Learning and Development Strategy 2021-2026
Global Cluster Coordination Section

Background and Context

In a context where the humanitarian landscape is rapidly evolving, with the number, scale, duration and complexity of humanitarian crises increasing dramatically, UNICEF is committed to leading, coordinating and responding to humanitarian crises.

UNICEF holds itself accountable for the coverage, quality and equity of its humanitarian action and advocacy, with commitments formalized in the Core Commitments for Children in Humanitarian Action (CCCS). An integral part of these commitments is the role UNICEF plays as global cluster lead agency for the Nutrition and WASH Clusters and the Child Protection Area of Responsibility and co-lead for the Education Cluster along with Save the Children International.

To ensure the organization is prepared for effective humanitarian response within this context of increasing need, and to hold itself to account against commitments made, UNICEF conducted the Humanitarian Review, published in 2020, and the Evaluation of UNICEF's role as a Cluster Lead Agency (CLARE II), published in 2022.

The Humanitarian Review identified several challenges impacting the effective functioning of the UNICEF-led clusters and AoR. These challenges included insufficient coordination and information management staffing levels, in part, arising from lack of prioritization of resources and lack of clarity over minimum requirements. Furthermore, insufficient back-office support, hindering timely and effective scale-up and scale-down of operations, and an over-reliance on stand-by partners being deployed for normal emergency staffing were identified as factors contributing to limited internal capacity within UNICEF and hindering the organization's ability to effectively coordinate humanitarian responses. To address these challenges, the Humanitarian Review recommends that:

> **"UNICEF needs to invest in building on the existing skills of its own staff to ensure the technical skills needed are available internally."**

The findings of the Evaluation of UNICEF's role as a Cluster Lead Agency (CLARE II) indicate that UNICEF has delivered on the coordination of its Cluster Lead Agency (CLA) role overall. However, some weaknesses were found in how it performed its leadership responsibilities. Since the CLARE I report, which was conducted in 2013 and which highlighted significant staffing challenges, improvements have been made to coordination team capacity. However, remaining challenges were identified including positions remaining vacant, lack of consistency in filing posts, and a high prevalence of staff in part-time posts. The CLARE II report recommended that UNICEF renewed the organizational recognition that the CLA role is a core imperative within the UNICEF mandate

and implemented measures to better align UNICEF internal systems with its CLA responsibility.

Following from the Humanitarian Review and CLARE II report, the Global Cluster Coordination Section (GCCS), in UNICEF's Office of Emergency Programmes, conducted a Current State Analysis (CSA) to provide further clarity on the presenting issues and their implications. The findings of the CSA form the basis of the subsequent Talent Management Strategy (TMS) which provides a strategic direction for responding to the presenting issues. The TMS identifies specific actions to address issues raised and offers a roadmap for their implementation in a manner which is sustainable. The aim of the TMS is to ensure that:

> **"UNICEF attracts, develops, nurtures, retains and is able to deploy the capacity required for cluster coordination and information management at the national and sub national levels to help fulfil and leverage its role as a Cluster Lead Agency, and for the benefit of children, young people and their communities affected by humanitarian crisis."**

The GCCS Learning and Development Strategy is part of this ongoing work to address critical challenges raised in the Humanitarian Review, CLARE II report and CSA and sits alongside the GCCS Talent Management Strategy.

© UNI322672

The Role of the Global Cluster Coordination Section

The GCCS within EMOPS coordinates the work of the UNICEF-led and co-led clusters and AoR with the overall aim of strengthening humanitarian coordination and information management within the organization as efficiently as possible.

While the role of the individual global clusters and AoR is to support coordination and information management of national/ sub-national clusters or cluster-like coordination groups in humanitarian contexts within their specific sectoral fields, the GCCS has a cross-sectoral and institutional role. Benefiting from UNICEF's unique position as Global Cluster Lead Agency for four humanitarian sectors, the GCCS plays a role in harmonizing and amplifying the work of the individual global clusters and AoR thereby strengthening UNICEF's ability to lead and coordinate humanitarian response.

Specifically, the role of the GCCS is to **add value** to the work of the individual UNICEF-led and co-led clusters and AoR by providing:

- A **platform for coordination** between the four global clusters and AoR in order to support harmonization of approaches and practices and the pooling of resources to increase efficiencies and enhance the effectiveness of initiatives,

- A **collective voice** for the UNICEF-led and co-led clusters and AoRs to represent their concerns, to advocate on joint issues and reflect their achievements internally within UNICEF and externally.

In this role, the GCCS works to **identify opportunities for efficiencies** through:

- **Harmonization** of initiatives led by individual clusters or the AoR to amplify their impact through resource sharing, cross-sectoral learning and inter-cluster/ AoR collaboration to achieve wider collective outcomes and benefits,

- **Leadership** of initiatives to further address cross-sectoral issues or gaps in provision that fall beyond the scope of the work of any one individual cluster or AoR.

© UNI462491

The purpose of the GCCS Learning and Development Strategy

The purpose of the GCCS Learning and Development Strategy is to articulate the aim and objectives of the ongoing and planned learning and development activities of the GCCS. It will provide strategic direction for the learning and development activities of the GCCS within the broader talent management vision and will ensure that these activities contribute to, and are aligned with, organizational priorities and initiatives within the context of the findings of the Humanitarian Review, CLARE II report and CSA.

The strategy outlines the specific learning and development activities which the GCCS will undertake collectively with the UNICEF-led and co-led clusters and AoR. It articulates the approach to inter-cluster and cross-cluster learning initiatives in recognition of the critical need to harmonize and standardize learning and development initiatives across the UNICEF-led and co-led clusters and AoR to ensure consistency, efficiency, and maximum impact in responding to humanitarian crises.

As importantly, the strategy aims to outline for other parts of UNICEF the vision of the GCCS to enable identification of areas of collaboration or complementarity. The activities described in the strategy are intended to complement the activities undertaken by the global clusters and AoR individually. Details and links to further information about the learning and development activities of the Global Child Protection AoR, the Global Education Cluster, the Global Nutrition Cluster and the Global WASH Cluster can be found in accompanying documentation which is listed in Annex 1 of the strategy.

In addition to articulating the role of the GCCS in relation to the UNICEF-led and co-led clusters and AoR, the strategy also outlines the ways in which the GCCS will engage, communicate and advocate with the Division of Human Resources (DHR) and the Office of Emergency Programmes (EMOPS) in relation to learning and development for coordination team members.

© UN0728313

Aim

The GCCS Learning and Development Strategy aims to contribute to the broader talent management vision of the GCCS and establish a strategic learning and development framework for the four UNICEF-led and co-led clusters and AoR, by aiming to strengthen coordination and information management capacity at regional and country level in a way that is efficient, effective, predictable and sustainable by unlocking synergies, harmonizing best institutional practices and leading initiatives to complement the work of the four UNICEF-led and co-lead clusters and AoR.

© UNI479843

Objectives

The Learning and Development Strategy has three objectives which are anchored in the strategic intentions of the GCCS' talent management vision. The objectives and activities of both the Learning and Development Strategy and the Talent Management Strategy complement each other and jointly contribute to the realisation of the overall vision.

The objectives of the Learning and Development Strategy are to:

1. Objective One - Develop key coordination and information management competencies of existing national and sub-national cluster/ AoR staff

The activities under Objective One will ensure that existing coordination staff are able to perform effectively in their current roles thereby enhancing the quality of coordination. In addition, the activities will ensure that staff are adequately supported to progress in their careers within the cluster/ AoR system or beyond. This will encourage retention of staff within the pool and ensure that there are suitable staff available for coordination in more complex emergency situations.

Activities under this objective complement activities in the Talent Management Strategy to increase the profile of coordination roles and ensure that posts are created at appropriate levels of seniority.

The primary focus of the activities under Objective One will be existing UNICEF staff in cluster or cluster-like coordination mechanisms in line with the recommendation in the Humanitarian Review for UNICEF to strengthen the skills of its own staff. However, some of the activities will be open to staff employed by any organization and to government counterparts in recognition of the important role they play in coordination and information management, and their contribution to the quality of cluster work on the ground.

Activities under Objective One will complement and contribute to learning and development activities of the individual global clusters and AoRs which aim to build coordination and information management competencies. The focus of GCCS activities will be on strengthening cross-sectoral competencies, on competencies for senior and high

potential staff looking to progress through the organization and on activities where the GCCS can collectively represent the needs of all of the UNICEF-led and co-led clusters and AoR within the broader organization.

2. Objective Two - Develop a pipeline of qualified prospective cluster/ AoR staff from within UNICEF, as a priority, and partner organizations

Objective Two contributes to the strategic intention to ensure there is adequate staffing within clusters/ AoRs by increasing the pool of available talent with appropriate competencies and experience, particularly from within the UNICEF staff pool (as recommended by UNICEF's Humanitarian Review). The activities under this objective will address challenges faced in filling positions within clusters in a timely manner with staff who meet the requirements. In order to ensure that there is sufficient future talent and capacity available within the organization for the effective functioning of clusters/ AoRs, the Learning and Development Strategy will focus on training high potential UNICEF personnel, while making training opportunities (particularly self-paced) openly available to the broader Standby Partners network as well as non-UNICEF led cluster staff – as well as all UNICEF staff.

Activities under this objective complement activities in the Talent Management Strategy to ensure that positions within clusters are appealing to potential applicants and attract high-calibre candidates, and to the Humanitarian Review recommendation to more sustainably train a pool of UNICEF staff on cluster functions.

The focus of Objective Two will be on activities where collective, inter-cluster collaboration will provide the highest added value. This includes reaching across the DHR teams to ensure identification and access to staff with potential, such as those on the Frontlines platform or belonging to certain functional areas. In addition, as with Objective One, building cross-sectoral competencies, strengthening competencies for senior and high potential UNICEF staff to support their career progression within the organization and on developing the capacity of Standby Partner (SBP) deployees to operate effectively within complex and high-profile emergencies will remain relevant.

3. Objective Three – Develop the understanding of supervisors of coordination teams and senior managers

Objective Three contributes to two strategic intentions within the broader vision: 1) to ensure that staff in clusters/ AoRs receive quality supervision and 2) that, when creating posts, supervisors and senior managers make informed decisions about the design of posts and how other parts of the UNICEF Country Office engage with the position to ensure adequate support, resources and information are available. This will help staff in clusters/ AoRs receive the support, guidance and resources they need to be successful in their roles and that they are effectively integrated into the organization.

Activities under this objective complement activities in the Talent Management Strategy to ensure that informed decisions are made about staffing clusters/ AoRs, that staff receive the support they need to perform their roles effectively and that they are fully integrated into the Country Office.

The focus of Objective Three is on senior managers within UNICEF and the direct supervisors of coordination team employed by UNICEF. The GCCS is best placed to work with DHR, other parts of EMOPS and the Global Clusters/AoR to determine and deliver what is needed.

Intended audience

The intended audience of the GCCS Learning and Development Strategy includes:

- The Global Cluster and AoR teams within UNICEF to maximize potential for inter-cluster collaboration,

- Global Cluster teams outside of UNICEF in order to support alignment across the humanitarian sector,

- EMOPS to support linkages and alignment in implementing action following the Humanitarian Review and capacity strengthening activities,

- DHR as a basis for collaboration, mainstreaming and institutional perspectives,

- Potential donors to support resource mobilization and deployment considerations.

Activities outlined in the Learning and Development Strategy are intended to support:

- Coordination team members in UNICEF-led and co-led clusters and AoRs,

- National and sub-national UNICEF staff and others within the coordination eco-system with equal participation across the UNICEF-led and co-led clusters and AoRs,

- Senior managers and supervisors of coordination team members within UNICEF,

- Prospective cluster/ AoR staff from within, and beyond, UNICEF.

© UNI465574

Ways of working

It was collectively agreed by the UNICEF-led global clusters and AoR and the GCCS inter-cluster that one of the added values of collaborating as a section was to achieve economies of scale in areas of work that would be duplicative if done individually. In 2020, all global clusters and AoR completed their competency frameworks for coordination staff showing that about seventy per cent of cluster competencies are the same across all cluster sectors or roles. This reinforced the collective agreement that "core" cluster content was relevant and desirable. GCCS agreed to lead on identifying and developing core areas of learning and development for the sake of cost efficiency, while clusters/AoR agreed to pursue joint or harmonized initiatives wherever possible. In order to achieve the objectives of the Learning and Development Strategy, while capitalizing on the unique role of GCCS as a convener of the UNICEF-led clusters and AoR, GCCS will:

© UNI465684

- **Lead on the development and facilitation of inter-cluster/ AoR learning initiatives**
  The GCCS will instigate and lead the development or facilitation of learning opportunities that will contribute to the achievement of the Learning and Development Strategy objectives in situations when an inter-cluster approach is beneficial. This will include leading initiatives that respond to an organizational necessity or that address issues or topics that have been collectively identified by all UNICEF-led and co-led clusters and AoR. The GCCS will respond to issues arising and pro-actively lead the identification of relevant initiatives.

- **Promote, coordinate and support inter-cluster/ AoR collaboration and harmonization of learning initiatives**
  The GCCS will promote inter-cluster/AoR collaboration and harmonization of learning initiatives in areas that contribute to the achievement of the objectives of the Learning and Development Strategy for the mutual benefit of all four UNICEF-led and co-led clusters and AoR. This will include: providing a forum, through the Learning Task Force, for sharing information and lessons learned and for collective decision-making; supporting the harmonization of initiatives across the clusters/AoR when a standardized or consistent approach will be beneficial; and facilitating capitalization and inter-cluster/AoR adoption and adaptation of initiatives led or piloted by one of the four UNICEF-led and co-led clusters and AoR.

- **Communicate and work with DHR and EMOPS to promote organizational learning initiatives that meet the needs of coordination team members**
  The GCCS will communicate and work with DHR and EMOPS to ensure that organizational learning initiatives are accessible, appropriate and relevant for coordination team members. This will involve sharing information with DHR and EMOPS concerning the learning needs and capacities of coordination teams; working with DHR and EMOPS to ensure organizational learning initiatives are accessible to coordination team members and to adequately address the learning needs of coordination team members; working with DHR and EMOPS to mainstream coordination topics into key learning initiatives from other divisions; representing the views and concerns of the UNICEF-led and co-led clusters and AoR in discussions on coordination capacities with DHR and EMOPS and acting as a liaison point.

Activities

In order to achieve the objectives of the Learning and Development Strategy, the following activities will be undertaken. [See Annex 2 for Guiding Benchmarks]

Objective 1: Develop the competencies of existing cluster/ AoR staff

1.1 Offer a suite of online self-paced modules aimed at increasing the competencies of existing cluster staff
In order to enhance the quality of coordination and information management, a core set of online self-paced modules will be offered on the Humanitarian Coordination Learning Channel on Agora. These modules will cover the essential skills and knowledge areas that underpin the coordination and information management competencies that are required by coordination team members working across all of the UNICEF-led and co-led clusters and AoRs. The aim will be to improve the ability of current dedicated and double hatting cluster staff to conduct high quality cluster coordination and information management. Online modules will ensure access to learning to underfunded and remote cluster operations, inclusive of sub-national coordinators and partners. Online self-paced modules will be built into blended learning programmes offered by Global Clusters/ AoRs. This will increase the impact of the modules and increase likelihood of transfer of knowledge into practice.

1.2 Offer training on advanced soft skills needed for effective cluster leadership to existing cluster staff
Additionally, to enhance the quality of coordination, and in particular of leadership within cluster coordination, training on soft skills will be offered to existing cluster/ AoR staff. The training will be particularly focused on developing stronger leadership skills such as strategic advocacy and communication, conflict management and negotiation to ensure that cluster staff are able to offer coordination that adds value. Preference will be given to existing "off the shelf" training in relevant institutions (both internal to UNICEF and the UN system and external such as universities), rather than developing tailored cluster-specific training. Training options may be different based on the grade and adapted to varied needs, with possibilities for middle level staff identified as with high potential or in critical roles as much as for the more senior counterparts.

1.3 Ensure cluster staff are able to access existing UNICEF training
In order to support current cluster staff in their career progression, clusters/AoR and the GCCS will facilitate access to existing UNICEF provided training on other key areas of work where lateral movement would be most suitable (eg, training on PME processes for IM staff, or programme on WASH in Emergencies for WASH cluster staff).
This will ensure existing staff are able to expand their knowledge and skills in a way that supports lateral movement to other areas of work.

1.4 In collaboration with DHR, ensure senior and/or high potential cluster coordinators are included in UNICEF's leadership talent pool and are endorsed for Resident Coordinator/ Humanitarian Coordinator (RC/HC) pools when appropriate
In order to support current cluster staff to progress into leadership positions, GCCS will work with DHR to enable senior and/ or high potential cluster coordinators to be included in UNICEF's leadership talent pool, are able to access related senior managers' learning opportunities and are considered eligible for endorsement for RC/HC pools by UNICEF as relevant based on their professional experience and skills.

1.5 In collaboration with the Global Cluster and AoR teams, establish an inter-cluster Monitoring and Evaluation (M&E) system to monitor progress towards capacity strengthening goals
GCCS will work with the Global Cluster and AoR teams to support adoption of standardized indicators across the GCCS and the Global Clusters/ AoR to create an overarching, light touch M&E system. The system will facilitate sharing of data, measurement of the reach of resources, gathering of information to support understanding of the impact of the resources on learning outcomes and identification of further and emerging learning priorities. The system will also help GCCS and the clusters/AoR understand whether capacities are improving thanks to the implementation of the strategy and its activities.

Objective 2: Develop a pipeline of qualified prospective cluster/ AoR staff from within UNICEF, as a priority, and partner organizations

2.1 Design short courses for prospective cluster/ AoR staff

In order to increase the pool of available staff, short courses will be created on Agora with clearly defined target audiences. The short courses will target high potential programme and emergency staff, from within UNICEF and other organizations, and will aim to build the underlying knowledge and skills required to cover cluster functions. The short courses will feature a selection of modules drawn from the existing body of online self-paced modules aimed at providing an overview of the fundamental knowledge and skills required and will be promoted across the organization including on related learning channels on Agora. The short courses aimed at high potential internal candidates will be designed to facilitate eligible UNICEF staff to progress onto the frontlines training.

2.2 Design a facilitated training for UNICEF staff on the DHR Frontlines platform who meet eligibility criteria for cluster work

A blended training using existing self-paced cluster modules with facilitated sessions will be designed for UNICEF staff on Frontlines who meet eligibility criteria for cluster deployments (but do not have direct cluster coordination experience). In addition, content on cluster coordination will be incorporated into existing training for frontlines staff to increase their awareness and understanding of coordination roles and to build their fundamental knowledge and skills.

2.3 Work with the Standby Partners (SBP) team and SBP network partners to provide training for SBP deployees

The GCCS will work with the UNICEF SBP team to develop and provide a joint annual facilitated training for SBP deployees. The aim of the training will be to strengthen the competencies of SBP to operate in more complex and high-profile emergency contexts. The training will strengthen cross-sectoral competencies and sector-specific competencies where appropriate and with the support of the Global Clusters and AoR. Support will also be provided to SBP network partners to strengthen their training offer.

Objective 3: Develop the understanding of supervisors of coordination teams and senior managers

3.1 Develop and promote cluster-related learning specifically designed for senior leaders

In order to enable senior leaders to make more informed decisions about cluster staffing, support and funding, a series of tailored resources including videos and infographics will be created to build awareness and knowledge. The focus will be on accountabilities but also on options. The learning will be highly targeted to meet the learning needs and concerns of senior leaders and will be promoted through existing or new channels (see Activity 2 below).

3.2 Mainstream cluster-related knowledge development in training aimed at leaders and/or HR

In addition, to help senior leaders and supervisors of coordination teams make informed decisions about clusters and provide appropriate supervision, content on cluster coordination will be incorporated into existing training such as the Humanitarian Leadership Workshops or Senior Leaders Orientation, Regional Managers Trainings, Human Resources in Emergencies Network Meeting and similar opportunities.

3.3 Design a short learning course for direct supervisors of cluster roles

In order to ensure cluster/ AoR staff receive adequate supervision, a short learning course will be designed. The course will comprise a combination of existing online self-paced modules on cluster work as well as targeted facilitated training aiming to support supervisors to apply the learning and enhance the quality of the supervision they provide.

3.4 Develop and promote a well-organized online learning platform featuring easily-digestible resources and links to training

In order to reach senior managers and supervisors of coordination teams with content that will raise their awareness of the work of clusters and their accountabilities, a well-organized online learning platform, for example, hosted on SharePoint, will be developed which will feature easily digestible guidance, videos and links to training and which will be open to UNICEF and non-UNICEF personnel. The site and its content will be promoted through targeted channels to reach senior managers and supervisors of coordination teams.

Monitoring and evaluating the strategy

Progress towards the benchmarks defined in the strategy will be undertaken on an annual basis by the GCCS with support and inputs from the UNICEF-led and co-led clusters and AoR.

With the development of the inter-cluster M&E system, the identified benchmarks may be supplemented with additional indicators and the process for monitoring and evaluating the strategy may be refined.

Final evaluation of the strategy will take place in 2026. The development of the subsequent Learning and Development Strategy will be informed by evaluation data, information about emerging learning needs, analysis of organizational priorities in line with any changes to the UNICEF strategic plan and lessons learned from implementation of the capacity strengthening activities by the GCCS and UNICEF-led and co-led clusters and AoR.

© UNI479741

Annex 1: Accompanying Documentation

unicef

GCCS Talent
Management Strategy

Child Protection
Area of Responsibility
Global Protection Cluster

Global CP AoR Learning and
Development Strategy

Global Education Cluster

Global Education Cluster
Conceptual Framework

Global NUTRITION CLUSTER

Global Nutrition Cluster Capacity
Strengthening Framework

WASH Cluster
Water Sanitation Hygiene

Global WASH Cluster Learning and
Development Strategy

© UNI429521

Annex 2: Guiding Benchmarks

Activity #	Activity Description	Benchmark	# of people	Deadline
Objective 1: Develop the competencies of existing cluster/ AoR staff				
1.1	Offer a suite of online self-paced modules aimed at increasing the competencies of existing cluster staff	Suite of online self-paced modules available and accessed by 120 individuals and with 80% of learners agreeing or strongly agreeing that the training met the learning objectives	120	End of 2026
		Modules incorporated into blended learning programmes **run at least twice per year and reaching 90 people** with 80% of learners agreeing or strongly agreeing that the training met the learning objectives	90 (30/yr)	End of 2026
1.2	Offer training on advanced soft skills needed for effective cluster leadership to existing cluster staff	Soft skills **training available and accessed by 45 people** from all UNICEF-led and co-led clusters and AoR with 80% of learners agreeing or strongly agreeing that the training met the learning objectives	45 (15/yr)	End of 2026 (with three cohorts of 15 in 2024, 2025 and 2026)
1.3	Ensure cluster staff are able to access existing UNICEF training	Key areas of lateral movement are identified, and key training areas mapped in a dedicated section in the Humanitarian Coordination Channel on Agora		
1.4	In collaboration with DHR, ensure senior and/or high potential cluster coordinators are included in UNICEF's leadership talent pool and are endorsed for Resident Coordinator/ Humanitarian Coordinator (RC/HC) pools when appropriate	UNICEF includes cluster **coordinators in its criteria for identifying staff for the leadership talent pool and endorsement for RC/HC pools**		
1.5	In collaboration with the Global Cluster and AoR teams, establish an inter-cluster Monitoring and Evaluation (M&E) system for capacity strengthening goals	Adoption of standardized indicators across the Global Cluster/ AoR teams and GCCS and overarching M&E system in place for analysis		

Activity #	Activity Description	Benchmark	# of people	Deadline
Objective 2: Develop a pipeline of qualified prospective cluster/ AoR staff from within UNICEF, as a priority, and partner organizations				
2.1	Design short courses for prospective cluster/ AoR staff	Short courses available with clearly defined target audiences and successfully completed by 45 people	45 (15/yr)	End of 2026
2.2	Design a facilitated training for UNICEF staff on the DHR Frontlines platform who meet eligibility criteria for cluster work	Facilitated training designed and accessed by 60 people with at least 80% of learners agreeing or strongly agreeing that the training met the learning objectives	60 (20/yr)	End of 2026
2.3	Work with the Standby Partners (SBP) team and SBP network partners to provide training for SBP deployees	Facilitated training designed and accessed by 60 SBPs with 80% of learners agreeing or strongly agreeing that the training met the learning objectives	60	End of 2026
Objective 3: Develop the understanding of supervisors of coordination teams and senior managers				
3.1	Develop and promote cluster-related learning specifically designed for senior leaders	Learning resources **(at least two videos and two infographics)** for senior leaders available, integrated into the required training for senior managers and viewed by 100 senior managers	100	Q1 of 2024
3.2	Mainstream cluster-related knowledge development in training aimed at leaders and/ or HR	Content on cluster coordination incorporated into four HR courses reaching at least 100 senior managers	100	End of 2026
3.3	Design a short learning course for direct supervisors of cluster roles	Short learning course operational by Q2 of 2024 with at least 60 learners per year (2024, 2025 and 2026)	180 (60/yr)	Q2 of 2024 (60 in 2024, 60 in 2025 and 60 in 2026)
3.4	Develop and promote a well-organized online learning platform featuring easily digestible resources and links to training	GCCS SharePoint aimed at information for managers operational by Q1 of 2024 and promoted, with at least 50 quarterly visitors.	200/yr	by Q1 of 2024 (200 yearly visitors until 2026)

EMOPs Global Cluster Coordination Section

globalclusters@unicef.org
Global Cluster Coordination Section Communication Site
Humanitarian Learning Channel