on the qualitative dimension of monitoring in order to establish if outputs reported by partners are having the anticipated effect. The new MoRES in Humanitarian Situations targets the whole humanitarian caseload, and highlights the need for building capacities of national IM systems during preparedness and/or response.

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<sup>13</sup> See <http://koboproject.org/>  
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## ANNEX B. Summary of current situation and actions needed for Country Cluster IM/KM toolkit

Category	Current situation	Activities needed	Key output indicators
<b>1. Capacity mapping tool</b>	Some resources for capacity mapping exist at global level from the WHO: eLENA, GINA, NLIS. At country level HIS/NIS can be a source of required information.	Develop global tools for capacity mapping of nutrition services, staffing, supplies; nutrition policies and protocols status.	Tools are developed and are available on the GNC website A link shared with NCCs and GNC partners.
<b>2. Partner reporting templates</b>  Partner reporting template (CMAM, IYCF-E, Micronutrient) Surveys database	The templates for ¾ Ws including a technical guidance for adaptation at country level were developed based on country examples. The tools were reviewed by NCCs and endorsed during the annual NCCs meeting in July 2013.	To incorporate final GNC-CT comments To upload the tools to the GNC website. Promote the use of the templates by countries and identify countries that needs support in adaptation of these templates	Final versions of Tools/template are available on the GNC website. Link to the tools shared with NCCs and GNC partners. Number of cluster countries supported with adaptation the tool.
<b>3. Financial analysis template</b>	NCC is required to compile the financial overview of the clusters in order to establish funding gaps and advocate for funding. As there is currently no global level template, at country level, NCC/IMOs use excel spread sheets to monitor funding allocation	To develop a global template Promote the use of the templates by countries and identify countries that needs support in adaptation of these templates	Template is developed and available on the GNC website A link shared with NCCs and GNC partners and adaptation and use of template promoted.

Category	Current situation	Activities needed	Key output indicators
<b>4. Contact lists templates</b> Cluster partners Inter-cluster, government and OCHA focal points Global and regional focal points Strategic Advisory Group Working Groups Task Forces	Currently no global templates exist. At country level countries use excel sheets or OCHA supported platform for contact management or both	To develop global templates and promote the use of the templates by countries and identify countries that needs support in adaptation of these templates	Templates are developed and are available on the GNC website A link shared with NCCs and GNC partners. % of update and use of template by cluster countries
<b>5. Meeting management</b> Meeting minutes template, Meeting agenda template and information note template	Global template were developed in 2014. At country level templates vary.	Promote the use of the templates by countries and identify countries that needs support in adaptation of these templates	Templates are developed and available on the GNC website A link shared with NCCs and GNC partners. % of update and use of template by cluster countries
<b>6.</b> 3/4Ws and analysis template (including maps) <b>situation snapshot template</b>	Currently a draft global level template exists but not rolled out. At country level templates vary.	Finalized the development of global templates  Promote the use of the templates by countries and identify countries that needs support in adaptation of these templates	Templates are available on the GNC website A link shared with NCCs and GNC partners. % of update and use of template by cluster countries
<b>7. Mapping and Samples of Tables, Graphic and GIS maps</b>	Currently no global level template exists but not rolled out. At country level templates vary.	Develop global templates  Promote the use of the templates by countries and identify countries that needs support in adaptation of these templates	Templates are developed and are available on the GNC website A link shared with NCCs and GNC partners. % of update and use of template by cluster countries

Category	Current situation	Activities needed	Key output indicators
<b>8. Nutrition Cluster dashboard template</b>	Nutrition Cluster Dashboard is a part of OCHA sectoral pages for humanitarian dashboard and can be adapted at country level – no GNC guidance exists.	To develop a global nutrition-specific template(s)  Promote the use of the templates by countries and identify countries that needs support in adaptation of these templates	Templates are developed and available on the GNC website A link shared with NCCs and GNC partners. Nutrition Cluster dashboard template
<b>9. Country website templates</b> Independent cluster website Guidance for nutrition clusters on how to address priority website areas on humanitarianresponse.info Humanitarianresponse.info nutrition cluster website template	Independent country cluster website template developed, reviewed by NCCs and endorsed during the annual NCCs in July 2013.	To develop a guidance for country websites for HR.info To develop a template for HR.info and to advocate to OCHA to include it to HR.info	A guidance is developed and template is developed; Both are available on the GNC website A link shared with NCCs and GNC partners.
<b>10. Nutrition cluster bulletin template</b>	Global level template was developed in 2014. At country level templates vary.		Template developed and available on the GNC website A link shared with NCCs and GNC partners.
<b>11. Cluster performance monitoring tool</b>	OCHA promotes a standardised cluster performance monitoring process and tool. A paper version is available from OCHA website. The software for the tool is under development by UNICEF EMOPS for all 5 UNICEF-led clusters and AoRs.	To coordinate with UNICEF EMOPS and to support countries with tool implementation	All country clusters use standardised cluster performance monitoring tool Requested support is provided to countries for cluster performance monitoring.

Category	Current situation	Activities needed	Key output indicators
<b>12. Guidance for the IM toolkit</b>	No guidance as the toolkit is not yet developed.	For each of the tools developed to draft a guidance note which will contain: An overview of the purpose of the tool; A brief description of the IM tool and developed a link to the tool.	For each tool: A guidance note developed and published on the GNC website. All guidance notes uploaded in the same repository, links to which shared with NCCs and GNC partners.
<b>13. Country cluster to GNC reporting template</b>	Currently no global template, however since July 2013 each cluster should report to GNC on a regular basis (monthly) with 0.5 page update	To endorse the template by NCCs To promote the use of the template	Percentage of priority countries that regularly report to the GNC
<b>14. Capacity mapping template</b>	No global template exists	To develop templates (basic and comprehensive) and to promote their use	Templates are developed and available on the GNC website A link shared with NCCs and GNC partners.