

Programme Document

Project Summary

Project Name:	:	GNC Knowledge Management Activities: Phase 1
Expected Outcome	:	Strengthen systems and capacity for documenting and sharing information and knowledge/ learning in effective cluster response at country and global level.
Expected Outputs	:	<p>Development of a more systematic approach to KM to complement other IM/KM activities being implemented by the GNC Coordination Team (GNC-CT) and other cluster partners:</p> <ol style="list-style-type: none"> 1. Scoping exercise to identify existing KM activities and key areas of experience and learning amongst country cluster coordinators and other actors at country level 2. Active support to NCCs/IMOs to capture and document their experience and learning.
Recipient Organization	:	Emergency Nutrition Network (ENN)
Type of organization	:	Civil Society Organization
Project Location:	:	Head Offices of ENN, UNICEF EMOPS, Geneva and selected cluster countries.
Start Date	:	01/11/2014
End Date	:	31/12/2015
Project Duration	:	14 months
Source of funding	:	UNICEF and ENN
Contacts		
<ul style="list-style-type: none"> • Implementing Partner 	:	<p>Carmel Dolan Technical Director, ENN 32 Leopold Street Oxford, England, UK, OX4 1TW carmel@enonline.net</p>
<ul style="list-style-type: none"> • UNICEF 	:	<p>Josephine Ippe Global Nutrition Cluster Coordinator Office of Emergency Programmes (EMOPS) UNICEF, Geneva jippe@unicef.org</p>

GNC Knowledge Management Activities: Phase 1

November 2014 to December 2015

1. Situational analysis

As part of the Humanitarian Reform process, the Cluster Approach was initiated in 2005 as one way to improve the effectiveness of humanitarian response through greater predictability, accountability, responsibility and partnership. UNICEF was designated by the Inter-Agency Standing Committee as the Cluster Lead Agency for Nutrition. The Global Nutrition Cluster (GNC) was established in 2006.

The GNC's core purpose is to enable country coordination mechanisms to achieve timely, quality, and appropriate nutrition response to emergencies. A Strategic Plan (2014-2016) outlines priority areas of focus. A 2 year Work Plan (2014-2015) was developed based on these priorities.

The GNC governance review carried out in June 2013 noted that a system does not exist for identification; compilation and dissemination of learning from country cluster response and recommended this be rectified. Consequently, Information Management (IM) and Knowledge Management (KM) comprises Pillar 4 of the Strategy and corresponding GNC Work Plan (2014-2015). Activities in this pillar focus on managing appropriate nutritional and coordination information (information management) and the capturing, developing, sharing and using relevant knowledge and experiences (knowledge management).

To facilitate the implementation of activities under the Pillar 4, an IM/KM Task Force, was formed in September 2013 to help guide and contribute to the development of the IM/KM strategy and Work Plan activities. At the GNC face-to-face GNC meeting (17-18 February 2014, Geneva), ENN was identified as the lead agency on KM due to the organisations experience in this regard. The ENN was set up in 1996 to fast track learning amongst operational agencies working in emergency nutrition and food security. ENNs strategic areas of work include a) capture and exchange of operational experiences through ENNs established and widely read publications (Field Exchange, Nutrition Exchange, thematic reports) and an online technical forum (en-net) and b) support to global level leadership and stewardship in nutrition. With the necessary resources, the ENN can step up a dedicated role of deliberate capture on behalf of the GNC, bringing experience and using existing mechanisms and avenues (see Box 1).

Box 1: Existing ENN mechanisms for the GNC to capitalise on for lesson capture**Field Exchange**

Field Exchange is an online and print technical publication on nutrition and food security in emergencies and high burden contexts. Produced three times a year, 47 editions have been produced to date. The first edition was produced in 1996 in response to a demand by international agencies for a way to capture and rapidly 'exchange' humanitarian programming experiences. Typical authors of articles are international staff working with non-governmental organisations and UN agencies in humanitarian operations throughout the world. Field Exchange is produced three times per year. It is available in English. Visit: <http://www.ennonline.net/fex>

Nutrition Exchange

Nutrition Exchange is a more recent ENN publication that contains short, easy-to-read articles on nutrition programme experiences and learning, from countries with a high burden of malnutrition and those that are prone to crisis. It also summarises research and provides information on guidance, tools and upcoming trainings in nutrition and related sectors. Each issue contains original articles from national level readers and summarised information from Field Exchange. Target audiences include Government, Civil Society, International and National Agencies working in nutrition, including agriculture, health, education, water and sanitation and the social protection sectors. Nutrition Exchange is available in English, French and Arabic.

Thematic reports

ENN has produced a number of thematic reviews and reports for example into supplementary feeding programmes, the financing landscape for the scale up of acute malnutrition programmes, coverage of CMAM and the relationship between wasting and stunting. These reports serve to provide detailed technical, institutional and governance insights, conclusions and recommendations.

en-net

The ENN hosts and moderates an online technical forum called en-net (www.en-net.org). This provides prompt answers to technical questions posed by practitioners worldwide. It has been running for nearly 4 years. Opinions and answers are provided through peers (anyone can respond) and through a team of expert moderators who we manage and to whom ENN escalate questions to. Visit: www.en-net.org

In April 2014, the ENN outlined, and budgeted, four distinct but related areas of work in support of the KM functions of the GNC and its country clusters (listed as Activities 4.6-4.9 in GNC Work Plan). Since this time, the GNC has been able to secure funding for around one-third of the overall budget for this proposed project as seed money to get the KM activities underway.

The following is a prioritization of the original proposal given the limited funding available. Priority has been given to two (Activities 4.6 and 4.7 in the GNC Work Plan) out of the four activities. The GNC-CT and the ENN anticipate that additional funding will be identified through joint fundraising activities and the programme of work expanded to cover all four activities as originally envisaged. The time frame for this additional funding is unknown at this stage.

2. Project overview

The project aims to develop a more systematic approach to KM to complement other IM/KM activities being implemented by the GNC Coordination Team (GNC-CT) and other cluster partners.

Activities will contribute to objective 2 under Pillar 4 in the GNC Work Plan: to strengthen systems and capacity for documenting and sharing information and knowledge/ learning in effective cluster response at country and global level.

1. **Conduct a scoping exercise to identify existing KM activities and key areas of experience and learning amongst country cluster coordinators and other actors at country level**

In September 2014, the GNC Annual Meeting was convened in Rome. Country cluster experience in Level 3 emergency response and scale-up was presented by 3 countries (Philippines, Central African Republic and South Sudan). Additionally, 18 Nutrition Cluster Coordinators (NCCs)/Information Management Officers (IMOs) and UNICEF Nutrition Managers involved in country cluster activities fed into a joint presentation on an overview of their challenges and needs. The presentations and discussions around these represent an important first step in the process of identifying areas of learning to be captured to in order to better inform future humanitarian responses.

Identified Learning Areas based on discussions at the Annual Meeting and the feedback from NCC/IMOs received through regular GNC calls:

- **Transitioning from an emergency response to sector coordination** (including linking with the Scaling Up Nutrition Movement and REACH) **and preparedness** - what experience and best practice is out there?
- **Learning and best practice around scale up and sudden-onset, level 3 response**- what is the current state of readiness to act?
- What does **inter-sectoral programming** look like strategically and operationally in an emergency nutrition response and how can the nutrition cluster promote and support this?
- Ensuring engagement of sub-national clusters (where they exist) and incorporation of their feedback in cluster's strategic planning
- Generating government "buy-in" around improved nutrition cluster / sector coordination

Furthermore, the NCCs/IMOs identified mobilising funding for protracted emergencies, accessing appropriate technical support for implementation and scale-up and building capacity as part of the response as other important challenges being faced.

In addition to these discussions, the GNC has recently encouraged the development of learning documents from several countries and has final reports from 4 countries: Ethiopia, Somalia, Yemen and the Philippines which set out their experiences and lessons learnt.

During this phase of activity, the ENN will review these learning documents and the write up of the discussions at the GNC annual meeting and will follow up with a selection of NCCs, IMOs, Nutrition Programme Managers and Rapid Response Team (RRT) members- estimated in total to number between 5 and 10 people- to gauge their interest in systematically detailing their experiences and lessons learnt on the broad range of nutrition cluster activities they oversee at the country level. Whilst the entry point for capturing the experiences and lessons learnt will be through the NCC/IMO/RRT staff, other key country level actors including governments, UN agencies and NGOs will also be engaged where possible in the activities described below.

The scoping exercise aims to identify:

1. Three to four broad thematic areas that countries (and the GNC) identify as needing exploring and documenting
2. Four to six countries that are interested in contributing their experiences (including achievements, challenges and learning) in the form of case studies around these themes, and
3. Two potential countries for country visits to support the development of more detailed case studies (giving a total of six to eight country experiences).

Scoping activities will be conducted by individual and/or group telecoms or skype conversations. An inception report will be prepared with a clear workplan based on the countries and themes identified during the scoping exercise.

2. Active support to NCCs/IMOs to capture and document their experiences and learning

Based on the findings of the scoping exercise, the ENN will work closely with the identified NCCs and other country level actors to actively support the capture of experience and lessons learnt across the identified thematic areas in the form of short case studies and building on the existing GNC instigated documentation. As far as possible, the ENN will support the NCCs in the writing of their experiences and lessons learnt using the model ENN has adopted for its current publications Field Exchange and Nutrition Exchange. In this way, ownership of the lessons learnt resides with the Cluster staff with ENN's role being the facilitation of capturing and documentation.

To enrich the depth, quality and value of the case studies, ENN will conduct two country level visits to more actively support the capturing of experiences and learning. The decision as to which countries will be visited will be informed by the level of interest of the NCCs, the feasibility of the visit (security and access) and in consultation with the GNC. It is envisaged that the visits will take place February to May 2015. These visits will ensure that links are made with the SUN Focal Points and REACH Coordinators amongst other actors in country.

The discussions with SUN and REACH focal points might focus on the following common areas identified by the GNC and the SUN Movement Secretariat:

1. Advocacy for and support the government leadership at national and sub-national level to coordinate the humanitarian response by building upon existing structures and mechanisms (wherever possible);
2. Promotion of a dialogue among all stakeholders with responsibility to ensure that populations can better endure emergencies and conflicts;
3. Invitation humanitarian agencies to engage within the SUN Movement at global and country level;
4. Fostering the accountability of humanitarian and development agencies towards preparedness, resilience and disaster risk management;
5. Supporting and participating in *technical* forums that enable multiple stakeholders to share experience on nutrition in development and in emergency.

The case studies will be written as word documents.

3. Results framework

The main result from this project is documentation of learning around key thematic areas by four to six Nutrition Cluster countries. This work directly contributes to objectives of Pillar 4 in the GNC Work Plan that is based on needs expressed in previous GNC Annual Meetings and NCC calls.

Result	Activities	Output (deliverable)
Multiple stakeholders engaged and feedback analysed to identify themes and countries for case studies	Country learning documents identified and reviewed	Output 1: Themes and countries for case studies (and country visits) identified. Inception report is prepared with detailed workplan based on identified countries and themes.
	Skype interviews held (with 5-10 NCCs/IMOs/RRTs) to gauge their interest in documenting experiences and to detail their preferred themes and experiences to share	
	NCC feedback reviewed and potential countries and themes for case studies (and field visits) identified	
	SUN Movement Secretariat, REACH and EMOPS Geneva contacted (meetings held during ENN visit to Geneva) to request engagement in the process and contribute thinking for the case studies and country visits	
Country case studies documented to articulate experiences and learning around identified themes	Outline of case studies developed and shared with GNC-CT, finalized and shared with countries	Output 2: Four to six country case studies
	Country field visits conducted	
	On-going email and Skype support to NCCs to develop their experiences into clear case studies	
	Final draft case studies developed and shared with GNC-CT	

The documented results of this project in terms of learning in the case studies will be used by the GNC-CT and ENN to advocate for further funding to continue the work (publish and disseminate results) as articulated in the GNC Work Plan.

Evaluation

No formal evaluation is planned of this work however; it will be possible during the GNC Annual Meeting in 2015 to discuss the added value of the KM work with all core partners and country cluster staff.

Reporting

Outputs	Activities	Indicator	Source of Verification
Output 1: Inception report with the themes and countries for case studies identified and workplan prepared (word document)	Country learning documents identified and reviewed	Draft themes identified	Quarterly report
	Skype interviews held (with 5-10 NCCs/IMOs/RRTs) to gauge their interest in documenting experiences and to detail their preferred themes and experiences to share	Skype interviews minutes	Quarterly report
	NCC feedback reviewed and potential countries and themes for case studies (and field visits) identified	List of potential countries for case studies, potential themes and countries for country visits	Word document shared prior to ENN/GNC-CT call to discuss
	SUN Movement Secretariat, REACH and EMOPS Geneva contacted (meetings held during ENN visit to Geneva) to request engagement in the process and contribute thinking for the case studies and country visits	Meeting minutes	Meeting minutes
	Prepare an inception report with a detailed workplan based on the countries and themes identified	Inception report	Inception report
Output 2: Four to six country case studies that articulate experiences and learning around identified themes (word document)	Outline of case studies developed and shared with GNC-CT, finalized and shared with countries	Final case study outlines	Final case study outlines (word document)
	Country field visits conducted	Trip report	Trip report
	On-going email and Skype support to NCCs to develop their experiences into clear case studies		Quarterly report

4. Work Plan

Result	Activities	Timeframe (in months)				Responsible Partner
		1-3	4-6	7-9	10-14	
Output 1: Themes and countries for case studies identified	Country learning documents identified and reviewed	x				GNC-CT to provide to ENN
	Skype interviews held (with 5-10 NCCs/IMOs/RRTs) to gauge their interest in documenting experiences and to detail their preferred themes and experiences to share	x				
	Feedback reviewed and potential countries and themes for case studies (and field visits) identified	x				ENN in consultation with GNC-CT
	ENN visit to Geneva to finalize country themes, counties for case studies with GNC-CT and to discuss project and request engagement with EMOPS, SUN and REACH in the process.	x				
Output 2: Four to six country case studies that articulate experiences and learning around identified themes	Outline of case studies developed and shared with GNC-CT, finalized and shared with countries		x			ENN in consultation with GNC-CT, IM/KM TF
	Field visits conducted		x	x		ENN with support of UNICEF country offices
	On-going email and Skype support to NCCs to develop their experiences into clear case studies		x	x	x	ENN with support of GNC-CT for introductions etc.
	Draft case studies developed and shared with GNC-CT			x		ENN
	Finalized case studies available in word format				x	ENN

Partner Organizational Profile

The ENN enables nutrition networking and learning to build the evidence base for nutrition programming. Our focus is communities in crisis, typically humanitarian emergencies, and where undernutrition is a significant chronic problem. We consider both nutrition-specific programming, such as management of acute malnutrition, and nutrition sensitive programming, that involve sectors such as social protection, agriculture, health, and water, sanitation and hygiene (WASH).

We support global level leadership and stewardship in nutrition, capture and exchange experiences of practitioners through our Field Exchange and Nutrition Exchange publications and our online technical forum, undertake research and reviews where evidence is weak and broker technical discussion where agreement is lacking, such as MUAC and WHZ scores as indicators of SAM.