

# Programme Document

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## Project Summary

<b>Project Name:</b>	:	Global Nutrition Cluster Advocacy Strategy & Information Management Toolkit Project
<b>Expected Outcome</b>	:	Strengthened the capacity of the Global Nutrition Cluster to influence policy and practice and to support national cluster information management.
<b>Expected Outputs</b>	:	Advocacy Strategy outlining global advocacy priorities for the Global Nutrition Cluster in relation to operation of the Global Nutrition Cluster and international initiatives; advocacy capacity building toolkit to support cluster's partner's engagement on advocacy activities at the country level; and Information management (IM) toolkit for national clusters includes the developing of the IM training package.
<b>Recipient Organization</b>	:	Action Against Hunger –UK (ACF UK).
<b>Type of organization</b>	:	Civil Society Organization
<b>Project Location:</b>	:	Head Offices of Action Against Hunger UK and UNICEF EMOPS, Geneva.
<b>Start Date</b>	:	01/10/2014
<b>End Date</b>	:	31/03/2016
<b>Project Duration</b>	:	18 months
<b>Source of funding</b>	:	UNICEF
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## 1. Situation Analysis and Project Justification

Nutrition has risen on the international and policy agenda since the 2008 food crises and the publication of the Lancet Series on Maternal and Child Undernutrition (2008, 2013), the launch of the Scaling Up (SUN) Nutrition Movement in 2010, the REACH Partnership and the six World Health Assembly, Global Nutrition-2025, one of which is to reduce and maintain childhood wasting to less than 5%. Furthermore there are ongoing efforts to prepare for a decade of action on nutrition as part of the 2nd International Conference on Nutrition (ICN2) through a framework for action (FFA) endorsed by the member states of FAO and WHO.

Under the Inter-Agency Standing Committee (IASC) cluster approach, UNICEF is the global lead agency for nutrition (Global Nutrition Cluster, GNC). The cluster approach aims to address gaps in emergency response and to improve the quality of humanitarian assistance through greater predictability and accountability, and stronger partnership among humanitarian actors. The Transformative Agenda (TA) to improve the timeliness and effectiveness of international collective humanitarian response has three pillars – coordination, leadership and accountability- and requires advocacy to address the gaps and to propose solutions that are most effective for nutrition in humanitarian and protracted crises.

The Global Nutrition Cluster is a partnership based around the principles of equality, transparency, responsibility and complementarity. Its vision 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, with its purpose being to enable country coordination mechanisms to achieve a strong nutrition response in emergencies. The GNC supports country coordination in strategic decision-making, planning and strategy development, advocacy, monitoring and reporting, and contingency planning/preparedness<sup>1</sup>.

The Global Nutrition Cluster (GNC) Strategic Plan for 2014 - 2016 is structured around 4 pillars:

1. Partnership, Advocacy, Communications and Resource Mobilisation
2. Capacity Development in Humanitarian Coordination
3. Operations, Surge and Support to Country Clusters
4. Information Management and Knowledge management

All GNC partners endorsed the Strategic Plan at the GNC Annual Technical Meeting (February 2014) and pledged to support the implementation of the activities outlined in the GNC 2014-2015 Workplan. At global level, the Global Nutrition Cluster has about 40 partners and the ACF has been an active partner of the cluster since the inception of the GNC in 2006.

Since 2010, ACF has taken significant steps to incorporate nutrition advocacy as one of its key pillars of work and currently undertakes advocacy on five key areas: acute malnutrition, recurring crisis, nutrition security, humanitarian action and building its own internal advocacy capacities. Almost simultaneously, the GNC has consistently recognised and identified advocacy as a major gap in the past two years for its efforts to effectively deliver on its nutrition cluster lead responsibilities. As a result, the Pillar 1 of the GNC's Strategic Plan for 2014-2016 focusses on ensuring that relevant advocacy messages are developed and appropriately communicated to enhance policies, coordination and response capacities.

**On the advocacy** side, the present project, developed jointly by ACF (UK) and GNC, aims to identify and improve the gaps that affect the coordination, leadership and accountability of the GNC for coordination. While UNICEF is the Cluster Lead Agency for nutrition, ACF is in a unique position to step forward as a driving force and a robust civil society champion to support the GNC in developing an advocacy strategy and accompanying tools. This partnership is a strategic opportunity to move forward the agenda of acute malnutrition in all contexts.

Regarding information management (IM), current GNC's system is functional but requires improvement to effectively meet the needs of the GNC and the information management officers (IMOs) and Nutrition Cluster Coordinators (NCCs) at country level. While there is work being done by the GNC and the Rapid

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<sup>1</sup> As articulated in the Transformative Agenda. The GNC also supports country clusters to coordinate service delivery for nutrition.

Response Team members (RRTs), it can only build capacity of existing IMOs at given moments in time but does not address issues ultimately: the current model of RRTs seems insufficient to cover all the needs and current staff in country has not enough time or not enough skills. A comprehensive toolkit might facilitate the role of the IMOs. GNC tools and guidance notes are available on the website. The GNC Coordination Team (GNC-CT) has developed IM 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 and posting on the website. However, there remains a gap in global standards, guidance and systems to support IM 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 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 and 2014 GNC Annual Meetings (July 2013, Geneva and September 2014, Rome). As a result, the Strategic Plan (2014-2016) identifies Information and Knowledge Management (IM/KM) as one of four strategic areas of priority for 2014-2016. One of the main priority IM activity in the GNC Strategic Plan and associated 2-year Work Plan include development, review and dissemination of the GNC IM Toolkit, including guidance on its use.

The ACF-UK being one of the key GNC partners already supports GNC IM function by secondment of the Rapid Response Team Information Management Officer and by chairing the IM/KM Task Force of the GNC. ACF-UK would like to further support the efforts of the GNC in the improving IM function at global and country level by development of the IM toolkit.

The Global Nutrition Cluster partners identified advocacy and information management as a priority area of activities as reflected in the new GNC Strategic Framework - Pillar 1 and 4 respectively - developed to further focus and account the activities of the cluster for increased efficiency, effectiveness and impact.

Advocacy can contribute to changes in policy and practice to achieve the cluster vision and core purpose ensuring that policies, coordination and funding mechanisms enable an efficient cluster response.

The proposed project will contribute in achieving the Global Nutrition Cluster's Strategic Plan Pillar 1, Objective 3 and Strategic Pillar 4 Objective 1 by identifying and drafting a live global advocacy strategy that also addresses the advocacy priorities towards global nutrition initiatives and developing toolkits to support advocacy capacity building, cluster's partner's engagement on advocacy activities at the country level and Information management procedures promoting increased use of experience- or evidence-based advocacy efforts to ensure coordinated action, partnerships and accountability for cluster results.

## **2. Project Overview**

The activities presented here are divided into two distinct components:

### **Component 1: Advocacy Activities**

#### *Purpose*

The objectives of the advocacy activities are two-fold: Firstly it aims to identify global advocacy priorities for the Global Nutrition Cluster to ensure its field-based expertise contributes to changes in policy and practice ensuring an enabling policy environment to achieve the cluster vision and core purpose ensuring that policies, coordination and funding mechanisms enable an efficient cluster response and ultimately contribute to long-term improvement in nutrition. Secondly, an advocacy capacity building toolkit will also be developed to strengthen the capacity of the Nutrition Cluster Coordinators to develop and deliver advocacy activities at the country level to contribute to the identified global advocacy priorities and for the effective delivery of country cluster accountabilities such as engagement with country level nutrition initiatives and mobilisation of resources.

The development of a GNC advocacy strategy is fundamental to influence changes in policy and practice to achieve the cluster vision and core purpose ensuring that there is a common plan for the Global Nutrition Cluster Coordination Team (GNC-CT) and GNC partners to engage in and influence relevant international

nutrition policies and initiatives to ensure that the Global Nutrition Cluster can develop key relationships to enhance cluster accountabilities at international level that will ultimately support country cluster accountabilities as stated in the current GNC Workplan.

### *Beneficiaries*

The GNC-CT and GNC partners as well as Country Cluster Coordinators and Partners as reflected in the 2014-2016 GNC Strategic Plan. Priority advocacy issues that can be supported by clusters partners at both international and national level will be identified through wide consultation among GNC partners to support the increased efficiency, effectiveness and impact of the GNC advocacy strategy at all levels.

### *Coordination Arrangements*

The advocacy activities will be carried out by ACF UK Advocacy Department with the support and in coordination with the Global Nutrition Cluster Coordination Team. From ACF UK Advocacy Department the work will be co-led by Sandra Mutuma (Senior Nutrition Advisor) and Elena Gonzalez (Head of Advocacy Development) under the leadership of ACF International Advocacy Director.

The funds for the project will support increase working hours for both Sandra Mutuma and Elena Gonzalez that will be available to dedicate 3 full time days per week to the project.

### *Results Framework*

This component of the project will contribute to the following results:

#### **Result 1.1**

The Global Nutrition Cluster can effectively influence internal and external processes and global nutrition initiatives to effectively deliver on cluster functions by developing relevant advocacy messages that are appropriately communicated to enhance policies, coordination and response capacity as detailed in Pillar 1 of the GNC 2014-2015 Workplan.

**Activity 1.1.** Coordinate the online and face-face consultation of Global Nutrition Cluster Partners and other stakeholders to identify the key advocacy priorities for the GNC and its core functions.

Creating a more appropriate architecture for improving regional and global level coordination of nutrition response in crises, including the interaction and link of Nutrition Cluster functions in relation to global nutrition initiatives and national to use this data to influence the national and international nutrition agenda. A key element of this process involves sharing challenging (and successful) experiences by Country and Global as a means of monitoring impact and defining advocacy priorities. Creating the space to explore challenges and opportunities relating to Nutrition Cluster coordination and nutrition advocacy at a national and sub-national level is therefore necessary.

#### **Process to reach the activities under this result**

ACF-UK, in collaboration with the GNC-CT, UNICEF's Nutrition in Emergencies Unit and UNICEF's regional offices, would coordinate the development of one Global Nutrition Cluster Advocacy strategy targeting key policy makers. There will an initial online consultation that will input into a three (3) day workshop would provide a comprehensive consensus to identifying key advocacy priorities, and clarify expectations in terms of development of the GNC Advocacy strategy.

#### **Outputs from this result**

- Output 1.1.1 Develop and disseminate an online questionnaire to wider GNC stakeholders at global and national level on their perception of key advocacy priorities for the Nutrition Cluster
- Output 1.1.2 Advocacy Workshop with SAG and GNC-CT conducted in Geneva: covering five key areas.
  - Identifying key barriers to GNC core function.
  - Introduction to advocacy

- Identifying what the GNC wants to achieve in international nutrition initiatives and the strategic advantage of GNC for getting involved
- Identifying how the change will be achieved
- Output 1.1.3 Develop a first draft of a Global Nutrition Cluster advocacy strategy based on the questionnaire and workshop inputs that will ensure that relevant advocacy strategy is in place for Cluster engagement with intercluster processes and international nutrition initiatives (e.g. SUN and others). This first draft of the Global Nutrition Cluster will be presented and discussed with GNC county coordinators during working session on the sides of the GNC Annual meeting in September to ensure their views are also widely represented. With this input, the GNC advocacy strategy will be disseminated for consultation prior to finalisation and translation into 3 languages (Arabic, French and Spanish) so that communications will be appropriate for country clusters in various regions of the world.

## **Result 1.2**

Nutrition Cluster Coordinators are able to influence effectively to support cluster coordination functions effectively in ways that take into account their country contexts.

**Activity 1.2.** Develop the capacity of Cluster Coordinators to develop and implement country-specific advocacy strategies that are relevant and appropriately communicated to the countries' stakeholders.

Creating a more appropriate architecture for improving country (and regional) level response to nutrition in crises, including the influencing the uptake of Nutrition Cluster functions in relation to country nutrition platforms for nutrition initiatives such as the SUN Movement and other key initiatives such as REACH. A key element of this process involves country clusters being able to translate their country experiences – challenges and successes to influence the national nutrition agendas via the various country nutrition platforms.

### **Process to reach the activities under this result**

ACF-UK in collaboration with the GNC Core Team will develop an advocacy capacity toolkit to support cluster's partner's engagement on advocacy at the country level through the development and implementation of country advocacy strategies that are specific, relevant and appropriately communicated as per individual country context. As it would be impossible to support each country to develop their own advocacy strategy, it is more effective to support Country Clusters with advocacy tools that they can use at country level.

### **Outputs for this result**

- Output 1.2.1. Produce a Global Nutrition Cluster Advocacy capacity building toolkit in 3 languages to support Country Cluster advocacy strategy development and implementation
- Output 1.2.2. Train up to 20 of Cluster Coordinators and GNC Partners in a one day training attached to the Annual GNC meeting or other opportune moment that may be identified by ACF-UK or GNC-CT Team, outlining what advocacy is, identifying the different stages of advocacy strategy development, from identifying the barriers to GNC goals and devising a plan on how to achieve the desired change

## **Component 2: Information Management (IM) Toolkit & IM Training Package**

### *Purpose*

To strengthen the capacity of the Global Nutrition Cluster to support national cluster information management function. This component is a partnership based solution to develop, review and disseminate of the GNC IM Toolkit, including guidance on its use and prepare an IM Training package to be rolled out by the GNC at national level

### *Beneficiaries*

The project aims to promote a predictable, effective, timely and at-scale response from the Nutrition cluster partners and enhance partnership humanitarian organizations (including UNICEF) and others. Thus it is preliminary driven by responding to the needs of women, men, boys, and girls in all countries as well as their families, who are affected by humanitarian crises, they may be acute sudden onset and protracted.

GNC partners, Humanitarian Country Teams, national and sub-national nutrition clusters including national stakeholders & government and other clusters will benefit from this project since they will have access to a better and timely information to support their day-to-day operations.

### *Result Framework*

This component of the project will contribute to the following results:

#### **Result 2.1**

To develop an IM toolkit and to make it available for National Nutrition Clusters

**Activity 2.1.1.** Establish an IM toolkit taskforce with different partners of the GNC, define the ToR and toolkit deliverables, relating to broader GNC multi-cluster IM/KM Taskforce and others considering the IM initiatives

**Activity 2.1.2.** Review current IM tools, identify gaps and evaluate as appropriate, aligning review with any other evaluation process when possible

**Activity 2.1.3.** Develop a full IM toolkit addressing gaps with brief guidance explaining purpose, use and how to link broader IM tools and processes across clusters/ UN.

**Activity 2.1.4.** Translate IM toolkit into French and Arabic languages

#### **Process to reach the activities under this result**

ACF-UK in collaboration with the GNC Core Team and the IM/KM TF will identify key partners that wish to work in the toolkit and prepare the ToR for an external Consultant. ACF UK will hire and work closely with the external consultant to review and develop the toolkit. ACF UK will translate the toolkit and share it with GNC for dissemination on a rolling basis (as soon as tools finalised) and as a whole once complete, including via IMO/NCC/RRT orientation packs & Cluster Handbook update.

#### **Outputs for this result**

- Output 2.1.1 Toolkit TF established
- Output 2.1.2 Report of the review and gaps identified available
- Output 2.1.3 Toolkit available in English on GNC Website
- Output 2.1.4 Toolkit available in French and Arabic

#### **Result 2.2**

To provide an IM training Package for the Nutrition cluster IM officers and managers. The training package will be organized in different modules that will include (but not limited to) The Humanitarian Program Cycle, the GNC IM strategy, the GNC IM toolkit and computer skills. The training packages will contain presentations, exercises, case studies, module briefings, session plans and agendas and will be organized around a training of 4 or 5 days.

## Activity 2.2. Develop the IM Training Package

### Process to reach the activities under this result

ACF-UK in collaboration with the GNC-CT and the IM/KM TF will hire an external consultant, same or different from Result 1.1 and work closely with the consultant to prepare a training package that can be used in national trainings implemented by the GNC.

### Outputs for this result

- Output 2.2.1 One IM training package is available

These results do not aim at piloting the toolkit at country level, review the toolkit after a 2 years roll, develop complementary platforms or systems nor support NCC trainings in the field.

### Coordination Arrangements

The Project cooperation agreement will be signed between ACF-UK and UNICEF. ACF-UK will provide personnel to develop IM toolkit. The recruitment process for the position will follow standard ACF-UK procedure, which includes the development and advertisement of agreed TOR (A ToR model can be found in Annex 3). The shortlisting and the interviewing will be done jointly by the ACF-UK and the Global Nutrition Cluster Coordination teams. The personnel will be overseen by the GNC Coordinator and ACF-UK Senior Technical Advisor. The personnel will be constantly engaged with the GNC-CT, GNC Rapid Response Team, national clusters and will regularly report on their progress to the GNC IM/KM TF, thus allowing them to perform their function, yet ensuring wider stakeholder involvement and support to the cluster approach.

## 3. Monitoring, Evaluation and Reporting

Result	Activities	Indicator	Target	Source of Verification
1.1 Advocacy strategy	Develop the advocacy strategy to effectively engage in relevant global nutrition initiatives	Advocacy strategy available	Yes Yes	Advocacy consultation among cluster partners carried out, advocacy workshop delivered, advocacy working session carried out during GNC Annual meeting; advocacy strategy approved
	Advocacy strategy translated into French, Spanish and Arabic languages	Advocacy strategy available in all target languages	3, French, Spanish and Arabic	Translated documents submitted to the GNC
1.2 Advocacy toolkit	Produce advocacy capacity building toolkit	Advocacy capacity building toolkit available	yes	Advocacy capacity building toolkit submitted to the GNC

<b>Result</b>	<b>Activities</b>	<b>Indicator</b>	<b>Target</b>	<b>Source of Verification</b>
	Advocacy capacity building toolkit translated into French, Spanish and Arabic languages	Advocacy capacity building toolkit available in all target languages	3, French, Spanish and Arabic	Translated documents submitted to the GNC, Cluster training package include Advocacy Toolkit
	1-day training on advocacy strategy development delivered to a maximum of 15-20 Cluster Coordinators	Training evaluation (pre-post questionnaire)	English	Training evaluation delivered to the GNC
2.1 GNC IM Toolkit	Establish an IM toolkit taskforce to define the ToR and toolkit deliverables.	TF meeting regularly	No	TF minutes available
	Review of current tools available and identify gaps	A report detailing the tools and gaps	Yes	Review report available
	Development of the agreed IM tools and respective guidance notes	# of developed IM tools and respective guidance notes	15 (to be confirmed)	Tools and guidance notes submitted to the GNC, reviewed and approved
	Translate IM toolkit into French and Arabic languages	Toolkit translation available	2, French and Arabic	Translation documents submitted to the GNC
2.2 Training Package	Develop IM training package	IM package ready to be integrated in the cluster trainings	Yes	The cluster trainings package include IM toolkit

*Monitoring Mechanism:*

The project will be monitored through:

- Delivery of the agreed results to the GNC-CT;
- Meeting minutes of the IM/KM TF where progress towards IM activities is discussed;
- Minutes of the Advocacy workshop and advocacy questionnaires shared
- Quarterly activity reports provided by ACF-UK and submitted to the GNC Coordinators.

The GNC stakeholders shall, if appropriate, use the evaluation of results in advocacy with donors for further funding of the concept beyond the end of the project.

## Annex 1: Work Plan

Result	Activities	Timeframe (in months)						Responsible Partner
		1-3 Oct- Dec 2014	4-6 Jan- March 2015	7-9 April- June 2015	10-12 July- Sept 2015	13-15 Oct- Dec 2015	16-18 Jan- March 2016	
1.1 Advocacy strategy	Online dissemination of advocacy questionnaire to GNC Partners and CC.		X					ACF-UK
	Assessment and evaluation of questionnaire and identification of advocacy issues			X				
	Draft GNC advocacy strategy to be developed			X				
	Conduct advocacy workshop based on draft advocacy strategy,				X			
1.2 Advocacy capacity building	1 day training of CC around the next GNC Annual meeting (Sept 2015 – tbc by GNC Core team)+advocacy working session during the Annual meeting				X			ACF-UK
	Outline the potential of GNC Core Team and Partners to influence global nutrition initiatives for the improved delivery of Cluster responsibilities		x					
	Identify internal challenges and issues and in relation to intercluster relationships and successful coordination of Nutrition Cluster functions with assistance of GNC-CT, CC, SAG, (perhaps Global partners)			x				

Result	Activities	Timeframe (in months)						Responsible Partner
		1-3 Oct- Dec 2014	4-6 Jan- March 2015	7-9 April- June 2015	10-12 July- Sept 2015	13-15 Oct- Dec 2015	16-18 Jan- March 2016	
1.2 GNC Advocacy Toolkit	Second and final online Consultation of draft GNC Advocacy Strategy					x		
	Translation of Final draft of Global Nutrition Cluster Advocacy Strategy						x	
	Development of advocacy capacity building toolkit					x	x	ACF-UK
	?Consultation of advocacy toolkit with GNC Core team and SAG				x			
	Translation Advocacy Toolkit into 3 languages (French, Arabic and Spanish)						x	
	Design of translated versions						x	
	Dissemination of Advocay toolkit						x	
2.1 GNC IM toolkit	IM toolkit TF and recruitment of consultants	x						ACF-UK
	Development of the agreed IM tools and respective guidance notes	X	X					ACF-UK
2.2 Training Package	Translate IM toolkit into French and Arabic languages			X	X			ACF-UK
	Develop IM training package			X				ACF-UK