

# Global Nutrition Cluster 2023 Annual Report



LEADING THE WAY TO A COORDINATED NUTRITION  
RESPONSE BEFORE, DURING AND AFTER EMERGENCIES



Konata Karko, a 24 year old mother of two, with her 12 month old daughter Mariam – who is malnourished and receiving treatment and nutrition supplements – at the CRENI in the Health Center , of Bobo-Dioulasso, in the Southwestern region of Burkina Faso.

*“The Global Nutrition Cluster has been key in supporting emergency nutrition preparedness and response in LAC in recent years. Specifically, through the deployment of nutrition experts, technical assistance on coordination matters, capacity strengthening, developing evidence generation, including advocacy for NiE and identification of consultants through the GNC roster.”*

**- Yvette Fautsch, Nutrition Specialist LACRO**



# CONTENTS

## **FOREWARD : GNC STORY**

Stefano Fedele

Colleen Emary / Andrew Beckingham

1

## **INTRODUCTION**

2023 Changes

Key achievements

2

## **STRATEGIC PRIORITY 1: PEOPLE**

HR- staff, gaps, UNICEF as CLA (CLARE II)

Capacity Strengthening

GNC Learn

Training

Mentoring

Webinars

Consultant Roster

7

## **STRATEGIC PRIORITY 2: OPERATIONAL AND TECHNICAL SUPPORT**

GNC Country-level Support

Quick Remote Support

In-depth NiE Programme Support

Global Technical Working Groups

In-depth Coordination and IM Support

Preparedness

Cross-cutting Themes

16

## **STRATEGIC PRIORITY 3: BUILDING AN ENABLING ENVIRONMENT**

Advocacy

Inter-cluster/sectoral Collaboration

Knowledge Management & Communications

32

## **KEY CHALLENGES & OPPORTUNITIES**

38

## **OUR WAY FORWARD**

39

---

## ACRONYMS

AAP – Accountability to Affected Populations

AMN – Acute Malnutrition

CAR – Central African Republic

CCPM - Cluster Coordination Performance Monitoring

CCT – Cross Cutting Theme

CLA – Cluster Lead Agency

CLARE – Cluster Lead Agency Review Evaluation

CMAM – Community based Management of Acute Malnutrition

CVA – Cash and Voucher Assistance

DRC – Democratic Republic of Congo

EAP – East Asia and Pacific

ERP – Emergency Response Preparedness

ESAR - East and South Africa Region

GBV – Gender Based Violence

GNC – Global Nutrition Cluster

GNC-CT – Global Nutrition Cluster Coordination Team

GRFC – Global Report on Food Crises

GTWG – Global Thematic Working Group

HDPN – Humanitarian Development Peace Network

HNA – Humanitarian Needs Analysis

HNO – Humanitarian Needs Overview

HPC – Humanitarian Programme Cycle

HRP – Humanitarian Response Plan

IM – Information Management

IMO – Information Management Officer

INGO – International Non-Governmental Organization

IPC – Integrated Food Security Phase Classification

ICSC – Inter cluster / sectoral Collaboration

IYCF-E – Infant and Young Child Feeding in Emergencies

JIAF – Joint Intersectoral Analysis Framework

KM – Knowledge Management

LAC – Latin America and the Caribbean

LT – Leadership Team

MAMI – Management of At-risk Mothers and Infants

MENA – Middle East and North Africa

MUAC – Mid-upper Arm Circumference

NCC – Nutrition Cluster Coordinator

NGO – Non-Governmental Organization

NiE – Nutrition in Emergencies

NIS – Nutrition Information Systems

PiN – People in Need

QRS – Quality Remote Support

ROSA – Region of South Asia

SAG – Strategic Advisory Group

SBC – Social and Behavioural Change

SOP – Standard Operating Procedure

SUN – Scaling Up Nutrition

UNICEF – United Nations

WASH – Water, Sanitation and Hygiene

WCAR - West and Central Africa Region

WG – Working Group

WFP – World Food Programme

WHO – World Health Organization



*Year after year we continuously strive to strengthen coordination mechanisms to prevent a deterioration of the nutritional status of vulnerable groups and ensure the most lives are saved at times of crisis.*

In 2023, the world continued to face ongoing global challenges that had a significant impact on the nutritional status of people: the ongoing war in Ukraine; the droughts in the Horn of Africa (HoA) and Sahel persisted; the conflict in Sudan led to a significant humanitarian crises contributing to higher rates of malnutrition. Additionally, the conflict in Gaza has had a profound effect on the 2.2 million people who live in the region and the reduction and blocking of humanitarian assistance is leaving millions on the brink of famine.

In a world grappling with these persistent and consistent crises compounded by the effects from climate change, triggering frequent humanitarian emergencies across the globe, what we need most is a structured, predictable and coordinated response so the most lives are saved. The Global Nutrition Cluster (GNC) emerges as a beacon of hope and collaboration, leading a coordinated nutrition response and strengthening the technical capacities of countries to become resilient before, during, and after emergencies.

Coordination means harmonizing parts to ensure the functioning of the whole. In other words, the ability of different parts or elements to work together smoothly and efficiently to achieve a common goal – a well-organized team where each member knows their role and collaborates with others to accomplish a task.

***Without coordination you have chaos, and you cannot have chaos during a response to an emergency when the goal is to save lives.***

To adequately address these increasing challenges and needs, we, the GNC, must constantly adapt and evolve the ways in which we work and shift priorities to align with the needs of the most affected people. As such, the GNC underwent a redesign in 2023, combing both critical arms of support – coordination and information management and NiE programming – into one holistic support platform to be better able to serve nutrition actors across the globe.

Our 2022-2025 Strategy lays out three Strategic Objectives – 1) People, 2) Operational & Technical Support, and 3) Building an Enabling Environment – which serve as the foundation for our support. This report showcases the work we completed in 2023 and supplies evidence that we are fulfilling our mandate, including vision, mission and goals as set out in the 2022-2025 Strategy.

*Stefano Fedele*  
Global Nutrition Cluster Coordinator

*Colleen Emary*  
World Vision International, Senior  
Technical Advisor for Health &  
Nutrition and GNC Technical  
Alliance Co-Lead (2021-2023)

*Andrew Beckingham*  
Save the Children, Lead Nutrition  
Advisor, Humanitarian Public Health  
Team and GNC Technical Alliance  
Co-Lead (2023-2025)

# INTRODUCTION

Welcome to the 2023 Global Nutrition Cluster (GNC) Annual Report. In these pages, we present our collective efforts to support the urgent and complex challenges facing global nutrition. This report encapsulates our achievements, challenges, and the path forward in our mission to support countries in navigating humanitarian crises. Through collaboration with governments, humanitarian agencies, and non-profit organizations – both international and national – we continue to strive for sustainable solutions that prioritize the most vulnerable populations.

From innovative programs to capacity-strengthening initiatives, we have embraced diverse approaches to meet the needs of the most vulnerable people. As we reflect on the past year, we also look ahead with optimism, knowing that our collective efforts can make a tangible difference in the lives of millions.

The effect from simultaneous global crises continues to highlight the vulnerability of many communities and underscores the need for more resilient and sustainable country responses that utilize comprehensive and sustained efforts to address the humanitarian fallout.

As a response, we, the GNC Team, regional colleagues, country-level coordination teams and partners at the regional and country level, continued to provide coordination and programme support and made significant leaps in capacity strengthening and inter cluster / sector collaboration (ICSC).



The Gathering of Mothers of Kitamba (REMAK) located in Mwenga territory in South Kivu, DRC are harvesting maize in a community field



We want to highlight two notable changes from 2023 – the evolution of the GNC Technical Alliance and its co-lead shift from World Vision to Save the Children International.

**The evolution.** Since 2017, the GNC has been operating with two critical support arms: 1) coordination/Information Management (IM) via the GNC Coordination Team (GNC-CT), and 2) technical support via the GNC Technical Alliance. Both are vital cogs in the Nutrition Cluster wheel to help strengthen and sustain national capacities. While there is significant overlap in how these two arms deliver support, both arms maintained separate identities, which has resulted in confusion about their relationship to one another.

To address this, an external evaluation of the GNC Technical Alliance was conducted over November 2022-January 2023. This evaluation led to the formalisation of all operational support (NiE programming / cluster coordination / IM) into one GNC team and includes a stronger involvement of global thematic working groups in the delivery of this support. Additionally, the GNC Technical Alliance will be referred to as the GNC Programme Team (GNC-PT) in this report. To reflect this change, we brought the two arms of support together under one unified, global brand that represents our holistic support platform for NiE (see Figure 1).

The GNC is the umbrella of support for global and country level Nutrition clusters/sectors and offers – in addition to in-depth and virtual support – vital resources such as nutrition standards, guidance, tools, online courses, and webinars to support nutrition actors in their specific context. The leadership of the GNC is the foundation of a well-coordinated response – aiming to remove the duplication of efforts and ensure the most vulnerable are reached in every emergency response.

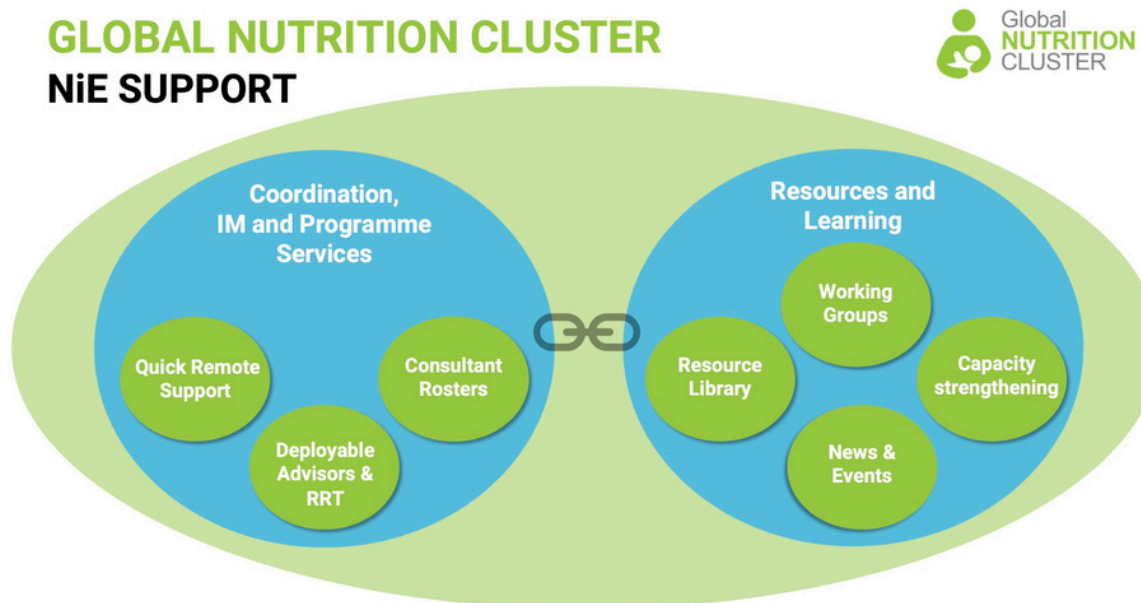


Figure 1: GNC Support structure

**Our Structure.** Throughout 2023, our structure mirrored that of previous years, however *the evolution* brought changes to the ways in which we work. What remains the same is our Governance structure: GNC Coordination Team (GNC-CT)\*, the GNC Programme Team (GNC-PT), the Strategic Advisory Group (SAG), and UNICEF as the Cluster Lead Agency (CLA) for nutrition. The Standard Operating Procedure – under review – further details procedures for how the GNC operates.

**The GNC-PT co-lead shift.** The GNC-PT is co-led by UNICEF Nutrition Programme and an NGO, which is appointed every two years to ensure representation within our programmatic support across the humanitarian landscape that include both UN agencies and NGOs. Save the Children became the new co-lead in September 2023 until 2025, after which an open call for submissions to NGOs will be circulated to appoint the next co-lead.

## NOTEWORTHY ACHIEVEMENTS

In 2023, in response to the increase in country support requests coming in at once, we further integrated our innovative approach – piloted in 2022 – of providing dedicated regional support in East and Southern Africa (ESA) and West and Central Africa (WCA). The additional needs of countries in the Middle East and North Africa (MENA) region, including State of Palestine (SoP) and Sudan and other countries, required the recruitment of additional consultants in 2023, to address specific deliverables.

Further initiatives were developed to bolster capacity strengthening (CS), including the redesign of our mentoring programme, GNC Learn, and the piloting of innovative, locally led short videos to address local challenges to Nutrition programming.

Noteworthy developments include a more robust commitment to localisation efforts. This reflects a dedication to fostering local engagement, CS initiatives, and creating an enabling environment for localisation as detailed in the GNC Localisation Roadmap. The consultative process with local and national actors to develop this framework took place in 2023 and is set to be launched early 2024.

A key priority in 2023 was to ensure the availability of and easy access to technical assistance resources as needed by partners in the field. This was achieved through various means, including active engagement on social media channels and via the GNC website. Additionally, between January and December 2023, 4,113 practitioners were reached through webinars, trainings, and through in-depth programme support, a 313% increase over 2022.

\*The GNC Coordination Team ensures that UNICEF's mandate as a Cluster Lead Agency (CLA) for Nutrition, vis a vis the Inter-Agency Standing Committee (IASC) is fulfilled. The GNC CT is accountable to EMOPS.



## OUR STRATEGY

### OUR FUTURE

The [GNC Strategy \(2022-2025\)](#) continued to be our guiding light in 2023 and is the strategic document for us until 2025. This strategy lays the foundation for our collective work and response and helps guide us in fulfilling our vision, mission and goal using three overarching strategic objectives: People, Operational and Technical Support, and Building an Enabling Environment. We will dive into each objective in more detail below and how we are achieving a more balanced and coordinated way of working.



**GLOBAL NUTRITION  
CLUSTER STRATEGY**  
2022-2025



## PARTNERSHIPS

We have 41 global partners and 17 observers including INGOs, academic institutions and UN agencies. Throughout 2023, work continued to ensure an inclusive multi-sectoral response, linking development and humanitarian actors and other sectors for an NiE response, including ongoing engagement with the SUN Movement Secretariat and the ICSC platform with the Global Food Security, Health, Nutrition and WASH clusters.

**2024 Focus.** Expanding partnerships will become a priority in 2024 and we have set two rounds of “partner and observer recruitment” throughout the year. The first one is April and the second in September.



## STRATEGIC ADVISORY GROUP

The Strategic Advisory Group (SAG) provides strategic guidance for the delivery of the GNC strategy. The SAG is composed of 12 individuals, with permanent seats held by the GNC-CT, GNC-PT, UNICEF-PG, WFP, WHO and UNHCR and rotational seats held by INGOs, country cluster coordinators and resource partner representatives. The SAG Standard Operating Procedure and composition is currently under review in light of the launch of the 2024-2025 GNC Localisation Roadmap. Changes in composition are expected.



Maman Janine, nutritionist for PRONANUT (National Nutrition Program), UNICEF partner in Bolenge, a village located about thirty kilometers from Mbandaka, capital of the Equateur province, in the north-west of the Democratic Republic of Congo, is organizing a cooking demonstration session with the women of the village.



# STRATEGIC OBJECTIVE 1

## PEOPLE

### OBJECTIVE

To support countries, the Nutrition Cluster Lead Agency and nutrition partners at subnational, national, regional, and global levels will ensure they are adequately staffed and skilled to prepare for, respond to, and recover from, situations of fragility.



*Our first Strategic Priority focuses on People, specifically on ensuring that the right people, with the right skills are in the right place and they are empowered to respond to NiE effectively and efficiently.*

## STAFFING

### *Strengthened coordination and information management capacities – CLA Responsibilities*

Serving as cluster lead agency (CLA) for the GNC, UNICEF has a mandated role to support humanitarian coordination and leadership and ensure adequate staffing. UNICEF states its commitment to ensure that all crisis, requiring a humanitarian response plan, have dedicated national and subnational coordination and IM capacity. Adequate and skilled staffing is vital to the humanitarian response.

In 2023, much like 2022, a substantial amount of our time and resources continued to be dedicated to address critical gaps, including inconsistent prioritization of coordination versus other programmatic needs, and additional support to national coordination efforts prior to or after a major crisis. To support progress in addressing these gaps, we will continue, as we have done in previous years, to work with UNICEF at all levels, donors and key partners to support the application of the recommended good practices for the minimum structure of coordination teams at country level to ensure adequate, dedicated cluster capacity.

To strengthen the predictability of cluster capacity, UNICEF-led clusters developed a talent management strategy for cluster coordination and IM to ensure a coherent and consistent approach to attracting, strengthening, and sustaining cluster capacity. The strategy has been finalized and awaiting approval from UNICEF senior management.



Nsimire Linda, nutritionist, moderates a focus group of mothers gathered for a preschool consultation at the Nzege Health Center in DRC.



## Country Level

In 2023, we provided direct support to 28 priority countries, regardless of the coordination mechanism. Of these countries, 71% had a full-time dedicated Nutrition Cluster Coordinator (NCC), while just 57% had a full-time dedicated Information Management Officer (IMO) at the national level. The majority of standalone Nutrition Clusters/Sectors in countries with a Humanitarian Response Plan (HRP) – 71% or 17/24 countries – had a dedicated NCC, but not always in accordance with guidance on coordination capacity. For countries without a dedicated NCC in place, 29% were double hatting coordination and programme management.

During the same time frame, 63% of HRP countries (15/24 countries) had a dedicated IMO at national level. For those countries without a dedicated IMO, 17% are double hatting and 20% are without any IMO support or have stand by partners.

While the GNC Strategy states “adequate staffing at national and subnational levels”, we are unable to report on subnational human resources. Even though subnational staffing is tracked on a biyearly basis, the level of detail captured is not adequate to aggregate and report on. Where staffing gaps have been identified, requests for standby partnerships (SBPs) or GNC support were made and fulfilled, with the intention to have more long-term support mechanisms in place.

## CAPACITY STRENGTHENING

### *Orientation for new nutrition cluster partners – an introductory package*

In 2023, we developed an easy-to-use partner’s orientation package, now available on [AGORA](#). The new Nutrition Cluster partners orientation package contains resources for online individual and group face-to-face orientation materials, including sharable resources to support country cluster teams in welcoming new partners. The orientation package answers key questions such as: *What is the Cluster Approach and how does humanitarian coordination work? What are the benefits and the commitments when joining the cluster? How can I join?*

**2024 Focus.** Our engagement is to support the uptake of the package at regional and country level and include it as a starting point for the induction of new cluster personnel as its primary users. In addition, for further dissemination the package will be linked on country nutrition cluster webpages on ReliefWeb.

## ***GNC Learn - Skill up and Stand out***

The GNC e-learning platform was redesigned in 2023 to improve the user experience. [GNC Learn](#) is considered a one stop capacity strengthening (CS) platform that contains e-learning modules, videos, and information for all CS activities. Although this is work in progress, GNC Learn contains learning and resources to cover introductory and general functional competencies on Nutrition Cluster Coordination and Information Management such as:

- [Nutrition Cluster Coordination e-learning](#) channel with more than 80 modules, 20 short courses and 3 learning pathways (general). This is now available in French and Spanish
- Two short courses supporting GNC blended training for NCCs (more on this below)
- [Nutrition IM e-learning channel](#) with more than 50 modules, 18 short courses and 3 learning pathways (general)
- [NiE e-learning channel](#) (general)
- [Inter-Cluster/Sector Collaboration](#) (ICSC) in practice
- Section on [Cross-cutting issues](#)



In 2023, four new modules were added with more than 3,100 people from 99 countries completing 7,446 modules and courses. GNC Learn is a user friendly and accessible tool to skill up and stand out for a wider population than those in the nutrition cluster humanitarian and nutrition in emergencies community.

**2024 focus.** Our ambition for 2024 is to develop and publish individual Nutrition IM channels in French and English and complete translations of existing materials and eLearning channels and courses (pending funding). GNC Learn on AGORA will also host our Mentoring Programme.

## ***Blended Learning training***

The blended training approach combines individual e-learning and instructor led practical sessions and serves to complement GNC Learn courses. The blended training offers a forum to share learnings, practice newly acquired knowledge and skills, and further familiarize participants with e-learning and its advantages. Two fast-tracked blended training packages developed in 2022 were rolled out in 2023:

1. Introduction to Nutrition Cluster Coordination (NCC)
2. Fundamentals of the humanitarian programme cycle (HPC) in nutrition in emergencies (NiE)

The purpose of this training package is to provide additional CS support to countries that experience high staff turnover or where there is a significant deterioration in the situation, resulting in the scale up of coordination teams and subsequent increased capacity strengthening needs.

**Delivery of blended training.** In 2023, four trainings were delivered, reaching a total of 109 staff, with 43% women and 85% of the total participants were national staff.

Details are as follows:

- Afghanistan: 20 participants (3 women and 17 men), 16 were national staff
- Central African Republic: 27 participants (14 women and 13 men), 17 were national staff
- Sudan: 32 participants (20 women and 12 men), 32 were national staff
- Burkina Faso: 30 participants (10 women and 20 men), 28 were national staff

Post-training surveys indicated that the accuracy and quality of the online modules and virtual sessions were very strong, obtaining a score of 4.4/5. Additionally, the relevancy of the exercises during the virtual practical sessions also scored very high – 4.5/5. In an anonymous post training survey, several trainees stated that the GNC should continue the training and increase the number of blended training courses offered to countries.

**2024 focus.** While the blended learning training approach has been successful, challenges were experienced such as the high rate of drop-offs due to connectivity issues, misalignment with capacity needs, lack of time to dedicate to training etc. We will aim to better understand these challenges and address them as necessary. To further complete our general competencies' offer (in addition to e-learning channels and blended training), we will revise the NCC Face-to-face Training package. A Training of Trainers is organized for May 2024 to create a pool of trainers available to support country-level face-to-face training events at country and regional level when required.



## NiE Programme Trainings

In 2023, we delivered 13 trainings – a combination of remote and in-country – that covered Infant and Young Child feeding in Emergencies (IYCF-E) (seven trainings), and Community based Management of Acute Malnutrition (CMAM) (four trainings), Social Behaviour Change (SBC) (one training) and Nutrition Information Systems (one training), with a total of 314 participants (112 females and 202 males) from India, Bolivia, Burundi, Ethiopia, Mozambique, Somalia, DRC, Mali, Benin, and Syria. Post-training evaluations indicated an average training satisfaction rate of 97% (participants satisfied or very satisfied with the training provided).

In addition, several orientations and workshops were delivered in five countries – IYCF-E and Cash and Voucher Assistance (CVA) in Syria, Gender in Nutrition in Ethiopia, IYCF-E in Madagascar, CVA in Myanmar, and Social and SBC in Yemen – which were not counted as trainings but are worth mentioning as they served to strengthen in-country staff capacities.



Martha, GNC CMAM Advisor from Uganda, providing a Training of Trainers in Somalia.

## Mentoring Programme

Our mentoring programme provides tailored one on one support to country based NCCs and IMs to strengthen their capacity. It aims to improve their core behavioural competencies and it is part of the GNC advanced level offer of capacity strengthening. The programme was expanded in 2022 to include all aspects of NiE Coordination, IM and programmatic delivery.

The 7th round of enrolment took place in 2023, where 17 mentees from 12 countries received dedicated support. An external evaluation was conducted in late 2022 to assess the success of the programme in meeting its goals.

---

Following the recommendations, we started a revision of our GNC Mentoring Programme Guide and tools in 2023, including new criteria for enrolment and a new [LMS platform](#), which will be now hosted on GNC Learn on AGORA. Since the programme's inception in 2019, a total of 118 mentees have received mentoring support.

**2024 focus.** An 8th round of enrolment will be conducted, as well as piloting the revised guide and tools, adding certification, improving monitoring, increasing funding and finding ways to reach and support national and subnational level mentors, are part of the ambitions of the programme.

---

*"Thank you so much for the time you invested in mentoring me. The methodology you used during the mentoring process was very interactive and lots of resources shared. It also helped to expand my network and learned from experienced people. I can confidently say that I am well knowledgeable to effectively deliver nutrition emergency response. Thank you so much!!! I will keep you posted about my professional growth and development. Of course, I'll always reach out to you for support when needed."*

*- Leela Zaizay, UNICEF nutrition program in Mekelle, Ethiopia*

---

### ***New GNC capacity strengthening documents and tools***

In 2023, we updated the NiE [Coordination checklist](#) (NCC checklist). The purpose of the checklist is to support country-level nutrition coordination teams to adequately achieve the key outputs of their coordination mechanisms (clusters or sectors). This checklist should be used in conjunction with the [IM checklist](#) ([EN](#), [FR](#) [ES](#)) to ensure a robust coordination mechanism is in place. The NCC checklist is a practical tool centralising all updated guidance and tips to support nutrition cluster coordination teams in their day-to-day work and contains links to all currently available learning resources by cluster function and steps of the Humanitarian Programme Cycle (HPC).

**2024 focus.** The NCC and IM Toolkits will be updated and redesigned in 2024.

## Webinars

We organized 21 webinars with a combined total of 1690 participants, of those 651 participants were from local or national organizations.

**Coordination focus.** Seven webinars were conducted in 2023 to support coordination at the country level. One webinar on the Joint Intersectoral Analysis Framework (JIAF) 2.0 was conducted with 60 participants to present an overview of the JIAF process, including tools and methodologies, and the new changes to the process. Three webinars were conducted on the 2024 Humanitarian Needs Overview (HNO) process with a total of 96 participants: English (35), French (48) and Spanish (13). These webinars presented the tools for calculating the people in need (PiN) and severity score in relation to nutrition and in alignment with the JIAF 2.0 guidance. Finally, three webinars were held on the 2024 HRP with 113 participants, to guide them on the humanitarian response plan (HRP) process and tools. Participants learned about how to develop strategic and sector specific objectives, how to prioritise targeted populations, and estimation of costs, among other topics. The HRP webinar was held in English (66), French (34) and Spanish (13).

**Programme focus.** Twelve webinars were conducted in 2023 that were more programmatic in nature. Two webinars were hosted with the World Health Organization (WHO) on the new WHO Guidelines on Prevention and Management of Wasting and Nutritional Oedema (acute malnutrition): an introduction to the guidelines and the official launch of the guidelines. Four webinars were held on CVA for Nutrition, which included an orientation on CVA that included experiences in Myanmar, plus an orientation to the Cost of the Diet and NutVal tools. As a result of our support to the Ethiopian Nutrition Cluster a webinar was conducted on Lessons learned from Experiences in Gender in Emergencies in Ethiopia. To support ongoing learning in CMAM, two webinars were held: one on the innovations on the use of mobile services for acute malnutrition in disaster prone areas and another on the introduction to the global training toolkit for simplified approaches.

In late 2023, one webinar was conducted to provide participants with an update on the role of the media in infant feeding in emergencies. Additionally, in December, a [webinar](#) was conducted to communicate the evolution of the GNC Technical Alliance.

All webinars had translation services provided and almost half of the participants were from local or national organisations.

Visit the [GNC YouTube channel](#) to watch webinar recordings.



## CONSULTANT ROSTER

---

The GNC maintains a roster of approximately 230 individuals from 60 different countries who speak 50 languages including Arabic, Spanish, French, English, Kiswahili and Urdu. Consultants provide technical and coordination support for NiE in preparedness, response, and recovery. The roster can be utilized when recommendations for consultants that fit a specific profile are needed. A thorough process ensures high-quality vetted consultants meet requests coming in from any partner, agency, cluster, sector or technical working group at global, regional and country level in the following areas of expertise:

- Prevention and Management of Malnutrition in Emergencies: Detection and Treatment of Wasting in Children; Management of Complicated Wasting; Simplified Approaches; Maternal, Adolescent and Infant and Young Child Feeding and Nutrition; Micronutrients; Multisectoral Programming; MAMI
- Cross-Cutting Approaches and Modalities Applied to Nutrition: Social and Behaviour Change; Cash and Voucher Assistance; Nutrition Advocacy
- High Level Leadership, facilitation, and engagement for nutrition programming
- Nutrition Cluster Coordination
- Information Management
- Needs Assessment and Analysis

---

*“You and the team have done a great job aligning the expertise.  
Tremendously grateful.”*

***- INGO partner requesting consultant profiles with Arabic language skills and expertise in wasting specific for Yemen***

---

In 2023, we received and responded to 54 requests for consultants. Of these requests, the thematic breakdown is as follows: 33% NiE General (n=18); 19% Nutrition Information Systems (NIS) (n=10); 15% IYCF-E (n=8); 9% Coordination for Cluster/Sector (n=5); 9% CVA (n=5); 7% Wasting (n=4); 4% IM for Cluster Coordination (n=2); 2% SBC (n=1) and 2% Advocacy (n=1). The requests came from 37 INGO; 15 UN agencies; 1 foundation; and 1 Local NGO. A communication strategy is in development to encourage demand for consultants on the roster.



# OPERATIONAL AND TECHNICAL SUPPORT

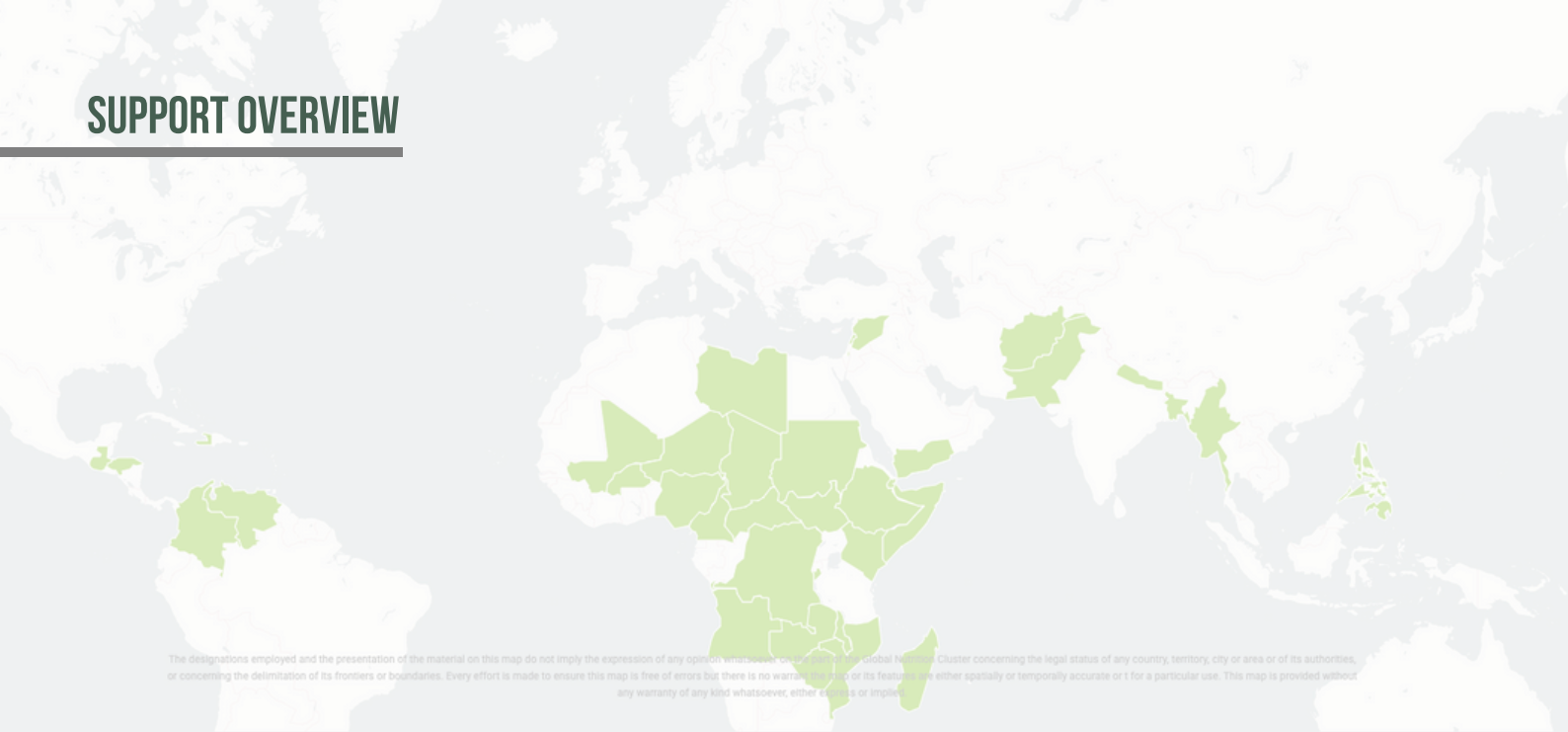
## OBJECTIVE

To ensure that nutrition-related decisions and operational support at all levels are guided by timely and sound technical advice, while the documentation of experiences is undertaken and new evidence is generated.





# SUPPORT OVERVIEW



In 2023, the GNC continued to provide high-quality operational and technical support to a total of 60 out of 71 priority countries. Support was provided through a combination of quick remote support (QRS) and in-depth remote and/or in-country support.

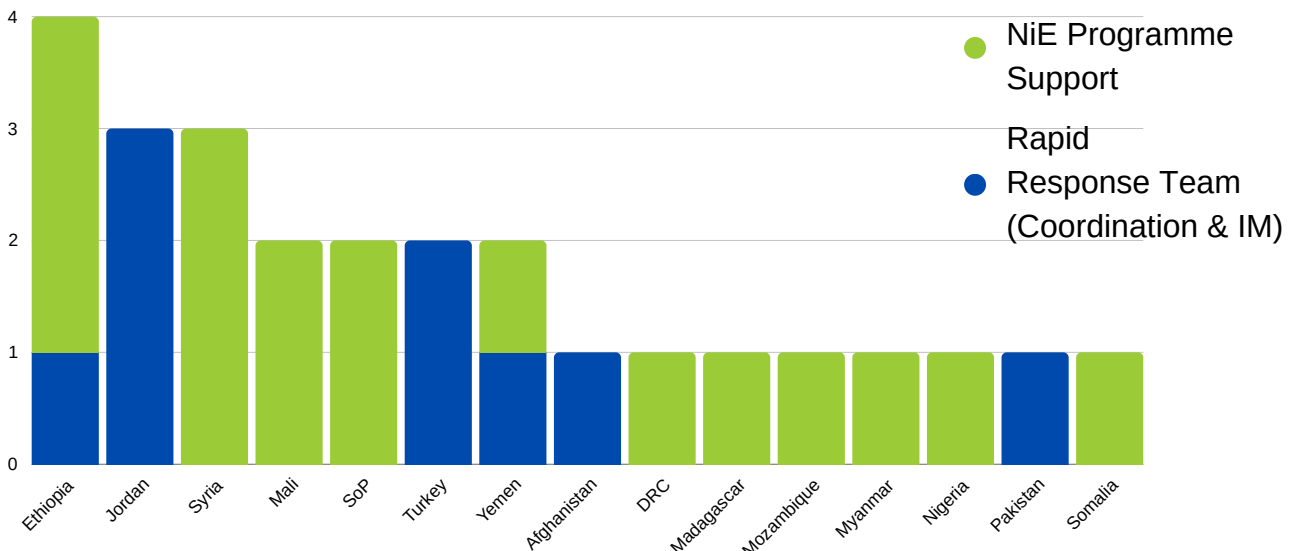
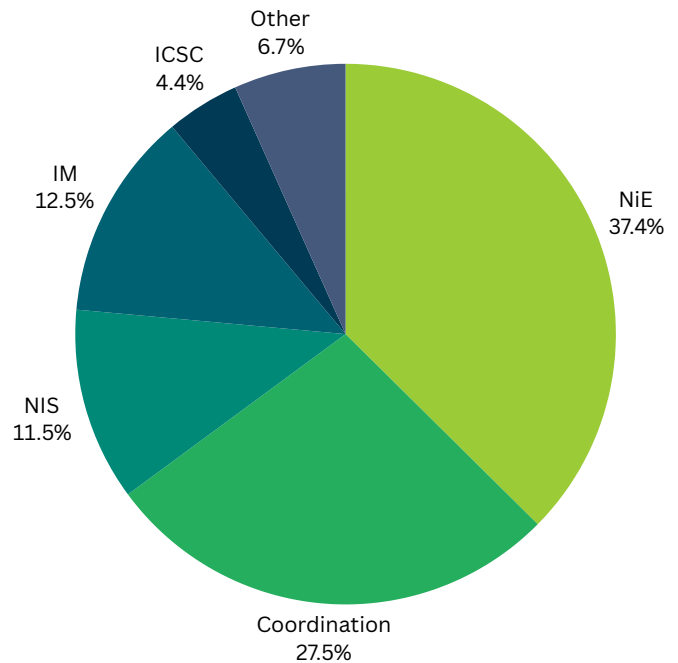


Figure 2: 2023 In-depth Virtual and In-country Support: (source: RMS dashboard)

The GNC is grounded in coordination, IM, and programmatic competencies in key NiE thematic areas including CMAM, IYCF-E, MAMI, nutrition assessments or NIS, and SBC. These experts also have access to other technical advisors – GNC partners – and the Global Thematic Working Group (GTWGs) for additional support, when necessary.

## GNC FIELD-LEVEL SUPPORT

Since 2022, in line with the localisation agenda, our support has increasingly prioritised both contextual and technical expertise when selecting advisors to provide support that is “as local as possible, as global as necessary”. This focus has allowed us to increase the proportion of national advisor support significantly in 2023 (Figure 3).

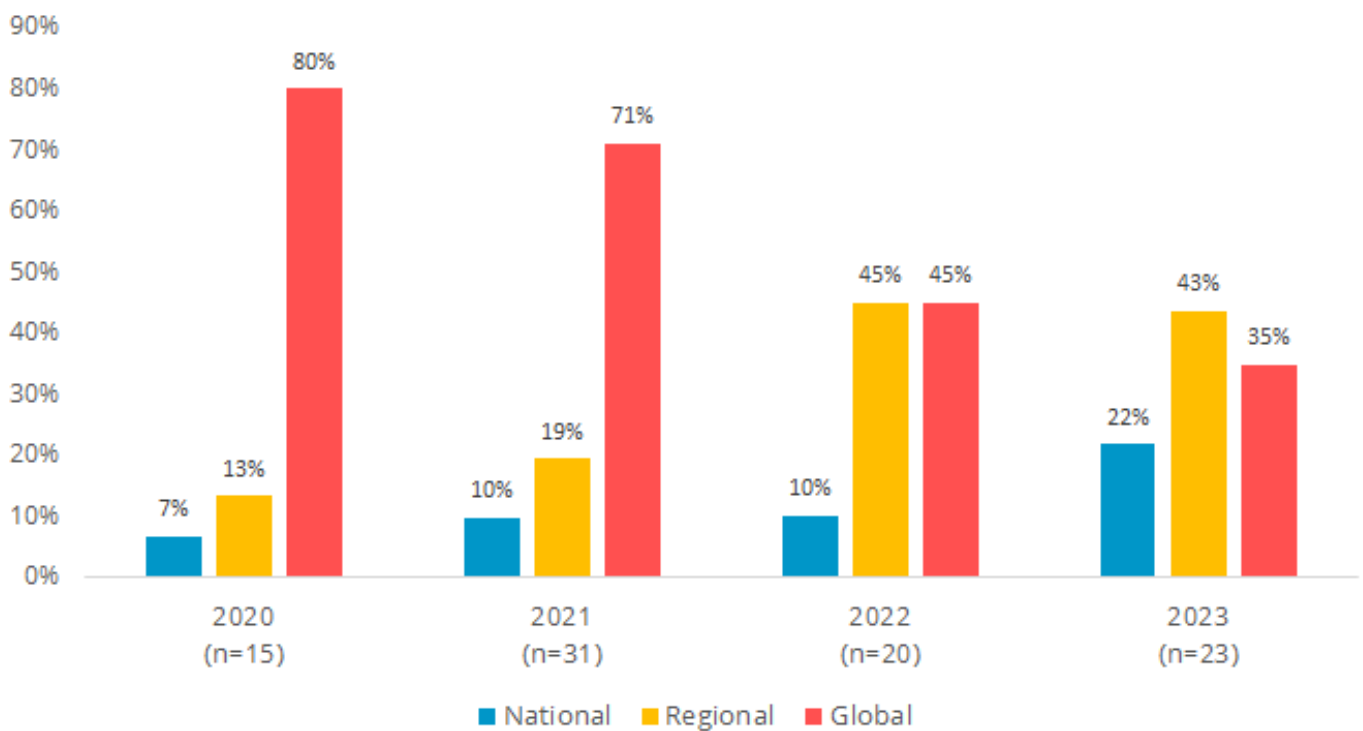


Figure 3: Breakdown of GNC NiE Advisor support since 2020

In 2023, we adeptly addressed and mitigated challenges in NiE implementation, with a particular focus on moderate wasting and the incorporation of mobile journalism as part of strategic and innovative solutions to continue strengthening NiE programming and cluster coordination to further increase resilience during emergencies.



## QUICK REMOTE SUPPORT

Quick remote support (QRS) – one-on-one support provided by the GNC remote “helpdesk” function to countries – remains a stable and consistent mechanism, whereby we provide support to Nutrition practitioners across a range of themes: coordination, IM, inter-cluster/sectoral collaboration (ICSC), NiE and NIS. Support is requested directly through our [online request system](#) on the GNC website. In 2023, 399 requests were received from 61 locations (a 5 percent decrease compared to 2022). Support for NiE accounted for 40% percent of requests, 32% for coordination and 25% for IM and NIS.

### *Nutrition in Emergencies (NiE)*

In 2023, there were 162 requests related to technical queries from 34 countries. Of these, the majority were related to general NiE, IYCF-E and wasting. The rest of the requests were a mix of CVA for Nutrition, SBC, nutrition-sensitive programming, micronutrient supplementation and MAMI.

A summary of requests was presented to the respective GTWG members during monthly calls to keep the global groups up to date with the latest needs from country colleagues.

Imani Brigitte, 21 years old with her 2 year old malnourished daughter, at the Kigonze displacement site, in Bunia, Ituri province in northeastern DRC.



© UNICEF/UN0450943/Bashizi

## Coordination

Coordination received the second highest in number of QRS requests – 119 requests were responded to from 33 countries globally – including webinars on the HNO and HRP process in English, French and Spanish.

Support included:

- Coordination of cluster, advice for the establishment of sectors, revision of ToRs, sensitisation of partners to cluster coordination, induction of new cluster/sector team members, orientation on the cluster approach for cluster/sector partners, HRP and Flash Appeals, sharing coordination tools and guidelines
- Orientation to partners on the Cluster Coordination Performance Monitoring (CCPM) tool and supporting CCPM workshops and developing action plans (see Box 1)
- Information gathering and prioritisation specific to needs analysis, HNO and HRP
- Support the development of a partner's capacity assessment tool
- Intercluster support: how to prioritize nutrition interventions with an integrated lens
- Support on cross cutting issues: Disability inclusion and Accountability to Affected Populations (AAP)
- Nutrition in Emergency, sharing simplified protocols and other guidance examples from other countries (in coordination with NiE focal person)
- Nutrition Sensitive interventions: orientation sessions provided
- CVA: sharing experiences from other countries and providing newly released guidance
- Support recruitment process and interviews of a new NCC
- Support with data base adjustments and interpreting results for development of the dashboard



In Sudan, Ohag shares a light moment with her son Idriss after a nutritious meal.



## Box 1: Cluster Coordination Performance Monitoring Exercise

Periodically, Nutrition clusters / sectors need to gauge how well they are performing in coordination and make adjustments / improvements based on results. Conducting a Cluster Coordination Performance Monitoring (CCPM) exercise is helpful to determine this and is mandatory for all clusters (HRP countries) and optional for other coordination mechanisms (non-HRP countries). The first step in this exercise consists of a survey / assessment followed by a GNC led workshop, and the creation of an action plan to strengthen nutrition coordination.

In 2023, 27 countries conducted a CCPM exercise, which included 21 HRP countries: Yemen, DRC, Myanmar, Ethiopia, Mozambique, Somalia, South Sudan, Guatemala, Honduras, Colombia, Haiti, Venezuela, Sudan, Whole of Syria, Burkina Faso, Cameroon, Chad, Mali, Niger, Nigeria, Central African Republic (CAR), Afghanistan; and four non-HRP countries: Madagascar, Zimbabwe, Mozambique, Bangladesh and Pakistan.

### *Nutrition Information Systems (NIS)*

The Nutrition Information Systems (NIS) support provided encompassed a range of services, including individualized technical assistance for needs assessments, analyses, response monitoring, and broader issues related to NIS. This support also extends to developing technical guidelines, supporting the Humanitarian Programming Cycle (HPC) in priority countries, and representing the GNC in strategic and technical global forums and partnerships.

In 2023, there were 50 NIS QRS requests from 24 priority countries. Outreach was also initiated to these countries at critical times, such as during the planning of annual nutrition assessments and throughout the HPC, assisting in the development of Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs). To support the 2024 HPC, key NIS resources were disseminated through multilingual webinars led by the GNC in August and September, drawing approximately 55 participants. Additionally, direct support was provided to 21 countries in employing the Nutrition Humanitarian Needs Analysis (HNA) Guidance for needs analysis, including nutrition situation analyses and calculations of People in Need (PiN).

At the global level, the NIS Consultant played a crucial role in the creation, consultation, finalization, and implementation of the JIAF 2.0 guidelines. We hosted orientation webinars on the application of JIAF 2.0 in nutrition sector needs analysis and represented the GNC in the OCHA-led global JIAF Advisory and Methodology Working Groups. Collaborative efforts with the REACH Initiative led to

revisions of the nutrition module within the Multi-Sectoral Needs Analysis (MSNA) tools. The collaboration with the Acute Malnutrition (AMN) Global Support Unit was strengthened, facilitating IPC AMN analyses in 17 countries to inform strategic decisions on nutrition preparedness and response. We also worked closely with the Food Security Information Network (FSIN), serving on its steering committee and the Nutrition Technical Working Group, and played a key role in the production of the Global Report on Food Crises 2023 mid-year and final reports.

## *Information Management*

Information Management (IM) received 54 QRS requests from 21 countries, with additional one-on-one support provided to countries with limited IM capacity. Most requests (74 percent, or 40/62) came from countries within the West and Central Africa regional office (WCARO), and Eastern and Southern Africa regional office (ESARO). Orientations using the [GNC IM checklist](#), were conducted in three countries to review the cluster performance in fulfilling its IM functions and to develop action plans to improve IM systems in their respective countries. Onboarding for newly recruited or temporary SBP IMO – using the IM toolkit – was conducted in three countries: Ethiopia, Sudan and Syria.



Children gathering water in the village of Songnaba, in the Northern region of Burkina Faso.



---

*“Working hand in hand with the GNC helped to better estimate needs in the HNO, prioritizing critical needs; and now the HRP’s response strategy and national efforts to prevent and treat malnutrition in the country are aligned.”*

*- Rosette Tschiede , NCC Burkina Faso*

---

## IN-DEPTH NIE

### PROGRAMME SUPPORT

In-depth programme support is comprehensive, dedicated support that is provided virtually or in-country for a set duration of time greater than one day.

During 2023 a total of 19 in-depth NiE programme support assignments (remote, in-country or a mix) were implemented. The support was provided to a total of 17 countries, with some countries receiving multiple support assignments – Syria (five assignments), Somalia (three assignments), Ethiopia (three assignments), Nigeria (two assignments), State of Palestine (two assignments), Mali (two assignments). The support ranged from two weeks to 12 weeks, with an average deployment of 6.7 weeks (about one and a half months). We continued to provide support in different types of humanitarian contexts: protracted crises (e.g. Somalia), rapid on-set (e.g. the Syria earthquake response) and fragile contexts (e.g. Benin). A further nine assignments that had been initiated in 2022 were completed in early 2023.

IYCF-E, as like previous years, was the most solicited thematic area, followed by CMAM, SBC and CVA for nutrition. The high number of IYCF-E requests may be reflecting a number of issues, notably an increase in humanitarian needs in the Middle East (where acute malnutrition levels are low and breastmilk substitute (BMS) use is high), changes in approaches within the sector over the past years (e.g. increased guidance and programming around BMS use in humanitarian contexts) and a low availability of IYCF-E expertise globally (notably for certain languages such as French and Arabic).

In 2023, CMAM requests involved more technically complex support (e.g. inpatient management of SAM with complications) or new approaches (e.g. supporting clusters in decision making around the implementation of CMAM simplified approaches). During 2023, one in-depth support assignment on MAMI (for Mozambique) and one in-depth support assignment on NiE (for Mali) were delivered. An-going piece of support to Bolivia



for NIS was also wrapped up in early January 2023. A key highlight for 2023 was the implementation of our first in-depth maternal nutrition and gender deployment to support the Ethiopia Nutrition Cluster.

Most requests for NiE programme support initiated in 2023 were from nutrition clusters/sector coordination platforms (14 requests). Requests for support from government entities and national/local NGOs remained low (two requests in 2023). We also provided support to an INGO (World Vision) and to UNICEF directly in 2023.

**2024 Focus.** Through the creation of a localisation QRS/helpdesk role, we will place an increased focus on reaching more local and national actors (LNAs), including government entities, aiming to strengthen the relationship between the GNC and LNAs.

### ***Assessment / Nutrition Information Systems***

There has been a substantial decrease in NIS/assessment requests over the years, as most requests are immediately re-directed to the SMART team (GNC Technical Lead for NIS) and there were no requests for support in 2023. As a result, the assessment advisor position will be discontinued and we will now collaborate directly with the SMART team to fulfil all in-depth and QRS requests.

### ***Community-based Management of Acute Malnutrition (CMAM)***

In 2023, in-depth support for CMAM was provided in three contexts: Nigeria, DRC, and Somalia.

**Nigeria.** The nutrition cluster in Northeast Nigeria received remote and in-country support to conduct an IMAM costing exercise, to help inform IMAM activity-based costing in the HRP. This was delivered with the help of two costing experts.

**DRC.** The Nutrition cluster, led by the PRONANUT, were supported by our GNC CMAM Advisor in the review of the outcomes from phase one and two of the simplified approaches pilot. Drawing upon lessons learned, working sessions with the PRONANUT and partners were conducted to review and update the training package, deliver face-to-face training for members of the CMAM TWG, and develop recommendations on the next step in implementing phase three of the pilot project.

**Somalia.** Support was provided to local and national actors (LNAs) in Somalia. The support was a continuation of the capacity strengthening provided to various LNAs and INGOs in 2022. Through trainings and on the job coaching, our CMAM Advisor worked with the International Medical Corps (IMC) Somalia team to improve the delivery of in-patient care in stabilization centres (SC).

## ***Infant and Young Child Feeding in Emergencies (IYCF-E)***

In 2023 there was a high demand for IYCF-E technical support, with 8 in-depth assignments implemented using in-country, remote and mixed methods. Our GNC IYCF-E advisor was deployed to Syria twice, once for regular programming support and once to support the earthquake response. In addition, the IYCF-E advisor also provided remote support in the development of key IYCF-E tools and guidance for the SoP at the start of the recent conflict. In addition to in-house support, the GNC also contracted several experts to provide support to IYCF-E toolkit, training and guidance development in Somalia, Burundi, Ethiopia, Madagascar, Mali, Benin and Northeast Syria.

### ***Management of small & nutritionally at-risk infants under six months & their mothers (MAMI)***

Support was provided to Mozambique Nutrition Cluster for eight weeks in a hybrid approach (remote and in-person). Support started with a mapping of existing services and policies related to infants under six months and their mothers and a capacity assessment with partners. This led to a MAMI orientation and workshop to validate the findings of the mapping exercise and capacity assessment – to design the MAMI Care Pathway for Cabo Delgado and to brainstorm how to establish an IYCF-E thematic working group (TWG).

### ***Nutrition in Emergencies & Maternal Nutrition***

As part of its country-focused localisation work, general NiE support was provided to national NGOs in Mali during the last quarter of 2023. Further CS activities, in both NiE programming and organisational development are planned for the first quarter of 2024, in collaboration with the Mali Nutrition Cluster. A highlight of 2023 was the strong collaboration between the UNICEF GBViE team and the GNC in the Gender/GBV working group, which resulted in the first joint GNC-UNICEF GBViE deployment to Ethiopia to provide guidance and recommendations on how to strengthen the intersection of gender and nutrition within maternal nutrition programming.



## ***Cash and Voucher Assistance (CVA) for Nutrition***

In 2023 we responded to our first CVA for nutrition support requests. Support was provided to Northwest Syria, Myanmar and Ethiopia to develop or enhance their contextualized CVA for nutrition guidance. In all three deployments, the CVA for nutrition GTWG played a key role in the development, implementation, and quality control of the support. The number of CVA for nutrition deployments has also helped generate important learning in how the GNC and the CVA for Nutrition GTWG respond to these requests in the future.

## ***Social and Behaviour Change (SBC)***

In 2023, SBC support was provided on three occasions – UNICEF Latin America and Caribbean Regional Office (LACRO), Yemen and State of Palestine.

**UNICEF LACRO.** Remote support was provided to follow-up with the development of the NiE advocacy agenda and provide support in its finalisation. The Advisor supported summarising the results of a qualitative study (with key stakeholders to understand their perspectives on NiE. The study fed into the advocacy strategy for NiE), finalising the internal advocacy strategy, its adaptation to the R4V (Venezuelan migration response), and review of the deliverables of the Cost of Inaction study, including the study report, a policy brief and an article based on the study findings.

**Yemen.** Remote support was provided to a local organisation, Building Foundations for Development, for their CVA for nutrition project. The support included a desk review, development of an SBC for CVA Strategy, an action plan and a monitoring and evaluation plan for SBC.

**State of Palestine (SoP).** Remote support was provided to the SoP Nutrition Cluster to finalise SBC flyers to accompany the distribution of nutritional products and assist with the development of SBC job aids to support health workers to implement appropriate SBC messaging during distribution activities.

## **GLOBAL THEMATIC WORKING GROUPS (GTWG)**

The GTWGs are composed of technical specialists who collectively develop nutrition in emergencies programming guidance where gaps exist. In 2023, the five GTWGs continued to play an important and strategic role in providing consensus-driven, stop-gap guidance. The groups include the Management of Wasting GTWG (chaired by UNICEF and ENN); CVA GTWG (chaired by Save the Children and Concern Worldwide); NIS



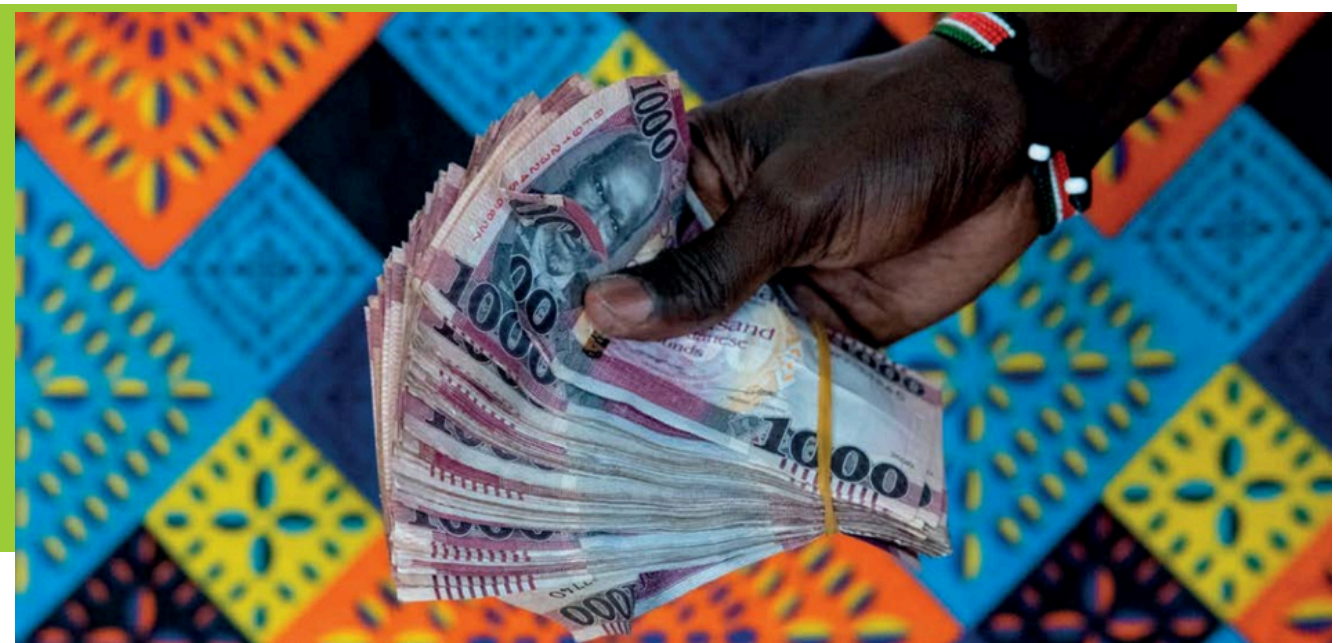
GTWG (chaired by UNICEF and Action Against Hunger); IYCF-E, for which the existing Infant Feeding in Emergencies (IFE Core Group) fulfils the role (chaired by ENN) and MAMI (the MAMI Global Network, chaired by ENN, fulfils this role). There is extensive engagement by our partners – over 170 active members across the five GTWGs.

Two taskforces that were established in 2022, the Women’s NiE Taskforce and Nutrition Guidance for Ebola treatment units, continued their efforts in 2023 that resulted in the development of [guidance on Nutritional Care for Patients with Ebola Virus Disease](#) published in 2023. Additionally, operational guidance on women’s nutrition in emergencies is expected to be finalised in 2024.

The work within the GTWGs and taskforces evolve as the technical needs and gaps identified by country-level practitioners are understood. In 2023, the GTWGs engaged closely with several Nutrition Clusters including in Ethiopia, Nigeria, Ukraine, Myanmar and SoP and further collaboration with other national nutrition clusters is on the horizon for 2024.

Several key guidance documents and other technical products were developed in 2023. Highlights include:

- **IFE Core Group:** Finalisation of three reports exploring [Chemical, biological, radiological and nuclear \(CBRN\) threats in wartime situations: The impact on breastfeeding safety and infant/ young child feeding practices](#)
- **CVA GTWG:** Finalisation of a report on [‘CVA for Nutrition: Promising practices and operational challenges’](#); CVA for Nutrition [FAQ document](#)
- **Wasting GTWG:** [CMAM signposting brief](#)



The MAMI group is working on developing technical/information briefs related to infants – including on disability, use of a Multi-MUAC tape for infants, and maternal mental health/wellbeing. Additionally, the NIS GTWG is developing a NIS-E strategic roadmap and updating the GNC Needs analysis and PIN calculation guidance.

Since the end of 2023, discussions are ongoing to establish closer working relationships between global, regional and national working groups to foster multilevel knowledge exchange and promote cross country learning.

## IN-DEPTH COORDINATION AND IM SUPPORT

**A countries capacity to respond to nutrition emergencies in a timely and effective manner is contingent upon a coordinated and adequate response.** To ensure a country can respond to the needs of the affected population, in 2023 we provided the necessary support to six priority countries over 44 weeks, as requested, to further strengthen coordination and IM capacities.

In 2023, comprehensive regional level coordination and IM support continued in ESAR and WCAR and expanded to include additional regions such as Region of South Asia (ROSA), East Asia and Pacific (EAPRO), LAC, and MENA. This support at the regional level enabled the GNC team to enhance the capacities of National Coordination Centers and IM and effectively respond to multiple country requests – within the same region – for support within the capacity of the GNC.

Regional level consultation meetings were established in 2023 to provide a platform for sharing experiences and knowledge between countries, strengthen collaboration between the sector/cluster coordination teams at all levels and key regional and global partners as well as providing feedback to global priorities for consideration during the [2024 GNC Global Event](#).

### *Cluster Coordination*

To enable Nutrition Clusters to sustain a timely and effective coordinated nutrition response, both in-depth in-country and remote support was provided across 32 weeks to six countries in 2023. These included 12 weeks of in-country support to Northwest Syria / Turkiyë after the earthquake, one and a half weeks of in-country support for Afghanistan earthquake response, and two weeks of in-country support to Ethiopia, which was extended for additional four weeks in 2024. Pakistan received four weeks of in-depth remote support, which was extended for additional four weeks in 2024. Ten weeks of support to the SoP, from Amman MENA Regional Office, to support the establishment of a stand-alone nutrition cluster, and two weeks of in-country support for Yemen. All of this is in addition to the dedicated regional support in ESAR & WCAR.

## Information Management

To complement coordination support for the SoP, remote and in-country IM support was provided for 22 weeks in 2023. Our IM Specialist was deployed to Jordan to support with the establishment of the Nutrition Cluster in SoP. This support continued for seven more weeks into 2024. Additionally, in-depth support was provided to Somalia for two weeks and to Chad for seven weeks – support to Chad was extended to three more weeks in 2024. This support was in addition to the dedicated regional support in ESAR & WCAR.

## FOCUS ON PREPAREDNESS

**Country support.** We provided tailored country support on preparedness, working with multiple Nutrition Clusters/sectors to enrich their draft ERP plans (Afghanistan, Bangladesh and Myanmar), design ERP workshops (Niger, Madagascar, Nigeria, Honduras & Zimbabwe), facilitate orientation sessions on the ERP approach (Mali and Somalia) and co-facilitate ERP workshops (Bangladesh and Nigeria). There is ongoing discussion for tailored ERP support for Mozambique, Zambia, Burkina Faso and Ecuador where the modus operandi could be replicated in other countries of the region prone to sudden onset crisis with low resources for nutrition response and low GAM prevalence.

Eight GNC priority countries have incorporated / started to mainstream ERP into their work (Afghanistan, Bangladesh, Myanmar and northeast Nigeria, Niger, Madagascar, Mali and Somalia), and three countries developed a draft ERP dashboard (DRC, Myanmar & Afghanistan). Three tailored virtual ERP workshops were provided to nutrition cluster /sector partners in Honduras, Burkina Faso and DRC.



**2024 focus.** To continue working with countries in addressing the identified gaps in preparedness, two in-country deployments are under discussion to Ecuador and Zambia, with more will follow.



## CROSS CUTTING THEMES

Cross-cutting themes are not technical by nature nor specific to nutrition but are important for ensuring good quality nutrition programming and response. The 2022-2025 GNC Strategy addresses the importance of strengthening our engagement with cross-cutting issues. In addition to the GNC, seven partners are engaged, totalling 56 members across the eight groups that were elevated into Cross Cutting Working Groups (CCWG) in 2023.

The CCWGs:

- Anti-racism and Localization
- Gender & GBV
- Disability
- Early Childhood Development (ECD)
- Humanitarian Development Peace Nexus (HDPN)
- Accountability to affected populations (AAP)
- Climate Crisis
- NiE Capacity Strengthening

All CCWG were established prior to 2023, with the exception of ECD and NiE Capacity Strengthening. The purpose of the CCWGs is to incorporate them into all aspects of NiE coordination and programming using a common approach. This includes designating focal persons to handle support requests, mapping and collating guidance for each CCWG, and sharing the most practical and simple tools to assist country practitioners in mainstreaming them into NiE programs and coordination mechanisms and supporting national organizations in this approach.



### Humanitarian Development Nexus Working Group

[Learn More](#)



### Disability Working Group

[Learn More](#)



### Gender and Gender Based Violence

[Learn More](#)

---

*“High appreciation to Brooke (GNC IYCF-E Advisor)  
for her commitment, great support and guidance  
through the earthquake response.” - Northwest Syria  
Cluster*

---

**2023 Challenges.** Workstreams are evolving at a different pace from one another – need for better coordination and coherence; lack of clear validation process for working group products; and lack of dedicated funding for Cross Cutting Working Groups.



## Box 2: Working Group Example

While all Cross Cutting Working Groups were active in 2023, the A&L WG was considerably active and supported the development of numerous learning products:

- An article emphasising the importance of prioritising local expertise in NiE
- An ENN article rethinking the use of images of children in nutrition assessments
- An article sharing about the Anti-racism and Localisation Journey of the GNC
- An article linking the historic and contemporary connections between colonialism, racism, and climate change and their effects on hunger and malnutrition
- A Localisation e-learning module targeting cluster coordination groups
- An e-learning module on the Inter-Agency Toolkit on Localisation in Humanitarian Coordination

To further strengthen the anti-racist knowledge and capacity of the GNC teams, the working group coordinated an optional self-guided anti-racism training following University of British Columbia curriculum.



# STRATEGIC OBJECTIVE 3

## ENABLING ENVIRONMENT

### OBJECTIVE

To be a driver of change for:

1. Improved collaboration, partnerships, and innovation on nutrition to prepare for, respond to, and recover from, situations of fragility at the global, regional, national, and subnational level.
2. Creating a supportive financial and policy environment, both internally and externally, to strengthen technical and coordination capacity for nutrition in situations of fragility.



© UNICEF/UN640858/Dejongh, 2022



*Building an enabling environment is a critical element for progress to occur and to strengthen resilience, especially during emergencies.*

### ***Prioritization of nutrition in humanitarian action***

Elevating nutrition as an overarching, multi-sectorial lifesaving priority in the humanitarian response continued to be a key advocacy point in 2023. Addressing nutrition is critical to prevent famine, adequately respond to public health crises, reduce suffering, increase survival and resilience, and it contributes to sustainable development in fragile contexts. As such, we place increased efforts into ensuring nutrition is acknowledged and prioritized during emergencies. This proved effective in the establishment of a standalone Nutrition Cluster in SoP to respond to the increasing nutrition needs due to the recent conflict and rapid deterioration of the humanitarian situation.

We continue to be active in promoting recognition of nutrition as a core independent sector, ensuring that the IASC system and CLA responsibilities and accountabilities are respected and fulfilled. At the end of 2023, there were 27 cluster /sectors where nutrition was acknowledged as a stand-alone coordination structure. At the time of writing this report, nutrition in two countries remained a sub-theme under other clusters.

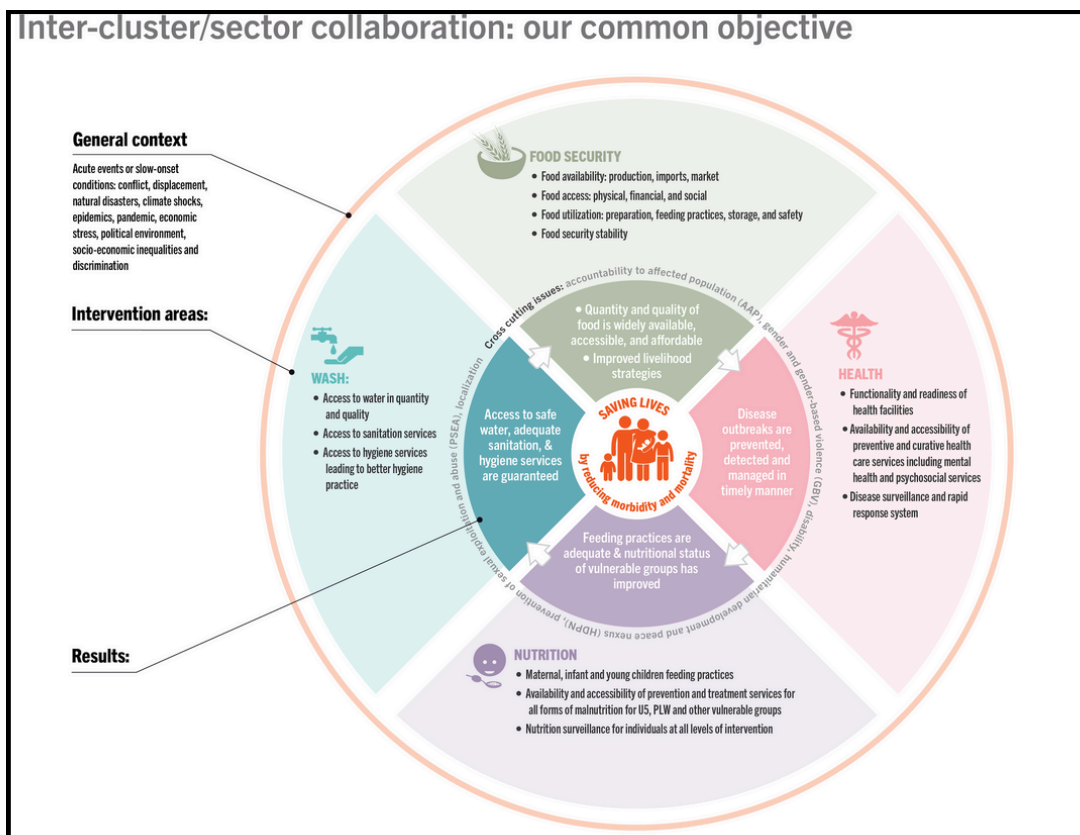


In 2023 the GNC Advocacy and Communications Working Group (WG) continued to provide advocacy support, leveraging the expertise from its members and the continued support from a dedicated GNC Communications Consultant. In the light of reduced resources, the Communications and Advocacy WG also incorporated some of the activities initiated by the Financing WG temporarily established in the period April 2022 to March 2023 to lead the preparation of GNC's Nutrition Financing Trends in Fragile Contexts Landscape 2022.

**2024 focus.** Updating the 2016 Advocacy toolkit to reflect feedback provided by country teams in how they currently use, if at all, the advocacy toolkit – a survey was sent in Q1 to gather feedback on country knowledge of GNC advocacy resources. Reactivation of the Finance WG will occur in 2024 to carry the nutrition report and other initiatives forward.

## INTER-CLUSTER / SECTOR COLLABORATION (ICSC)

From August 2023, the global WASH Cluster and GNC shared the same ICSC focal point. In 2023, we further bolstered ICSC between global clusters, such as Food Security, Health, and WASH through structured outreach and consultation with key national and global level stakeholders. In 2023 20 out of 38 countries (or 53 %) reported implementing intersectoral programming during 2023.





**Global Support.** The global coordination structure – known as the 4Cs – established in 2022 was maintained and met three times in 2023 – one face to face and two virtual meetings – to share achievements and identify and validate ICSC priorities throughout the year. The ICSC focal points team also remained active and met every week. We continued leading the Nutrition ICSC WG with 12 members (GNC partners) that support the development of ICSC tools with a nutrition lens and country perspective. The working group meets monthly.

**Country support.** Throughout the year, consistent country support was provided – for instance in the Oromia and Somali regions of Ethiopia where ICSC projects started in April 2023 and the team started to document the outcomes of these interventions (to be finalized in 2024); Yemen, where the Integrated Famine Risk Reduction strategy has been reviewed, and an ICSC dashboard developed; an ICSC session was facilitated during the Nigeria ERP training, during the Whole of Syria nutrition annual event and finally during blended training organized in Sudan, Afghanistan, and CAR. Support was also provided to DRC when they developed their multisectoral manual.

Main achievements made in 2023:

- An [ICSC guidance document](#) to initiate and implement ICSC, has been updated with a list of joint monitoring indicators. Available in French and English.
- Finalization of a ready to use dashboard that reflects country implementation of ICSC.
- The first 3 ICSC e-learning modules have been finalized and are available for field practitioners on [GNC Learn](#). They are part of a series of six modules.
- An article on the linkages between WASH and Nutrition and 3 case studies – Burkina Faso, DRC and Somalia – were finalized.
- A dedicated [ICSC webpage](#) was developed and is available on the GNC website and includes several ICSC resources.
- ICSC was made visible via active participation in relevant events such the Camp Coordination and Camp Management annual meeting in June 2023 where the GNC and other clusters shared a booth; the global WASH and Health clusters annual events included a dedicated ICSC session and a booth during Aidex 2023.
- Joint calls with National Cluster leads and the ICSC focal points of each cluster were held for Ethiopia, Yemen, South Sudan, Sudan, Afghanistan, Nigeria and Haiti to discuss progress and challenges in ICSC development and the required support to further ICSC in their respective emergency responses.

**2024 Focus.** ICSC will be further strengthened in 2024 with the development of the last three ICSC e-learning modules on GNC Learn; we will continue to support countries on ICSC and document and share their experiences and the outcomes of collaboration using the GNC Newsletter, ENN journal for publication and key public events; we will have the first countries using the ICSC dashboard and we will host a series of webinar for countries coordinators to exchange and learn from each other's ICSC experience.



## KNOWLEDGE MANAGEMENT & COMMUNICATIONS

Communications remained a high priority for us in 2023 with a dedicated consultant tasked with leading communications, both internally and externally. With the redesign of the GNC Alliance, we merged all of our social media accounts, namely [LinkedIn](#) and [X](#) (formerly known as Twitter). The merging of these accounts accounted for more streamlined engagement across both platforms. For example, LinkedIn engagement increased in 2023 with over 1500 new followers.

The [newsletter](#) continued as a monthly publication in 2023. As always, news, events and job vacancies continued to be featured as well as static resources such as GNC Learn, the GNC support dashboard, a link to the GNC resource page and the N4D podcast. The newsletter now has over 2800 subscribers and is a key communication tool for us, with an average of 36% open rate and 10% clicks (above average for the sector). The newsletter received a new design in light of the redesign.



**Programme.** As part of the learning process, monthly learning review meetings were held to provide an opportunity to look at emerging trends and potential knowledge management (KM) needs. Several KM products were developed in 2023, including a [case study on the Multi-sectoral minimum response package in Somalia](#), a [case study on harmonizing Cash and Voucher Assistance Approaches for Nutrition Outcomes in Nigeria](#) and a signposting document on [Community Management of Acute Malnutrition Resources](#) to help nutrition actors navigate the wealth of resources on this topic. Additionally, a piece exploring the [lessons learnt from initiating infant and young child feeding in emergencies interventions in Ukraine](#) was published by ENN during the year.

**2024 Focus.** In terms of KM, four additional learning pieces that focus on the implementation of IFE programming during a crisis, learnings from ICSC work in Somalia, the use of CVA for nutritional outcomes in Northern Nigeria, and key resources to support IMAM / CMAM programming are in development. Updating the KM Strategy in light of the redesign to include GNC efforts and focus for KM in 2024 and beyond.

## GLOBAL REPORT ON FOOD CRISES

Globally, in 2023, levels of food insecurity continued to increase, with estimates suggesting that over a quarter of a billion people were acutely food-insecure, requiring urgent food assistance. Each year, the GNC provides support on the nutrition section of the [Global Report on Food Crises](#) (GRFC) that is produced by the [Global Network against Food Crises](#). This is a bi-annual publication that highlights the high severity and number of people in crisis or worse (IPC/CH Phase 3 or above), globally. In 2023, as like previous years, our NIS Helpdesk participated as part of the GRFC's technical team to provide nutrition status data – consolidated from assessments and the HNO analysis – and reviewed the country briefs in the GRFC's nutrition section to ensure accuracy.

The GRFC 2023 was the result of months of research and collaboration among members of the international humanitarian and development community. The GRFC is a method for multiple partners at global, regional and national levels to share data and valuable insights to further provide evidence of the state of the food security and nutrition crisis occurring in multiple countries and regions globally.





## KEY CHALLENGES & OPPORTUNITIES

Challenges that we faced in 2023 were much like those from previous years. Coordination was still not prioritized as a critical part of the humanitarian response; lack of investment in coordination and IM positions at a country-level persisted; and the GNC-CT experienced multiple staffing gaps due to lengthy recruitment and administration processes. As stated above, a recommendation from the CLARE II evaluation states that UNICEF needs to prioritize funding for key coordination roles, at a minimum one national level NCC and IMO for each sector it leads.

In addition to global and national staffing gaps, we faced extensive support demands for sector coordination, even if there was no cluster activation. While we provide support to any country that seeks it, irrespective of the coordination mechanism, the absence of acknowledgment of Nutrition as an independent cluster, and its subordination to either Health or Food Security, has led to difficulties, particularly as it relates to reporting lines and resources.

Following the external evaluation of the former GNC Alliance, in 2023 the GNC Programme Leadership Team undertook an in-depth period of reflection and consultation about the direction of the Alliance. While service delivery continued, there was a pause in moving forward with other strategic activities during this important time. This process concluded in Q4, setting the entire GNC team up to enter 2024 with clear direction, a robust team and clear targets.



## OUR WAY FORWARD

In 2024, our focus remains on enhancing coordination efforts to support vulnerable populations and ensuring countries possess the necessary resources to respond promptly, effectively, and sufficiently to humanitarian crises. Collaboration with related clusters like Health, Water, Sanitation, and Hygiene (WASH), and Food Security will persist to address immediate requirements and foster a more cohesive, integrated response to humanitarian emergencies.

The augmentation and broadening of GNC Learn and the blended training program aim to bolster staff capacities. Additionally, enhancing evidence gathering, and advancing global advocacy initiatives are in progress to bolster Nutrition as a stand-alone Cluster in emergency contexts.

In 2024, guided by our Localization Roadmap, we aim to put localization principles into practice. Our efforts will aim to increase the participation, representation, and leadership of local and national actors in alignment with IASC Recommended Actions. Some examples include providing support through a dedicated Localisation Helpdesk, catering capacity strengthening opportunities to the needs of local and national actors and increasing the visibility of the valuable technical and contextual expertise they apply to their nutrition in emergencies work.

By fortifying partnerships, capacities, and embracing collaborative approaches, we strive to heighten the efficiency and impact of our endeavors and ensure countries are equipped with the capacity to respond to nutrition emergencies successfully.



## GLOSSARY OF TERMS

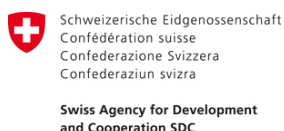
- **Consultant Roster** - the GNC Consultant Roster currently has over 200 technically vetted consultants ranging from Junior to Senior levels, covering IYCF-E, CMAM, Needs Assessments and Analysis of Nutrition Outcomes, Integrated Nutrition Specific and Nutrition Sensitive and Micronutrient Supplementation in Emergencies. Our consultants come from 60 different countries around the world and speak 50 different languages. The GNC will provide profile recommendations when requested and the requester selects and contracts directly, including doing interviews, references, and background checks.
- **In-depth support** - comprehensive remote/virtual or in-country support that is provided for a specific duration of time greater than one day. In-depth support tends to be 30-40 days (4-6 weeks), but in exceptional circumstances can be up to 60 days (12 weeks). This can be full time or part time over a longer period (e.g., 20 days over a 4-month period). All In-depth Support that takes more than one day of work should be detailed in a Terms of Reference (brief 1 page ToR for 1-5 days and full ToR for more than 5 days) and, if over 5 days, be approved.
- **Mentoring Programme** - part of GNC capacity strengthening activities. Experienced programme advisors, cluster coordinators and IMOs provide mentoring support to new and less experienced mentees with a structured program over a specified number of months.
- **Quick remote support (QRS)** - one-on-one support to countries that takes less than one day of work to complete. Nutrition actors can request support directly on the GNC platform.
- **Trainings** - GNC provides in person and virtual training as well as self-paced e-learning. The blended training approach combines individual e-learning and instructor led practical sessions and serves to complement GNC Learn courses.
- **Webinars** - virtual meetings with participants from country, regional or global level on coordination and nutrition in emergency technical matters. The webinars are usually informative in approach, while at times they can be training activities aimed at ensuring the country coordination teams and nutrition practitioners are well-informed about global tools and guidance that can be adapted to country contexts. Details of how the TST delivers webinars are detailed elsewhere.

## GNC Resource Partners

The work of the Global Nutrition Cluster (GNC) is funded entirely through the voluntary support of our partners in government, civil society, and the private sector across the world. In 2023, these contributions enabled the GNC to support over 60 countries across the globe to meet the extraordinary needs of millions of people affected by nutrition emergencies, including in countries facing the world's worst humanitarian crises.

On behalf of the entire GNC team we would like to express our sincere appreciation to our resource partners for their generous core and non-core financial contributions in support of children, women and other vulnerable populations impacted by nutrition crisis in fragile contexts globally.

## Public Partners



## Private Partners



United Nations Children's Fund (UNICEF) Office of Emergency Programme UNICEF, Batiment BIT, Route des Morillons 4, 1211, Geneva 22  
Follow us on [LinkedIn](#), [X](#) (formerly Twitter), [YouTube](#)

