
BUILDING AN ENABLING ENVIRONMENT

2022-2025 GNC Advocacy Strategy

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ABBREVIATIONS AND ACRONYMS

BHA	USAID's Bureau for Humanitarian Assistance
CBOs	Community Based Organisations
CLA	Cluster Lead Agency
ECHO	European Civil Protection and Humanitarian Aid Operations
GAP	Global Action Plan on Child Wasting
GCCG	Global Cluster Coordinators Group
GNC	Global Nutrition Cluster
GNC-CT	Global Nutrition Cluster Coordination Team
HC	UN Humanitarian Coordinator
HCT	Humanitarian Country Team
HDN	Humanitarian Development Nexus
HR	Human Resources
HRP	Humanitarian Response Plan
ISC	Inter-sectoral collaboration
ISP	Inter-Sectoral Collaboration Platform
MSPs	Multi-stakeholder platforms
NCC	Nutrition Cluster Coordinator
N4G	Nutrition for Growth
NGOs	Non-Governmental Organisations
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
RC	UN Resident Coordinator
SAG	Strategic Advisory Group
SDG	Sustainable Development Goals
SO	Strategic Objective
SUN	Scaling up Nutrition
WASH	Water, sanitation, and hygiene
WFP	World Food Programme
WG	Working Group
WHO	World Health Organisation

BACKGROUND

The 2022-2025 GNC Advocacy Strategy (the Strategy) is intended as a strategic framework for a coordinated approach to the delivery of GNC advocacy efforts. Developed to complement the 2022-2025 GNC Global Strategy it directly relates to its third strategic objective (SO3) —*Building an enabling environment*— and cuts across other objectives to support the advancement of GNC strategic priorities, addressing identified challenges, working across levels and sectors, linking humanitarian and development actors and bringing together partners to jointly influence the global and national narrative on nutrition in situations of fragility while strengthening GNC advocacy capacities, systems, processes, and practices.

The Strategy identifies three interlinked priorities to strengthen nutrition coordination, prioritization, and financing in situations of fragility contributing to shifting mindsets and systems towards a nexus approach and around scaling up, multi-sector, multi-year, unearmarked funding to better support the nutritional needs of people in crisis and collaborate to reduce humanitarian need.

METHODOLOGY

The Strategy is aligned with the 2022-2025 GNC Global Strategy and it is informed by a number of different sources, including desk review of key cluster documents, an internal review of the previous [GNC Advocacy Strategic Framework 2016-2019](#), feedback from the 2021 GNC annual meeting, a 2021 online survey on advocacy priorities to GNC stakeholders, and input and endorsement from GNC structures and the GNC Advocacy Working Group.

THE ISSUE

Today, hunger and malnutrition are on the rise. Millions are at risk of famine and the world is off track to achieve the Sustainable Development Goals (SDGs).

Multiple factors are driving today's levels of severe hunger and malnutrition, including climate change and economic shocks exacerbated by the COVID-19 pandemic, but severe and protracted armed conflicts remain the main driver of global hunger and malnutrition in 2022.

Urgent action and increased investments in fragile and conflict-affected contexts are critical to ensure effective and efficient nutrition programming and coordination, as integral components of a coherent and consistent multi-sectoral response, prior to, during and after a crisis, to achieve the 2030 goal of ending malnutrition in all its forms, leaving no one behind.

In contexts of fragility, nutrition sector/cluster coordination mechanisms exist to alleviate suffering and to save lives, by ensuring a predictable, timely and effective response at scale, with a focus on preventing and addressing nutritional needs of affected populations.

The response is led by the cluster/sector coordination teams at national and sub-national levels, yet gaps in capacity and capability to cover cluster functions and situations of “double-hatting”, confusion around reporting lines and accountabilities of cluster/sector coordinators, and their inconsistent access to HC/HCT, among other challenges, hinder high-quality humanitarian action and must be urgently addressed, including through increased financial, structural and HR investments by the nutrition cluster lead agency.

Furthermore, humanitarian interventions are often short-term, siloed, and reliant on annual cycles of funding with cluster/sector coordination mechanisms rarely transitioning to government-led sector coordination mechanisms. Yet, to transition out of repeated cycles of humanitarian programming and to address more effectively the disproportionately higher burden of malnutrition in fragile and conflict-affected contexts, resource partners, governments and local authorities, civil society organisations, humanitarian and development actors must commit and support a flexible and long-term approach to policy, programming and financing, including investing in preparedness, recovery and coordination and linking up development efforts and humanitarian response to mitigate and respond to potential nutrition crises and to tackle the root causes of malnutrition and build resilience in line with government policy.

GNC OVERALL ADVOCACY GOAL

Governments and local authorities, donors and humanitarian actors provide adequate support at global and national level to multi-sector and multi-stakeholder approaches to nutrition and scale up multi-sector, multi-year, unearmarked funding to prevent, mitigate and recover from shocks to the nutrition situation.

GNC ADVOCACY STRATEGIC PRIORITIES

Priority 1: Coordination

Humanitarian actors, resource partners, governments and local authorities and development partners support the strengthening of nutrition-specific coordination and the linkages with development coordination mechanisms for nutrition to prepare for, respond to, and recover from situations of fragility

Priority 2: Prioritization

Humanitarian actors, resource partners, governments and local authorities prioritize nutrition programming and promote multi-sectoral and multi-stakeholder approaches ensuring increased alignment between humanitarian plans and other longer-term nutrition policies and frameworks

Priority 3: Financing

Governments and local authorities, and resource partners mobilise adequate, longer-term and unearmarked funding to respond to the nutritional needs of the most vulnerable people, including women and children, to prevent, mitigate and recover from situations of fragility

Enabling Priority: Advocacy capacities

Advocacy is mainstreamed as a nutrition cluster/sector core function with GNC systems, processes, and practices strengthened at all levels

Priority 1: Coordination

Humanitarian actors, resource partners, governments and local authorities and development partners support the strengthening of nutrition-specific coordination and the linkages with development coordination mechanisms for nutrition to prepare for, respond to, and recover from situations of fragility

IDENTIFIED CHALLENGES	CHANGE SOUGHT	INDICATORS
<p>Nutrition-specific coordination Gaps in quantity and quality (i.e., contract types, levels, etc.) of human resources for sectoral/cluster coordination and information management</p>	<p>Outcome 1.1 Cluster/Sector Coordination and Information Management strengthened UNICEF as CLA ensures nutrition cluster/sector coordination teams are adequately staffed and skilled at national and sub-national levels</p>	<p>70% of GNC priority countries have adequately staffed and trained nutrition personnel in place at national and subnational levels, with the capacity to prepare, respond to, and recover from situations of fragility (SO1)</p> <p>90% of the country offices with Humanitarian Coordinators in place (including 100% of offices in the countries with system-wide emergencies) comply with the UNICEF as CLA decision tree (SO1)</p>
<p>Humanitarian/Development coordination Limited collaboration with key internal and external stakeholders due to:</p> <ul style="list-style-type: none"> Limited voice of the affected population in the nutrition sector Unrealized opportunities for engagement of communities, local NGOs/CBOs, private organisations, academic institutions, and local authorities in the nutrition sector at all levels Limited engagement of nutrition clusters/sectors in national nutrition platforms (such as the multi-stakeholder platforms (MSPs)) to support advocacy efforts and contribute their experiences to the development of national nutrition policies, especially around preparedness and recovery 	<p>Outcome 1.2 Humanitarian/Development coordination strengthened Increased collaboration and participation of humanitarian and development actors in joint coordination mechanisms for nutrition planning, funding, and implementation</p>	<p># of countries where the nutrition cluster coordinates with /regularly meets with SUN Focal Points and/or SUN multi-sectoral, multi-stakeholder platforms for nutrition</p> <p>A clear road map for engagement with external stakeholders is developed and implemented (SO3)</p> <p>At least 50% of key recommendations for the involvement of NGOs/CBOs and local authorities at subnational, national, and global levels are implemented (SO3)</p>

Outcome 1.1 Cluster/Sector Coordination and Information Management strengthened

GNC position: Advocacy under this result is directly related to SO1 of the 2022-2025 GNC Global Strategy—*People*. The GNC promotes the development and/or strengthening of nutrition-specific coordination mechanisms and will promote the use of the [Recommended good practices for minimum structure for coordination teams at country level](#) across contexts to address staffing gaps and to ensure adequate reporting lines for Nutrition Cluster Coordinators for effective cluster leadership in the Humanitarian Country Team (HCT) and engagement with the Humanitarian Coordinator.

Key targets: Nutrition Cluster Lead Agency (CLA)

Key allies: UNICEF-led clusters/Area of Responsibility

Key opportunities: CLA commitment to provide adequate support for minimum coordination structures at national and subnational levels following the launch of UNICEF [Core Commitments for Children](#), and building on the findings of the [2020 Humanitarian Review](#) and the [Evaluation of UNICEF's Cluster Lead Agency Role \(CLARE II\)](#).

Activities: The GNC in collaboration with other UNICEF-led clusters will develop structured advocacy and tools for the cluster lead agency on recruitment of the appropriate coordination and information management capacity.

Outcome 1.2 Humanitarian/Development coordination strengthened

GNC position: Strengthening collaboration and coordination of nutrition planning, funding, and implementation with development actors (including the SUN Movement) at global and country level is essential to enhance and support the work on the humanitarian-development nexus. The GNC supports the strengthening of inclusive spaces for humanitarian and development partners to forge stronger commitments and efficiency, ensuring:

1. The promotion of a shared understanding of the benefits that the HDN can generate, identifying areas of convergence and what roles, responsibilities, and principles this entails for each stakeholder.
2. The inclusion as well as participation of all stakeholders in joint coordination mechanisms and the development of accountability mechanisms for better results.
3. Sufficient safe space for humanitarian and development partners involved in nutrition to collaborate with respect and understanding for each other's mandates, specific competencies, principles, and approaches.
4. Humanitarian-development collaboration and coordination in each country on specific, shared objectives and priorities for nutrition.

Key targets: HCT/HC, humanitarian and development actors and government-led nutrition coordination mechanisms

Key allies: GNC, SUN Movement Secretariat and global SUN networks at the global level; nutrition sector/cluster coordinators and the SUN government focal points at the country level

Key opportunities: Ongoing work with SUN Movement at global and national levels

Activities: GNC/SUN advocacy collaboration at the global level and participation in the development and strengthening of multi-sectoral, multi-stakeholder platforms at country level building on and promoting the implementation of recommendations to strengthen the [humanitarian-development nexus for nutrition](#), including the strengthening of inclusion and accountability mechanisms.

Priority 2: Prioritization

Humanitarian actors, resource partners, governments and local authorities prioritize nutrition programming and promote multi-sectoral and multi-stakeholder approaches ensuring increased alignment between humanitarian plans and other longer-term nutrition policies and frameworks

IDENTIFIED CHALLENGES	DESIRED RESULT	INDICATORS
<p>Inter-sectoral collaboration In context where the Food Security, Health and WASH clusters are activated the nutrition clusters is not always activated as core independent sector but as a sub-theme of another sector</p> <p>Nutrition-sensitive interventions are not prioritized in responses of relevant clusters/sectors (WASH, Health, Food Security, and others) despite its multi-sectoral nature</p> <p>Limited geographical and operational joint planning by WASH, Health, Food Security and Nutrition sectors</p> <p>Limited intersectoral collaboration to support a nationally driven nutrition agenda to prevent and treat malnutrition in all its forms in development and humanitarian contexts</p> <p>Limited availability of data for decision making due to few countries in fragile contexts with nutrition information monitoring and evaluation frameworks and NIS systems; lack of timely access to data at different levels for decision-making; Increasing access constraints to conduct nutrition assessments</p> <p>Limited prioritization of nutrition and use of nutrition analysis, data, and assessments on national nutrition clusters by resource partners, OCHA, HC/HCT and UN Agencies with nutrition-sensitive or nutrition-specific mandate in decision-making processes and humanitarian plans</p> <p>Limited accountability, governance, competing priorities and lack of multi-sectoral funding</p>	<p>Outcome 2.1 Inter-sectoral collaboration Nutrition is activated as core independent sector in contexts where Food Security, Health and WASH clusters are activated and heightened intersectoral collaboration among the Nutrition, Health, Food Security, WASH, and other clusters is prioritized as relevant</p>	<p>Nutrition Cluster activated as a core independent cluster in all contexts where the Food Security, Health and WASH clusters are activated</p> <p>At least 70% of GNC priority countries implement multisectoral plans that address all forms of malnutrition (S03)</p> <p>There is at least a 25% increase in multi-sectoral funding for national multi-sectoral nutrition plans across humanitarian and development and including increased in country level financing</p>
<p>Multi-stakeholder approach Limited emergency response preparedness and transition to sectoral coordination due weak and fragmented nutrition preparedness processes</p> <p>Local authorities and partners should be the main nutrition players in situations of fragility but often have limited capacity in nutrition in situations of fragility to unpack issues and seek solutions</p>	<p>Outcome 2.2 Multi-stakeholder approach Increased involvement of humanitarian actors in the design and implementation of multisectoral national nutrition plans, including GAP roadmaps and post-COVID recovery frameworks</p>	<p># of countries where the national nutrition plan includes preparedness/recovery elements etc.</p>

Outcome 2.1 Inter-sectoral collaboration

GNC position: The GNC supports specific nutrition sectoral/cluster coordination mechanisms, independent of Health or Food Security, as the most effective coordination model to achieve greater and longer lasting impact and calls for greater consideration of the specificity and professionalism of nutrition as a core independent sector. Furthermore, the GNC promotes the use of nutrition analysis, data and assessments of national nutrition clusters to influence the development of humanitarian plans, such as HNO/HRPs, Flash Appeals and others asking for:

- 1) Recognition of nutrition as a core independent sector rather than a sub-theme of another sector (in context where the Food Security, Health and WASH clusters are activated) while effectively contributing to integrated multisectoral programmatic priorities and resources, according to commonly agreed principles.
- 2) Elevate nutrition as an overarching, multi-sectorial lifesaving priority in the humanitarian response critical for famine prevention and to respond to public health crisis, reducing suffering, increasing survival and resilience, and contributing to sustainable development in fragile contexts.
- 3) Inclusion of nutrition on the HCT agenda as a permanent item.
- 4) Prioritize intersectoral interventions with joint planning and coordination of implementation to achieve greater and longer lasting impact.
- 5) Increase in humanitarian and development financing in general and for nutrition in situations of fragility in particular, considering its impact in other sectors.
- 6) Adoption a no-regrets approach to decision-making in contexts where there is limited or lack of timely access to data for decision-making.

Key targets: High-level humanitarian stakeholders, including UN Resident Coordinator (RC)/Humanitarian Coordinator (HC), HCTs, resource partners, governments and local authorities, OCHA and other relevant UN Agencies with a nutrition mandate, including WFP, UNICEF and WHO.

Key allies: nutrition partners, including the SUN Movement; Inter-Sectoral Collaboration Platform (ISP)

Key opportunities: Direct access to humanitarian decision-makers at country and global level to improve the sharing of relevant nutrition data to inform decision-making and elevate nutrition.

At the global level, the GNC will work with OCHA's Global Cluster Coordinators Group (GCCG) and the Inter-Sectoral Collaboration Platform (ISP). The GNC has also established a dedicated Intersectoral Collaboration (ISC) helpdesk and other clusters are working to establish similar helpdesks.

Access to HC/HCT and participation in the Intercluster Coordination Team is a key opportunity at country level to ensure support from the UN Resident Coordinator (RC)/Humanitarian Coordinator (HC) for multi-sectoral and multi-stakeholder responses at the highest country levels in line with global commitments made the UN under the "New Way of Working."

Activities: Direct engagement with key targets to promote multisectoral efforts to address multi-dimensional vulnerabilities to response to famine crisis building on existing initiatives for inter-sectoral collaboration at both global (i.e.: Rome call for Action for Famine Prevention and [Intercluster Famine Statement](#)) and national level (i.e.: work in [Yemen](#) and [South Sudan](#)).

The GNC will support at least three major intersectoral initiatives per year working with the Inter-Sectoral Collaboration Platform (ISP) and supporting the participation of member organisations with

mandates in more than one sector to contribute to the sectoral work of other clusters. At the country level it is possible to align and support UN Nutrition outreach to UN Resident Coordinator.

Advocacy messaging and priority activities will be developed in close collaboration with the GNC Intersectoral Collaboration Working Group ensuring alignment and complementarity.

Outcome 2.2 Multi-stakeholder approach

GNC position: In order to transition out of repeated cycles of humanitarian programming and to build nutrition resilience, in line with the [Grand Bargain](#) and the [New Way of Working Framework](#), the GNC supports the involvement of humanitarian actors in the design and implementation of multisectoral national nutrition plans to bolster the humanitarian-development nexus ensuring the roles and responsibilities for disaster prevention, preparedness, planning and response are clearly defined in national plans. Working across the nexus requires also more sequencing, layering, integrating of programs and more long-term investment in addressing root causes of malnutrition.

Key targets: governments and local authorities, development actors, donors, HCT/HC

Key allies: Nutrition sector/cluster coordinators; SUN government focal points; SUN MSPs

Key opportunities: Interest and commitments among key partners at global and country-level to explore and strengthen the humanitarian development nexus (HDN).

Ongoing collaboration between the GNC and SUN Advocacy Working Groups at the global level.

At the national level, a key entry point to engage in national process is for nutrition clusters to strengthen their partnership and harmonizing goals with the [SUN platform](#) in country. Based on [lessons learned and recommendations](#) on how to strengthen the humanitarian-development nexus jointly developed by the SUN Movement and the GNC, some areas to explore for advocacy collaboration and convergence between the nutrition cluster and the SUN platforms include:

1. Raise the profile of nutrition as an influencer or driver of change at policy and programming level to ensure nutrition is captured in high-level HDN discussions.
2. Increased alignment of humanitarian plans with national policies and frameworks and involvement of humanitarian actors in the design and implementation of risk informed and shock responsive national multisectoral plans, including GAP roadmaps and post-COVID recovery frameworks.
3. Joint advocacy for greater alignment of development and humanitarian funding and resource allocation for more systematic multi-year financing of national multi-sectoral plans for capacities and systems strengthening at national and local levels.

Additional guidance on HDN can be found in the [GNC SUN HDN Global report](#), and in the [GNC SUN country case studies and supporting webinar](#). Further learning has also been produced on this topic for the contexts of [Kenya](#) and [Somalia](#).

Activities: Disseminate tools and lessons on preparedness and emergency response planning and develop a series of case studies on why some countries are unable to make the transition to sector coordination, while others are successfully operating national nutrition coordination mechanisms.

Advocacy work will be done in close collaboration with the GNC Humanitarian Development Nexus (HDN) Workstream to ensure coherence of efforts.

Priority 3: Financing

Governments and local authorities, and resource partners mobilise adequate, longer-term and unearmarked funding to respond to the nutritional needs of the most vulnerable people, including women and children, to prevent, mitigate and recover from situations of fragility

IDENTIFIED CHALLENGES	DESIRED RESULT	INDICATORS
<p>Nutrition financing Inadequate quantity of financial resources for nutrition in situations of fragility to meet needs due to the de-prioritizing of nutrition against other areas, and a lack of diversity among nutrition resource partners, with a heavy reliance by the sector on 'traditional' resource partners.</p> <p>Inadequate quality of financial resources for nutrition in situations of fragility to meet needs; financing needs to be faster, more flexible, and cover longer periods than it currently does.</p> <p>Siloed sectoral funding limits opportunities for intersectoral collaboration to support national-driven agendas to prevent and treat malnutrition in all its forms in development and humanitarian contexts</p> <p>Limited resource partners engagement with the nutrition cluster</p> <p>The economic impacts of the COVID 19 pandemic may result in a significant decline in humanitarian funding</p>	<p>Outcome 3.1 Adequate nutrition financing Increased multi-sector, multi-year, unearmarked nutrition financing to strengthen the nexus and support resilience building, including funding for multi-year Humanitarian Response Plans (HRPs)</p>	<p>At least 50% of identified opportunities to engage with resource partners have been followed up (SO3)</p> <p>Number of resource partners who become GNC partners increases (from current three resource partners)</p> <p>A report is available, mapping potential nutrition resource partners and the individual recommendations to engage them in initiating or scaling up financing for nutrition in situations of fragility (SO3)</p> <p>A donor engagement plan is developed and at least 50% of its activities are implemented (SO3)</p>

Outcome 3.1 Adequate nutrition financing

GNC position: The GNC will advocate for an increase in the quantity and quality of humanitarian and development financing in general and funding for nutrition in situations of fragility in particular, considering its impact in other sectors, as a key enabler to meet needs and support resilience building.

Key targets: donors and governments

Key allies: nutrition partners working on nutrition financing, including those working on advocacy around Nutrition for Growth (N4G); the SUN Movement is establishing a permanent Finance Task Team of the SUN Executive Committee and the GNC Financing Working Group will work in collaboration with it to ensure resource partners, governments and local authorities optimize sufficient predictable multiyear funding across the continuum of nutrition needs.

Key opportunities: The GNC direct contact and ongoing engagement with governments, donors and partners and ongoing participation and engagement with wider nutrition actors around 2021 Tokyo Nutrition for Growth Summit (see [GNC key messages](#)). The next N4G will take place in France in 2024 or 2025 and will offer an opportunity to help shape the agenda and help mobilize the commitments needed.

Activities: In collaboration with the GNC Financing WG an analysis on current trends on financing for nutrition in situations of fragility will be developed together with a mapping on possible new resource partners.

There is currently no evidence around the cost of inaction on nutrition in fragile situations, and the resources needed to fill the gap. A key opportunity could be undertaking such a research piece and using it for advocacy engagements with governments, donors, and partners.

Enabling Priority: Advocacy capacities

Advocacy is mainstreamed as a nutrition cluster/sector core function with GNC systems, processes, and practices strengthened at all levels

IDENTIFIED CHALLENGES	DESIRED RESULT	INDICATORS
<p>Advocacy capacities Advocacy is conducted on ad-hoc basis and is often reactive and linked to specific needs, or combined with fundraising efforts</p> <p>Advocacy remains largely unmeasured, so its overall effectiveness remains unclear</p> <p>Limited in country capacity to transform data and lessons learned into clear advocacy messages</p> <p>Limited advocacy information flow from local to global levels and vice versa</p> <p>Limited nutrition sector internal agreement on key advocacy issues</p>	<p>Enabling Outcome: GNC Advocacy capacities strengthened Capacities are strengthened and systems and processes are in place to support proactive and strategic advocacy coherent and aligned across levels</p>	<p>The 2022–2025 GNC Advocacy Strategy is developed and agreed upon by all partners (to be done in 2021) (SO3)</p> <p>90% of global-level advocacy initiatives and messages in the GNC annual advocacy work plans are implemented, including through engagement with other sectors and global networks (SO3)</p> <p>At least 70% of priority GNC countries have developed and are implementing national advocacy strategies and work plans, including during emergency preparedness and through the establishment of Advocacy and Communications WGs (SO3)</p> <p>Global level advocacy support is provided to at least 20 subnational, national, regional, or global advocacy requests for help per year (SO3)</p> <p>Dissemination of priority research findings are optimized through the Alliance channels (SO3)</p> <p>At least 50% of the knowledge management, learning, and research priorities as per the strategy are implemented (SO3)</p>

Enabling Result: GNC Advocacy capacities strengthened

GNC position: Recognising the ad-hoc character of GNC advocacy efforts to date and the need to further coordinate and strengthen GNC advocacy capacities, systems, and processes to support the achievement of its mandate, this strategy includes a strong component in advocacy capacity strengthening and support to country-driven advocacy.

Key targets: GNC structures at both global and national level will benefit from increased advocacy support, capacity building and systems strengthening.

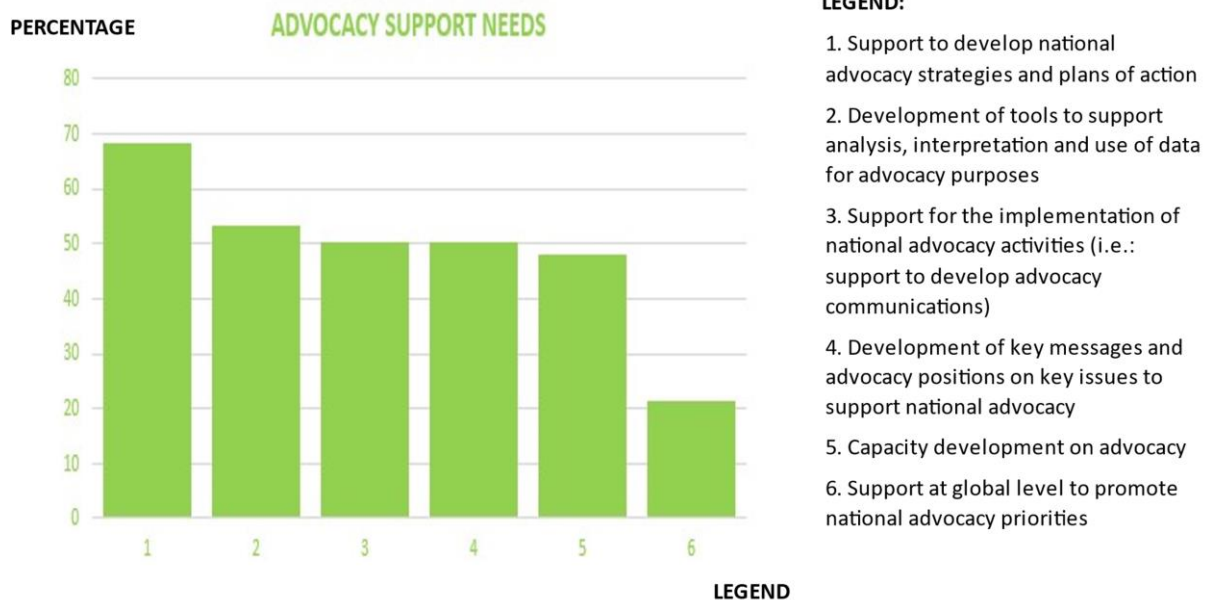
Key allies: GNC Financing and Intersectoral Collaboration Working Groups and HDN workstream; GNC Alliance; GNC-Coordination Team (GNC-CT) Capacity Development Team

Opportunities: Prominence of advocacy as a core cluster/sector function in the GNC Global Strategy, the establishment of the GNC Advocacy WG as well as other related WGs, including the Financing and the ISC GNC working groups and the HDN workstream, and the recruitment of an Advocacy Consultant at global level are good opportunities to support the further strengthening of GNC advocacy capacities during the strategy period of implementation. Strengthened coordination capacities at national and subnational levels will also increase capacity to engage in advocacy work at national level.

Activities: Key priorities to strengthen GNC advocacy capacities include:

- **Building the evidence base:** Use and promote available data, including the [Nutrition Stakeholder & Action Mapping](#), mapping research and data gaps and, in coordination with relevant GNC structures, development of new research/ policy briefings/ case studies to inform advocacy communications and key messages at global and national level.
- **Advocacy communications:** Development of targeted and evidence-based advocacy communications, including global positions, policy recommendations, key messages, policy briefs, presentations, case studies and infographics. Advocacy communications will be shared through GNC-CT, GNC Alliance and nutrition partners communication channels (website, social media, newsletters). The focus of advocacy narrative will be on external impact (what impact will we achieve with our advocacy? What will it change?)
- **Stakeholders' engagement:** Mapping of key stakeholders and opportunities for engagement and influencing decision-makers directly or through participation in key coordination and working groups, events, and relevant conferences/summits.
- **Advocacy development and learning:** Documenting, reporting, and sharing advocacy experiences, lessons learned, and best practices will be a priority to increase awareness, support learning and measure impact supporting the inclusion of advocacy in funding proposals and GNC reporting and contributing to future planning. Systems and process will be set up to support GNC advocacy work at global and local level ensuring adequate information sharing across levels and advocacy reporting. Furthermore, advocacy webinars will be organised, and advocacy will also be included in the GNC Capacity Development and mentoring programmes, in coordination with the GNC Capacity Building WG.

- Support to country-level advocacy structures:** The GNC Advocacy WG will support up to 6 country-level advocacy structures per year in the development of national advocacy strategies and plans of action, aligned to the extent possible with identified advocacy priorities while ensuring relevance to the country context. Additional support to countries will be offered through collective and bilateral engagements based on on-going feedback, country requests and the feedback received from national Cluster/Sector Coordinators and their partners to a 2021 survey on advocacy support needs, as reflected in the table below:



THEORY OF CHANGE

We will ...

1. Leverage the potential of the collective and step-up participation in key advocacy spaces at global, regional, national, and subnational levels as a route to change.
2. Develop evidence-based advocacy content and strengthen its dissemination and uptake making a compelling case for nutrition in situations of fragility, linking it up to emerging trends and with a focus on external impact.
3. Support country-level advocacy for engagement with national and local actors and institutions ensuring humanitarian gains contribute to longer term nutrition impact.
4. Promote multi-sectoral and multi-stakeholder approaches building on the ongoing engagement with the SUN Movement and intersectoral platforms of the Global Food Security, Health, Nutrition and WASH Clusters.

Because ...

5. Investing in nutrition in fragile and conflict-affected countries —where 60% of the world’s hungry people live—is critical to reverse current deteriorating trends on global hunger and malnutrition.
6. Going beyond technical and coordination support to drive political engagement and commitment is crucial for long-lasting impact at a scale.

This will...

7. Enable effective use of GNC data and analyses, and collective access to decision-making to mobilize high-level political attention for nutrition in situations of fragility.
8. Build meaningful political engagement, accountability, and new initiatives, to improve the efficiency of nutrition coordination and response in situations of fragility.
9. Help address structural issues and create a supporting financial and policy environment for nutrition in situations of fragility at all levels.

So that ...

We contribute to shifts in mindsets and systems towards a nexus approach and around scaled up multi-sector, multi-year, unearmarked financing to prepare for, respond to, and recover from, shocks to the nutrition situation, thereby supporting global efforts to prevent and treat malnutrition in all its forms leaving not one behind.

PHASED APPROACH FOR IMPLEMENTATION

The GNC Advocacy Strategy is broad in scope to provide overarching direction and allow advocacy growth and relevance during the strategic period. The strategy is a living document and will need further elaboration and prioritization through annual planning cycles allowing also flexibility to respond to emerging issues. Key principles for annual prioritization include:

- Focus on 1 to 2 advocacy outcomes each year based on priority ranking defined by nutrition cluster partners (see Table 1 below)
- Annual support to up to 6 countries interested in the annual advocacy priority areas
- Annual review of progress with new advocacy outcomes prioritized as relevant while expanding reach on existing areas of work
- 1 enabling result defined annually to build GNC advocacy capacities and processes

Table 1: Advocacy priorities identified by Cluster Partners by order of priority



2022 priority themes based on priority ranking table:

- Promote intersectoral collaboration (Advocacy Outcome 2.1)**
Work on this priority interlinks with the two second most voted priorities on **nutrition prioritization (Advocacy Outcome 2.1)** and the need for **multi-sectoral, long-term funding (Advocacy Outcome 3.1)**
- Strengthen Cluster/Sector Coordination and Information Management (Advocacy Outcome 1.1)** will be the second priority theme in 2022
- Enabling Priority: Advocacy capacities**
Support to country-level advocacy structures in the development of national advocacy strategies and plans of action will be a key priority through the implementation period of this strategy. Developing tools to translate available data into compelling advocacy messages and establishing systems for advocacy reporting and will other initial enabling priorities.

Annual review and planning: the GNC Advocacy WG will review advocacy progress on an annual basis and agree on whether to expand advocacy priorities and reach based on opportunities, and relevance.

ROLES AND RESPONSIBILITIES

All GNC structures will contribute and support advocacy efforts and the implementation of the GNC Advocacy Strategy with distinct roles and accountabilities at global and national level:

GLOBAL LEVEL

Activities	GNC Advocacy Consultant	GNC Advocacy and Communication WG	GNC-CT	GNC Alliance Leadership Team	ISC WG	Financing WG	HDN Workstream
Strategy and annual work plans development	Leads (in alignment and support to ISC/Financing/ HDN WGs priorities)	(Co) leads, advice and supports	Contributes	Contributes	Collaborates ensuring alignment in priorities and plan	Collaborates ensuring alignment in priorities and plans	Collaborates ensuring alignment in priorities and plans
GNC Advocacy WG monthly meetings and regular communications	Chairs Shares key GNC advocacy messaging / new figures / briefings / reports (including work developed by other GNC structures) with GNC Adv and Comms WG members for their information and support	Attend/Actively participate and contribute Share key advocacy information to inform GNC advocacy	Represented in the WG Participate as requested Share key relevant information to inform GNC advocacy	Represented in the WG Participate as requested Share key relevant information to inform GNC advocacy	Participate if/as requested Share key relevant information to inform GNC advocacy	Participate if/as requested Share key relevant information to inform GNC advocacy	Participate if/as requested Share key relevant information to inform GNC advocacy
Development of advocacy messages/communications	(Co) Leads/leads/ supports the development of GNC global policy positions and advocacy messaging in close coordination and collaboration with GNC structures and cluster partners Collaborates/s supports work developed by relevant GNC WGs if/as relevant	(Co) Leads and actively contributes to the development of GNC global policy positions and advocacy messaging, including providing feedback and input to key outputs Collaborate in key pieces of work developed by relevant GNC WGs if/as relevant	Support the development of GNC global policy positions and advocacy messaging, including providing feedback and input when/as requested	Support the development of GNC global policy positions and advocacy messaging, including providing feedback and input when/as requested	(Co) lead/collaborate in the development of GNC global policy positions on relevant thematic areas	(Co) lead/collaborate in the development of GNC global policy positions on relevant thematic areas	(Co) lead/collaborate in the development of GNC global policy positions on relevant thematic areas
Implementation of advocacy activities (including dissemination of key messages)	(Co) leads/leads/s supports advocacy initiatives promoting GNC advocacy messaging	(Co) lead advocacy initiatives promoting GNC advocacy messaging in their networks and ensuring	Supports advocacy initiatives including promoting key messages through their engagement in	Supports advocacy initiatives including promoting key messages through their	Supports advocacy initiatives including promoting key messages through their	Supports advocacy initiatives including promoting key messages through their	Supports advocacy initiatives including promoting key messages through their

	within UNICEF and relevant networks ensuring support to GNC advocacy objectives	organisational support to GNC advocacy objectives Engage and support collective GNC advocacy initiatives	key networks and direct contacts with decision-makers and influencers	engagement in key networks	engagement in key networks	engagement in key networks	engagement in key networks
Support to global and national GNC structures	Provides advocacy coordination, guidance, and support to GNC structures at global and country level	Advice and assist on support to GNC structures and global and country level	Support GNC Advocacy and Communication WG on support to GNC structures and global and country level if/as requested	Support GNC Advocacy and Communication WG on support to GNC structures and global and country level if/as requested	Support GNC Advocacy and Communication WG on support to GNC structures and global and country level if/as requested	Support GNC Advocacy and Communication WG on support to GNC structures and global and country level if/as requested	Support GNC Advocacy and Communication WG on support to GNC structures and global and country level if/as requested
Advocacy reporting	Focal point for reporting Reports on key activities led by GNC structures Leads GNC bi-annual advocacy reporting	Report to the GNC Advocacy Consultant on activities led by their agencies/organizations	Report to the GNC Advocacy Consultant on activities led by GNC-CT	Report to the GNC Advocacy Consultant on activities led by GNC Alliance	Report to the GNC Advocacy Consultant on advocacy activities led by the WG	Report to the GNC Advocacy Consultant on advocacy activities led by the WG	Report to the GNC Advocacy Consultant on activities led by the WG

NATIONAL LEVEL

Activities	National Cluster Coordinators and SAG/Advocacy WG	GNC Advocacy Consultant	GNC Advocacy and Communication WG
Strategy and annual work plans development	Leads ensuring alignment with the GNC Advocacy Strategy and relevance based on national context and priorities	Leads the support and advice for the development of national advocacy strategies and plans if/as requested	Supports and advise the development of national advocacy strategies and plans if/as requested
Development of advocacy messages/communications	Leads the development of national advocacy and communication messages including through contextualisation of global positions	Supports the development of national advocacy and communication messages including providing feedback and input when/as requested	Support the development of national advocacy and communication messages including providing feedback and input when/as requested
Implementation of advocacy activities (including dissemination of key messages)	Lead advocacy initiatives at country level	Supports national advocacy initiatives, including promoting key messages in global forums if/as requested	Supports national advocacy initiatives, including promoting key messages in global forums if/as requested
Advocacy reporting	Bi-annual advocacy reporting as part of NCC bi-annual reporting system	Gathers NCCs advocacy reporting to inform GNC bi-annual reports	N/A

RISKS AND MITIGATORS

Risk	Mitigation
<p>Limited nutrition sector internal agreement on key advocacy issues</p>	<p>Promoting a holistic approach by bringing partners together to identify and address key advocacy and communication challenges at global and national level</p>
<p>Limited advocacy capacities within the GNC, including limited in-country capacity to transform data, information and lessons learned into clear advocacy messages and limited information flow from local to global levels</p>	<p>Incremental approach to advocacy with annual prioritization of activities and a focus on support to country teams and on further developing GNC advocacy process, systems, and ways of working to leverage collective access to decision-makers and key advocacy forums at global, regional, and national levels</p>
<p>Martin Griffiths, UN Emergency Relief Coordinator, has acknowledged that the 2022 world’s largest ever humanitarian appeal of USD 41 billion will not be fully funded.</p> <p>In a context of increasing humanitarian needs and flatline funding landscape calling for prioritization of nutrition within existing funding envelopes will ultimately mean eating into another sector’s in detrimental of a multi-sector approach. If other sectors such as WASH, Health, Food Security and Education are under-funded, this will also negatively impact on the nutrition response</p>	<p>GNC efforts to ensure prioritization of nutrition as well as increased funding for nutrition, will be linked to broader efforts to increase humanitarian funding overall and the increase in flexible and multi-sector funding.</p>
<p>Food Security Cluster/WFP narrative on famine as synonym of food insecurity without adequate attention to all components contributing to famine.</p>	<p>According to the Integrated Food Security Phase Classification (IPC), the classification of famine is based on three key outcomes: mortality, wasting and food consumption.</p> <p>As such, narrative needs to change to ensure the word famine is used to describe multi-dimensional vulnerabilities beyond food insecurity ensuring the key determinants of mortality and wasting are also adequately addressed.</p> <p>Poor health, lack of water and sanitation, food insecurity, and malnutrition contribute to famine. Food and livelihood assistance, lifesaving health, nutrition, safe water, and hygiene services are needed to avert famine.</p>

ADVOCACY MONITORING AND EVALUATION

The GNC work plan for the GNC Global Strategy include indicators to be monitored by the GNC Advocacy and Communication WG that will be responsible to report on progress towards those indicators. Advocacy activities and impact at both global and national level will be monitored and reported on [See Annex I for further details].

ADVOCACY REPORTING AT COUNTRY LEVEL

Who will report: National Cluster Coordinator (NCC)

Frequency: Bi-annual

Data collection system: NNC bi-annual reporting system.

Reporting questions will be kept to a maximum of five and will be updated regularly to ensure their relevance. Initial reporting questions for 2021 end of the year are as follows:

- 1) Do you have a national nutrition cluster advocacy strategy or is advocacy included in the overall national nutrition cluster strategy?
- 2) Did you include specific advocacy activities in your 2021 work plan?
- 3) Have you included specific advocacy activities in your 2022 work plan?
- 4) Could you describe 1-2 advocacy outcomes during the reporting period?
- 5) Does the nutrition cluster engage with national nutrition platforms with joint planning or activities as recommended in the [Nexus for Nutrition report](#)?

ADVOCACY REPORTING AT GLOBAL LEVEL

Who will report:

- Chair of the GNC Advocacy WG for advocacy activities undertaken directly by the GNC and their impact
- GNC-CT members for advocacy activities directly undertaken by them and their impact
- Members of the GNC Advocacy WG for advocacy work undertaken by partner organisations in support of GNC advocacy priorities and objectives and their impact (i.e., promotion of GNC advocacy messages as part of the partner organisation advocacy activities).

Frequency: Bi-annual

Data collection system: GNC Adv WG bi-annual reporting tool (see Annex II)

ANNEX I: GNC WORK PLAN ADVOCACY COMPONENTS

SO	Core initiatives	Indicators	Lead	Advocacy Priority	Advocacy Outcome	Advocacy detail activities	Data collection method and sources	Baseline (2021)	Target for 2022	Target for 2023	Additional monitoring indicators AND targets (optional)	Funding status as of September 2021	2022	2023	2024	2025
People	Develop guidance for the Cluster Lead Agency on the minimum structure needed for the coordination teams	90% of the country offices with Humanitarian Coordinators in place (including 100% of offices in the countries with system-wide emergencies) comply with the UNICEF as a CLA decision tree.	GNC-CT with other UNICEF-led Clusters	Priority 1: Coordination	1.1 Cluster/Sector coordination and IM strengthening	Support advocacy and communication joint work with other UNICEF-led clusters/AoR	UNICEF HR/budget analysis	0	20%	40%	The guidance is developed and disseminated. The indicators are tracking national level implementation		X	X	X	X
People	Implement the GNC Capacity Strengthening Framework for Coordination and Information Management.	GNC e-learning platform is functional and 50% of users are from local NGOs/CBOs, government, frontline workers	GNC-CT & Capacity Building WG	Enabling Priority: Advocacy capacities	Enabling Outcome: GNC Advocacy capacities strengthened	Advocacy webinars, participation and contribution advocacy content for GNC capacity building and mentoring programmes	GNC Advocacy WG/Capacity WG reporting	Development of the e-learning platform started in 2021.	Functional (including certification) + 20% users from local NGOs/CBOs, government, frontline workers + simulation in English	Functional + 30% users from local NGOs/CBOs, government, frontline workers	F2F and online simulation available in English. The simulation delivered to 20+ people in 2022, 50+ in 2023					
Operational and technical support	Develop an analysis framework examining the barriers faced by other sectors and systems in integrating nutrition.	An analysis framework on the barriers faced by other sectors and systems in integrating nutrition is developed and used by at least 10 GNC priority countries.	GNC-CT (ISC WG)	Priority 2: Prioritization	Outcome 2.1 Inter-sectoral collaboration	Support dissemination, promotion and implementation of guidance	GNC Advocacy WG and NCC reporting	The framework is not available	The framework is available	Piloted in 5 countries	n/a		X	X	X	X
Operational and technical support	Develop a series of case studies on why some countries are unable to make the transition to sector coordination, while others are successfully operating national nutrition coordination mechanisms. Based on this, develop guidance to enable nutrition cluster transition to sectoral coordination.	Guidance to enable nutrition cluster transition to sectoral coordination is developed and used by at least 10 GNC priority countries.	GNC-CT & other UNICEF-led Clusters	Priority 2: Prioritization	Outcome 2.2 Multi-stakeholder approach	Support dissemination, promotion and implementation of guidance	GNC Advocacy WG and NCC reporting	the guidance and case studies are not available	the case studies completed with all UNICEF-led Clusters	the guidance developed with all UNICEF-led Clusters	n/a		X	X		
Building an enabling environment	Enable country-driven NIE advocacy through the rollout of the GNC Advocacy Toolkit and one-on-one country support, deployment of advocacy specialists, and capacity strengthening.	At least 70% of priority GNC countries have developed and are implementing national NIE advocacy strategies and work plans, including during emergency preparedness and through the establishment of NIE Advocacy and Communications WGs.	GNC-CT & Advocacy WG	Enabling Priority: Advocacy capacities	Enabling Result: GNC Advocacy capacities strengthened	Agree priority criteria for advocacy support to countries Support to up to 5 countries annually in the development of their national advocacy strategy Development of tool to support message developing (mapping key data available and suggest how and when to present to key stakeholders)	GNC Advocacy WG reporting	td	5 countries have developed and are implementing national NIE advocacy strategies and work plans	10 countries have developed and are implementing national NIE advocacy strategies and work plans	n/a		X	X		
Building an enabling environment	Review existing practices in the GNC and beyond, and develop a system of advocacy information exchange at subnational, national, regional, and global levels.	Global-level advocacy support is provided to at least 20 subnational, national, and regional advocacy requests for help per year	GNC-CT & Advocacy WG	Enabling Priority: Advocacy capacities	Enabling Result: GNC Advocacy capacities strengthened	Development of systems for advocacy monitoring and evaluation Work with GNC Helpdesks and Communication Officer to establish a systems for advocacy information sharing across levels	GNC Advocacy WG reporting	system does not exist	System developed and piloted, at least 10 requests followed up	20 advocacy requests followed up	n/a		X	X	X	X
Building an enabling environment	Update the Nutrition Cluster Advocacy Strategic Framework 2016-2019 in line with the 2022-2025 GNC Strategy, and develop and implement the annual Advocacy and Communications Working Group work plan.	The 2022-2025 GNC Advocacy Strategy is developed and agreed upon by all partners (to be done in 2021).	GNC-CT & Advocacy WG	Enabling Priority: Advocacy capacities	Enabling Result: GNC Advocacy capacities strengthened	Development of the GNC Advocacy Strategy aligned with the GNC Global Strategy and with input and feedback from national cluster coordinators and nutrition cluster partners	GNC Advocacy WG reporting	GNC Strategy outdated	GNC Strategy and the workplan for Advocacy developed	Annual Advocacy work plan developed	n/a		X			
Building an enabling environment	90% of global-level advocacy initiatives and messages in the GNC annual advocacy work plans are implemented, including through engagement with other sectors and global		GNC-CT & Advocacy WG	Enabling Priority: Advocacy capacities	Enabling Result: GNC Advocacy capacities strengthened	Monitor implementation of all advocacy activities in the workplan	GNC Advocacy WG and NCC reporting	No advocacy WP, zero advocacy results in the GNC WP	Advocacy workplan developed and activities implemented	Advocacy workplan developed and activities implemented	n/a		X	X	X	X
Building an enabling environment	Develop mapping of the current and prospective NIE resource partners, funding opportunities, and entry points for increased advocacy for NIE funding.	A report will be available, mapping potential NIE resource partners and the individual recommendations to engage them in initiating or scaling up NIE financing.	Financing WG & Advocacy WG	Priority 3: To build an enabling financial environment	3.1 Adequate funding for nutrition	To discuss with Financing WG how best support the development and promotion of paper of financing for nutrition in contexts of fragility looking for solutions to promote equitable sectoral funding for multi-sectoral programming	GNC Financing/ Advocacy WG reporting	td once the financing WG is formed	td once the financing WG is formed	td once the financing WG is formed	n/a		X	X	X	X
Building an enabling environment	Jointly with traditional NIE resource partners, develop a more robust understanding of the administrative and legislative challenges that prevent current funding from being more rapid, more flexible, and covering longer periods than it currently does	At least 50% of identified opportunities to engage with donors have been followed up.	Financing WG	Priority 3: To build an enabling financial environment	3.1 Adequate funding for nutrition	To discuss with Financing WG how best engage with donors following the development of financing mapping	GNC Financing/ Advocacy WG reporting	td once the financing WG is formed	td once the financing WG is formed	td once the financing WG is formed	Number of resource partners who become GNC partners increases (from current three resource partners)		X	X		
Building an enabling environment	Based on the above, develop a communications strategy (lobbying) and narrative around NIE for global and country-level financing, including how to demonstrate the impact of NIE programmes, coordination, and IM.	A donor engagement plan is developed and at least 50% of its activities are implemented.	Financing WG & Advocacy WG	Priority 3: To build an enabling financial environment	3.1 Adequate funding for nutrition	To discuss with Financing WG to develop and implement strategy based on mapping report	GNC Financing/ Advocacy WG reporting	td once the financing WG is formed	td once the financing WG is formed	td once the financing WG is formed	n/a		X	X		
Building an enabling environment	Dissemination of priority research findings are optimized through the Alliance channels.		The Alliance	Enabling Priority: Advocacy capacities	Enabling Result: GNC Advocacy capacities strengthened	Systematic sharing of key advocacy information/positioning with the Alliance to ensure dissemination	GNC Advocacy WG reporting	only ad hoc ways of sharing research	Strategies articulated for ways of systematically sharing research within GTWGs and through the Alliance's website	Research being shared systematically through GTWG meetings and Alliance website channels	n/a		X	X		
Building an enabling environment	Finalize and roll out the newly established inter-sectoral platform at the global level.	The inter-sectoral platform meets at least three times and supports at least three major intersectoral initiatives a year.	Global Nutrition, Health, WASH and Food Security Cluster Coordinators	Priority 2: Prioritization	Outcome 2.1 Inter-sectoral collaboration	Support intersectoral initiatives if/as requested	GNC Advocacy WG reporting	the ISP platform concept developed	The inter-sectoral platform meets at least three times and supports at least three major intersectoral initiatives a year.	The inter-sectoral platform meets at least three times and supports at least three major intersectoral initiatives a year.	n/a		X	X	X	X
Building an enabling environment	Support national NIE coordination mechanisms to strengthen multi-sectoral collaboration addressing all forms of malnutrition.	At least 70% of GNC priority countries implement multi-sectoral plans that address all forms of malnutrition.	GNC-CT & ISC WG	Priority 2: To build an enabling policy environment	2.1 Inter-sectoral collaboration	Discuss support with ISC WG	GNC ISC/Advocacy WG and NCC reporting	9 countries have multi-sectoral packages for wasting	10 countries	20 countries	n/a		X	X	X	X
Building an enabling environment	Identify and implement solutions to promote equitable sectoral funding in support of multi-sectoral programming.	There is at least a 25% increase in fundings to engage with donors	GNC-CT & ISC WG & Advocacy WG	Priority 3: To build an enabling financial environment	3.1 Adequate funding for nutrition	Discuss with Financing and ISC WGs - consider inclusion on report of NIE financing)	GNC ISC/Advocacy WG reporting	Data not available	As baseline	10% increase	n/a		X	X	X	X
Building an enabling environment	Map all humanitarian and development networks, and other groups with an interest in nutrition, and identify GNC value-added elements and their mode of engagement with each in support of the current Strategy.	A clear road map for engagement is developed and implemented.	GNC-CT & Advocacy WG	Priority 2: To build an enabling policy environment	2.2 Multi-stakeholder approach	Mapping of key nutrition advocacy networks (global level?) and opportunities for engagement developed	Advocacy WG reporting	No mapping available	Mapping completed and the road map identified	20% of the roadmap implemented	n/a		X	X	X	X

ANNEX II: GNC ADVOCACY WORKING GROUP REPORTING TOOL

GNC Global Advocacy Reporting Tool				
Reporting period:				
Advocacy Objective	Planned Outcome (What advocacy change are we trying to achieve)	Activities (List all activities conducted by different people to achieve this outcome)	Key contact person and agency for this outcome	Result (Successful, unsuccessful, partially successful) and summary description