



GLOBAL
FOOD SECURITY CLUSTER
Strengthening Humanitarian Response

Strengthening Humanitarian Response



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Global Meeting of Food Security Cluster Partners

27 and 28 November, 2014

WFP Rome, Italy

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Executive Summary

The Seventh Global Meeting of Food Security Cluster (FSC) Partners was held from 27 to 28 November 2014 in Rome, Italy. The meeting brought together more than 80 participants and observers representing over 26 partner institutions and 14 country clusters. The overall purpose of the meeting was to review the work of the Global Food Security Cluster (gFSC) throughout 2014 and to identify priority areas for the new Strategic Plan as well as the related work plan for 2015-16.

The draft Strategic Plan and related work plan matrix had been presented to all partners prior to the meeting. Informed by the meeting discussions, the gFSC Global Support Team will finalize the Strategic Plan and the work plan.

The more detailed objectives of the two day meeting included the following:

- Reviewing gFSC achievements to-date since May 2014 and determining how to best address the recommendations made by the Joint FAO-WFP Evaluation of Food Security Cluster Coordination;
- For each of the four gFSC Working groups, assessing progress and agreeing priorities for the next 6 months,;
- To inform the discussion on the new Strategic Plan for 2014-15, assess the extent to which Clusters (or sector working groups) have been able to overcome the complexity of the regional dimension of some crises, coordinate the Humanitarian Programme Cycle (HPC) process and to integrate people centric issues in West Africa, Whole of Syria and Iraq;
- Present the work developed by the gFSC Global Support Team and the gFSC Drafting Committee for the 2015-2016 Strategic Framework and Work-Plan;
- In connection with the new workplan, develop a concrete plan of action for each of the following priority areas, identified through partner consultation:
 - ✓ Building National Capacity in Preparedness and Contingency Planning
 - ✓ Accountability to Affected Populations and People Centric Issues
 - ✓ Resilience Agenda
- Discussing the following structural issues:
 - ✓ Strategic Advisory Group
 - ✓ Decentralized Response Unit
 - ✓ Different Partnership Modalities
- Identifying a core set of strategic emerging priorities for the gFSC to work on throughout the course of the next six months.

The meeting was chaired by Cyril Lekiefs, ACF and was facilitated by a variety of gFSC partners, each of whom guided specific sessions based on their technical knowledge and areas of expertise. The above objectives were achieved through a combination of informative presentations and robust dialogue amongst meeting participants.

The fourteen country food security clusters present at the meeting provided useful insights into how different coordination models are working in practice. This cross-fertilization of in-country experience produced a very rich discussion, with technical depth, throughout the meeting proceedings.

Participants also provided guidance to the gFSC Global Support Team (GST) on specific follow-up actions they deemed necessary, to continue to improve the performance of the Food Security Cluster. New activities proposed during the meeting will be included in the the 2015-2016 gFSC Strategic Framework and related Work Plan. In addition, it was suggested to pursue the following priorities over the next six months:

1. Advocate for the usefulness of Technical Food Security Assessment Analysis Working Groups at country-level for expediting the HNO process and promoting collective decision-making.

2. Develop and implement a shared cluster approach to Accountability to Affected Populations that will enhance food security responses.
3. As part of the resilience and preparedness agendas, enhance country level capacity development through improved targeting of vulnerable groups and stronger community outreach via trainings and mentoring.
4. Strengthen dialogue with non-traditional donors and partners as a way to mirror in a dynamic way the evolution of humanitarian actors.
5. Start documenting best practices related to new technologies through the creation of an ad-hoc task team to be led by NGO partners.
6. Create the conditions for a more systematic shift from an inter-cluster dialogue based on sharing information to joint programming.
7. Continue the process of consultation with global partners on governance, including on issues related to Strategic Advisory Group.
8. Redefining partnership modalities and engagement of global partners with the global Food Security Cluster (stand-by partners, secondments, short-term deployments).

DAY 1: Opening Remarks & Welcome

Cyril Ferrand, gFSC Global Coordinator and Cyril Lekiefs, ACF, Meeting Chair

Cyril Ferrand, gFSC Global Coordinator and Cyril Lekiefs, ACF, acting as the Meeting Chair, welcomed all meeting participants for the 7th Global Meeting of Food Security Cluster Partners and invited Stefano Porretti, WFP Director of Emergencies and Dominique Burgeon, Director of Emergency & Rehabilitation Division of FAO to open the meeting.

Stefano Porretti, WFP Director of Emergencies

Stefano Porretti welcomed partners to WFP and thanked those colleagues both within and outside of the Cluster team who helped make this event possible. A warm welcome was also extended to the NGOs, the global Nutrition Cluster, donors, clusters coordinators and OCHA present in the room. He then noted the strategic importance of the event given the recent conclusions of the joint WFP/FAO evaluation of the Food Security Cluster and the need to include recommendations into the forthcoming gFSC Strategy for 2015-2016.

According to Mr. Porretti, the gFSC has progressively come a long way in four years' time and has successfully implemented the Protocols of the Transformative Agenda in its efforts to address all humanitarian emergencies. Mr. Porretti acknowledged the currently difficult global humanitarian context with a number of large scale and complex emergencies in place. Before proceeding to introduce the content of the meeting, he reiterated the need to remain committed to the work at hand and to prioritize resources in these difficult times.

Dominique Burgeon, Director of Emergency & Rehabilitation Division of FAO

Dominique Burgeon stressed the importance of partnerships within the cluster system, acknowledging that partners are an asset to the daily work conducted by Food Security Clusters at all levels. The gFSC should also increasingly work with non-traditional actors, including non-DAC-countries and private sectors on issues related to new technologies, with a view to securing the much needed humanitarian funding to counter the numerous and competing crises.

Mr. Burgeon also expressed his concern regarding countries containing food security indicators which have significantly deteriorated in late 2014 (i.e. Somalia) or that could potentially further deteriorate in light of recent natural or man-made disasters, such as in Mali, the Central African Republic and West Africa.

Review of gFSC Achievements: May-November 2014 and final update of the Joint FAO-WFP Evaluation of FSC Coordination

As a part of his presentation on the gFSC achievements between May and November 2014, Cyril Ferrand, gFSC Global Coordinator, provided an overview of the evolving humanitarian crises and the gFSC funding situation. The main gFSC achievements against the work-plan objectives are summarized below:

Work-Plan Result Areas	Main Achievements
1. Capacity Development	<ul style="list-style-type: none"> ▪ 21 Cluster Coordinators from 15 countries attended the CC Training; ▪ 4 additional backstopping missions (South Sudan, occupied Palestinian territories, Iraq, Gaziantep) contributed to further interaction between CCs & CLAs; ▪ The AAP and People Centric Issues Checklist is included in the CC Training Package; ▪ Programme Quality was integrated in the Whole of Syria HNOs and SRPs; ▪ FS CCs attended protection mainstreaming trainings by the protection cluster in Somalia and Pakistan; ▪ A Programme Quality Training is under discussion with Somalia; ▪ 4 CC Trainings have taken place. 73 colleagues were trained, out of which 34% were deployed; ▪ 2 Information Management Trainings have taken place. 44 colleagues were trained.
2. Information Management & Learning	<ul style="list-style-type: none"> ▪ The IM Tool development process has been completed. IM Tool implementation has been started in Somalia, Iraq, Whole of Syria Sector and South Sudan. ▪ The gFSC actively engages with partners through the FSC website and social media as well as through the Working Groups, monthly teleconferences, e-mail exchange and face-to-face meetings; ▪ The gFSC Coordination Performance Monitoring Tool has been successfully rolled out in 6 countries (Afghanistan, C.A.R, Colombia, Pakistan, Yemen, Somalia); ▪ The gFSC is conducting Lessons Learned for the Colombia Food Security & Nutrition Cluster; ▪ The GCC mission to South Sudan in July 2014 following the OPR in May 2014 contributed to a better understanding of global cluster lessons learned and good practices; ▪ CC retreats will be considered for the next two years to promote greater learning;
3. Operational & Surge Support	<ul style="list-style-type: none"> ▪ In 2014, the gFSC conducted 16 capacity support missions for the average duration of 10 days and 9 surge support missions ▪ Members from the Global Support Team conducted 9 surge deployment missions and facilitated the deployments of 7 gFSC partners, including NRC, RedR, Canadeem, MSB and iMMAP,. These deployments on average lasted 84 days;
4. Advocacy, Communications & Partnerships	<ul style="list-style-type: none"> ▪ The gFSC has received positive reviews from partners concerning the monthly bulletins, new Global Dashboard and 2014 Annual Report; ▪ The GST will continue to advocate on behalf of the gFSC at various arenas, including the FAO Donors Meeting and the internal FAO/WFP management meetings; ▪ The Joint FSC Evaluation was presented to both the FAO Programme Committee and the WFP Executive Board, a series of internal seminars, and will be presented to the IASC Principal members, promoting greater awareness-raising for the cluster.

gFSC Partners commented on the presentation of gFSC Achievements and provided the following key recommendations:

- With regards to the gFSC Funding Status, **one partner** welcomed the creation of a gFSC dashboard and infographics and suggested that partners contribution to the daily work of the cluster in terms of time, human and financial resources be also captured;
- A country cluster representative welcomed more in-country Cluster Coordinator and Information Management Trainings from the gFSC;
- The **Global Nutrition Cluster** would like to support the work of the gFSC on developing and field-testing guidance on Accountability to Affected Populations;
- One country cluster welcomed greater guidance from the gFSC on establishing viable coordination architectures in countries where there are no formally active IASC clusters;
- **A partner** recommended utilizing the CC & IM trained candidates who have not been formally deployed, for short-term capacity building missions as needed.

Report-Back from Technical Working Groups

Each Working Group (WG) reviewed progress to date through 2014, assessed if a continuation of the WG was required, and if so, began to identify specific areas of focus for 2015. Feedback from the chairs and co-chairs of each of the three working groups was provided in open plenary. A summary of each of the Working Groups' objectives and activities for the next six months is summarized in the matrices below.

Programme Quality Working Group

Co-Chairs: Philippa Young, Oxfam; Vincent Annoni, IMPACT Initiatives; **gFSC Focal Points:** Samantha Chattaraj and Marisa Muraskiewicz

The focus of the Programme Quality Working Group (PQWG) is on assessment and response analysis, monitoring and evaluation, people centric issues and other cross cutting issues towards Accountability to Affected Populations. During the November 2014 face to face meeting the PQWG reviewed the progress made for each of its activities including a list of standard FSC strategic objectives and indicators, response analysis frameworks and guidelines, standard monitoring templates, and checklists to integrate people centric issues and energy across the HPC. In 2015 the PQWG will disseminate this guidance to the country level, including instructing how it can be used, advocating for its use and monitoring its impact for different food security emergency responses. The PQWG face to face meeting also provided an opportunity for partners to give technical feedback on the MIRA that was presented at the Global Cluster Coordinator Meeting by the gFSC.

PQWG Work Plan June 2014-December 2014		
Activity	Status	Next Steps
Generic FSC Objectives & Indicators	Ongoing →Generic FSC Objectives & Indicator list drafted	<ol style="list-style-type: none"> 1) Revise SOs and output/outcome indicators according to WG feedback. Include linkages with Urban WG. 2) Circulate final list to PQWG and distribute to country clusters in line with the HNO/SRP process.
Market Analysis Methodologies	Completed →Situation and Response Analysis Framework (SRAF) and Guidelines →Livelihood Baseline Analysis guidance and training on HEA methodology-rapid HEA →Pre-crisis market (PCMMA) and integrated market analysis (IMMA) approaches.	<ol style="list-style-type: none"> 1) Incorporate Save the Children Cash Emergency Preparedness guidance and OXFAM SOPs in FSC trainings. 2) gFSC advocacy for inclusion of market analysis in toolkit annex to the MIRA 3) Mapping of guidance on early warning/contingency planning initiatives and promote dissemination within clusters and learning on contextual examples that are already underway.
Monitoring Tools	Ongoing →On-Site Monitoring and Post Distribution Monitoring templates reviewed and standard FSC templates drafted for recommendations on key monitoring components for food assistance	<ol style="list-style-type: none"> 1) Broaden the PDM guidance to cover more "recommended & priority" components taking from various partner templates 2) Include livelihood/agriculture related guidance 3) Dissemination and advocacy of guidance materials for monitoring tools
Checklist to Mainstream People Centric Issues/AAP in HPC	Ongoing →Checklist integrated in CC training, shared with country clusters as a part of gFSC briefing package and promoted by global nutrition cluster. →Evidence collected from field on use of checklist.	<ol style="list-style-type: none"> 1) Further guidance/capacity building with targeted country clusters 2) Survey with country clusters to see how this resource is used by cluster secretariat and partners 3) Including new examples/resources in the checklist
SADD Proposal	Ongoing →Proposal drafted with LMMS tool included	<ol style="list-style-type: none"> 1) Identify Partners to partake in the initiative 2) Start with activities from early 2015
AAP Concept Note	Ongoing →Plan for operatizing AAP in food security emergencies drafted.	<ol style="list-style-type: none"> 1) Identify partners and work on the core outputs. 2) Field-test guidance in different food security emergency responses and collect lessons learned. 3) Outputs will be used along with the checklist for people centric issues/AAP to offer a comprehensive and contextualized support to clusters.

Checklist for Integrating Energy Across HPC	Ongoing → First draft reviewed by WG	<ol style="list-style-type: none"> 1) Incorporate more NGO projects & environment based issues into the checklist. 2) Revise draft of checklist and share with PQWG for endorsement.
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Cash & Markets Working Group

Co-Chairs: Quentin Le Gallo, Norwegian Refugee Council; **gFSC Focal Point:** Marina Angeloni

The purpose of the Cash and Markets Working Group (CMWG) is to strengthen the coordination and mainstreaming of Cash Transfer Programming (CTP) and Market Based Programming (MBP) of gFSC partners in humanitarian responses. The WG meeting offered an opportunity to bring together different relevant stakeholders to agree on next steps to develop the CashCap Cash Capacity Building Roster initiative.

Cash & Markets WG Work Plan		
Activity	Status	Next Steps
1. CashCap (Cash & Markets Capacity Building Roster)	Ongoing <ul style="list-style-type: none"> ✓ Concept Note completed and shared among partners + feedback collected; ✓ Consultative process and sharing of roster options & cash profiles ongoing 	<ul style="list-style-type: none"> • Form a Steering Committee to develop ToR for consultant to lead the CashCap set-up e.g. to work on finalization of structure/platform of roster and financial details; assess FS CCs and other partners on needs related to C&M to finalize cash experts' profiles • Present initiative to the next GCC retreat to ensure participation of other global clusters
2. Global Advocacy & Coordination	Ongoing – discussions ongoing to identify options for a global coordination platform on CTP	<ul style="list-style-type: none"> • Liaise with CaLP and other cash multi-sectorial platforms for advocacy purposes
3. Knowledge Sharing	Ongoing – WG webpage + email correspondence to share information	<ul style="list-style-type: none"> • Finalize links with CaLP website/themed pages to store information on FS cash and markets related • Identify working relation with other gFSC's WGs
4. Other	N/A	<ul style="list-style-type: none"> • Election of new Chair/ Co-chair

Food Security & Livelihoods in Urban Settings Working Group

Co-Chairs: Allister Clewlow, Samaritan's Purse; **gFSC Focal Point:** Marina Angeloni

The overall aim of the Urban Working Group is to strengthen coordination and capacity of gFSC partners to shape food security responses in urban settings, at both global and national levels. During the face to face meeting, among other activities, the WG reviewed the progress made on building tools and guidelines specific to urban contexts including the Adapting to an Urban World Project that aims to develop food security vulnerability urban assessment tools and piloted the first case study in Harare, Zimbabwe in November 2014.

Urban WG Work Plan		
Activity	Status	Next Steps
1. Adapting to an Urban World gFSC/WFP Joint Project	Ongoing – Phase I Completed: Desk review + first pilot urban assessment conducted in Harare Zimbabwe	<ul style="list-style-type: none"> • Finalize results and report of the Zimbabwe case study • Planning for the urban assessment around Syria Crisis (1Q 2015) • Select locations in consultation with partners and CCs • Plan ALNAP Webinar to share results (1Q 2015) + increase visibility of project
2. Support to FSC Country Level Urban Initiatives	Ongoing – Concept note developed by WG and shared/agreed by FSCs + CCs attending Urban WG face to face	<ul style="list-style-type: none"> • Develop TORs Urban Regional Coordinators + fundraising • Increase communication between global WG and CCs on urban

3. Urban Mapping Exercise & Urban Case Studies	Ongoing – Version II has been reached + new data collection ongoing	<ul style="list-style-type: none"> Finalize links with gFSC IM Tool to extract urban data to feed into the mapping – Somalia case as a pilot Continue encouraging urban case studies sharing
4. Urban Lessons Learned	Ongoing – Philippines Urban LLs conducted + discussions with WG partners on interest/need to conduct other LLs ongoing	<ul style="list-style-type: none"> Finalize LLs in Colombia FSC Collect information on Country FSCs urban initiatives with the aim to inform new LLs locations Assess interest of Country FSCs in conducting the LLs Revise the LLs structure – include technical aspects not only coordination
5. Communication, Participation and Advocacy	Ongoing <ul style="list-style-type: none"> Participation/representation in Urban conferences/forums increased (IASC WG, ALNAP CoP, other) Participation in TCs increased Action-oriented TCs not just info-sharing WG membership number and variety increased 	<ul style="list-style-type: none"> Improve quality of WG webpage Look into developing inter-cluster collaboration with global Clusters on urban issues Increase visibility of WG activities Increase active participation of WG members Increase collaboration with other gFSC WGs

Inter-Cluster Food Security & Nutrition Working Group (ICWG)

Co-Chairs: Anne Callanan, gFSC Senior Programme Advisor & Josephine Ippe, GNC Global Coordinator

The below matrix summarizes progress to date on the Joint Food Security and Nutrition Cluster Work-Plan. The ICWG is not a formal working group with a formal partnership cadre and regular meetings. It does however have the mandate to provide operational and technical direction and guidance to the gFSC on synergies between the Food Security and Nutrition Clusters in humanitarian responses.

Inter-Cluster Food Security & Nutrition Work Plan			
Objectives	Activity	Status	Next Steps
1. Ensure better coordination between the Food Security & Nutrition Clusters at Global & Country Levels	✓ Engage in online discussion forums and other inter-cluster initiatives	<ul style="list-style-type: none"> <u>Ongoing:</u> Engaged in Global Forum on Food Security & Nutrition, ENN, ICN2 and others. 	<ul style="list-style-type: none"> To provide a summary of key outcomes from events/discussions.
	✓ Undertake joint scoping missions	<u>-Ongoing:</u> No scoping missions to date, - 2 clusters are aware of coordination challenges from CPM Tool findings.	<ul style="list-style-type: none"> -Take action as per CPM findings -Conduct more in-country scoping missions and targeted mentoring for CCs.
2. Promote the use of appropriate tools and guidance to enhance the quality of food security and nutrition responses	✓ Provide prompt guidance, when needed, on modalities for conducting joint nutrition and food security programming in different national contexts	<p><u>-Completed:</u> A Joint Letter was revised and sent on behalf of the Global FS&N CCs to country clusters regarding how to promote greater inter-cluster synergies in the following areas:</p> <ul style="list-style-type: none"> Needs Assessments Response Analysis & Implementation Capacity Building Advocacy <p>-We have also generated a guidance checklist for good coordination + programming btw. FS&N clusters in all phases of the HPC.</p>	<ul style="list-style-type: none"> --Continue to discuss + provide guidance on inter-clusters coordination challenges in country.

3. Strengthen capacity development to respond to nutrition and food security crises	✓ Organize joint trainings for cluster coordinators, as well as joint missions, when appropriate.	<u>-Ongoing:</u> No joint trainings have been conducted yet, but a former Nutrition Cluster Coordinator participated in the FS CC August Training; the FS&N CC from Colombia attended our CC Training two weeks ago.	-We will continue to work toward the participation of CCs in Food Security and Nutrition Trainings and Global Meetings.
	✓ Facilitate documentation and dissemination of best practice and learning on inter-cluster linkages in programming.	<u>-Ongoing:</u> A Checklist outlining good practices in food security and nutrition programming has been developed; -A lessons learned exercise is being conducted in conjunction with the FS&N Cluster in Colombia.	-Continue to collect best practices and learnings.
4. Promote Advocacy efforts for enhanced collaboration between the two clusters	✓ Advocate for sufficient national capacity to address coordination between the two clusters, especially when the international workforce retreats	<u>-Completed:</u> A Checklist for mainstreaming key people-centric issues across the HPC was jointly developed by the FS&N Global CCs.	-Continue in this line of work
	✓ Develop a Joint Advocacy Statement between the Global Food Security & Nutrition Clusters	<u>-Completed:</u> A Joint Advocacy Statement was developed and is the process of being endorsed.	-Endorse and disseminate the Advocacy Statement

Coordination Update on Whole of Syria, Iraq and West Africa (Ebola Response)

The purpose of the Coordination Update on Whole of Syria, Iraq and West Africa was to update meeting participants on some of country-level Food Security Clusters issues and recent developments. The aim of the discussion focusing on the themes of 1) Regional framework of coordination, 2) Humanitarian Needs Overview and 3) People Centric Issues and Accountability to Affected Populations was then to inform the Day 2's discussions on the gFSC Strategic Plan and work plan for 2015-16.

Regional Framework of Coordination: The objective of the discussion around regional framework of coordination was to ascertain the extent to which the three country clusters (or sector working groups) were able to coordinate on a much broader platform than usual through their respective regional frameworks. It was agreed that all three emergencies had particular coordination challenges.

The challenges around the regional coordination structure were discussed.. Some of the challenges include that IDPs in Iraq are dealt with by the country offices, whereas refugees are handled by the Regional Emergency Coordinator's (REC) Office. These dynamics sometimes pose a challenge in promoting a more harmonized response and transparent information sharing.

Coordination challenges are also present in Liberia, where accountability and reporting lines are somewhat different between the Cluster Lead Agencies (CLAs). WFP's regional office in West Africa is accountable for the overall response at country office level, whereas FAO's country office is fully accountable for the response dynamics. However, strong systems of communication and information sharing among all actors at country and regional levels help strengthen the overall coordination.

Similar challenges are also present in the Whole of Syria Food Security Sector, where the WFP REC office is in Amman, but the FAO office and the Sector Coordinator are based in Gaziantep.

Humanitarian Needs Overview: The session also addressed the extent to which clusters were able to capture the food security needs in a consultative way in order to determine the people in need (PIN) figures and to provide an overview of key humanitarian issues. It was generally agreed that the cluster has a role to play in both ensuring effective coordination for food security programming, but also in identifying humanitarian needs at both national and sub-national levels. This can be done in a variety of ways. A consultative approach with partners is key to the process. The Iraq FSC experienced very positive results when it created a Food Security Analysis Working Group that brought

together a variety of technical focal points from different partner agencies to reach consensus on PIN figures. The Whole of Syria Food Security Sector (WOS FSS) adopted a similar approach, albeit three years into the emergency operation. Their particular experience highlighted the need to consult more partners and to highlight the impartiality of the assessment analysis process, in light of the political context. The sector also agreed to minimize time constraints and geographical obstacles in an effort to build trust between the different coordination hubs in Jordan, Turkey and Syria. Although there was no official HNO in Liberia, the cluster still ensured that the strategic plan and work plan were drafted drawing on all of the available evidence provided through food security cluster partner assessments or other sector assessments. The FSC Liberia strategic plan was developed to support the overall government and United Nations Mission for the Ebola Emergency Response five strategic objectives and thirteen priority actions.

People Centric Issues and Accountability to Affected Populations: The final part of the session addressed the key steps the three food security clusters/sectors in Iraq, WOS and West Africa need to undertake in order to fully operationalize people-centric issues and the Accountability to Affected Populations (AAP) Framework into the overall response. Presentations from partners highlighted the main challenges in delivering these key commitments. The main constraint is that there is no one harmonized approach to AAP, which renders it difficult to consistently measure progress against its five commitments.

The WOS FSS highlighted the difficulties in implementing an AAP approach in an open conflict zone in light of the heavy process/content-centric approach to the response. Other constraints included those related to access, funding blocks, fragmented leadership and governance, as well difficulties in monitoring and evaluating the response. Similarly, the FSC in Liberia believed that assessments undertaken did not involve all segments of the affected communities across gender, age and disability in order to inform programme decision-making. Targeted vulnerability analysis was also not undertaken, which would have been very useful in formulating location-specific considerations, including security and access. The secondment of HelpAge International Standby Partner, will undoubtedly assist in further integrating people-centric issues into the overall response through a stronger emphasis on community outreach, training and education, especially among local leaders.

Comparatively, the FSC in Iraq has been making significant progress in integrating AAP into the response framework through interagency assessments on information and communications needs, community consultations on food and capacity building. The implementation of a two-way communications centre (2WCC) was also very useful for capitalizing on different stakeholders' experience and expertise.

Day 1 Key Recommendations

During the first day's discussions, the following recommendations were raised by meeting participants:

1. Promote and disseminate more lessons learned and good practices from each emergency operation with a view to applying those lessons in future crises.
2. Devise concrete guidance on how to coordinate the cash response in different emergency contexts.
3. Consider utilizing innovative technology especially for accountability purposes and community consultations.
4. Devise better guidance on cluster exit strategies and resource mobilization for protracted crises.

DAY 2: Contextual Overview of the gFSC Strategic Framework & Work Plan for 2015-16

The second day of the meeting focused on discussing the gFSC Strategic Plan and Work Plan for 2014-15 from contextual, thematic and structural points of view. Prior to the meeting, the gFSC Global Support Team had shared the draft narrative of the Strategic Plan and the work plan matrix with the participants.

As proposed at the at the gFSC Partners Meeting in May 2014, a gFSC Strategic Plan "Drafting Committee" was established in July, including representatives from ACF, CARE International, Food Security and Livelihoods Working Group in Gaziantep, HelpAge International, Lutheran World Service India Trust on behalf of ACT Alliance, Samaritan's Purse and Welthungerhilfe. The Committee had a face-to-face meeting in Rome on 5 September to discuss the "zero draft version of the gFSC work plan". ACF, Welthungerhilfe and FSLWG Gaziantep were present at the meeting in Rome and other members of the Drafting Committee commented the draft by email. All comments were consolidated and are now reflected in the work plan matrix, based on which the global Support Team drafted the Strategic Plan narrative.

In general, the Strategic Plan 2015-16 document follows the same “Pillar” approach as the 2013-2014 Strategic Plan, but includes additional pillars on global partnerships and operational collaborations, as well as on learning and knowledge management. The narrative that was shared with partner prior to the meeting still included some gaps as the purpose of meeting discussions, especially on preparedness, resilience and AAP and People Centric Issues, was to inform how to fill these gaps. After the meeting, the gFSC Global Support Team will finalize the narrative and work plan share with all partners.

This discussion on the Strategic Plan first focused on the contextual framework in which we operate. The session provided insight into the global humanitarian context and aid architecture, highlighting spending/financing trends as they relate to different humanitarian needs through time. Evidence from the Centre for Systemic Peace shows that conflicts worldwide have tended to rise after 2009 and are expected to remain at a similar conflict level to the 1970s and 1980s. According to the 2014 Global Peace Index, the global impact of violence equals \$9.8 trillion or approximately 11.3 percent of global GDP. Syria has replaced Afghanistan as the world’s least peaceful country according to this analysis. In light of this emergency environment, the UN coordinated appeals spent around \$204 per beneficiary in 2014, which is approximately 18% more than in 2013 and 46 percent more than in 2012. In 2013 private contributions represented 20 percent of all humanitarian assistance, highlighting the importance of working with non-traditional partners to enhance the overall response.

Furthermore, the contextual overview session provided insight into current FSC strengths and weaknesses as well as opportunities for further growth. The SWOT matrix that was developed at the Drafting Committee members was presented to participants as summarized below:

STRENGTHS <ul style="list-style-type: none"> Cluster’s role in critical needs assessments Humanitarian policy engagement and close linkage with the EDG Cluster approach increasingly supported by NGOs. It is less perceived as being UN centric Exchange and collaboration on key topics of importance (e.g. programme quality, urban responses research) supports mutual learning, extended cooperation and standardisation of approaches 	WEAKNESSES <ul style="list-style-type: none"> Not enough staff trained for L3 (=not enough skills) Engagement of lead agencies not always adequate at country level Cluster financing remains difficult FSC still perceived as a UN entity No clear delineation between supply-driven and demand-driven approaches
OPPORTUNITIES <ul style="list-style-type: none"> Resilience agenda Building on donors “buy-in” to FSC, standard funding proposals could be developed (Should cluster trust fund be explored) Cash and markets more on the agenda New technologies for humanitarian assistance Inter-cluster approach (global level position paper between Nut. and FS) Broadening of actors (non-traditional humanitarian actors) 	THREATS <ul style="list-style-type: none"> How to cope with multiple macro-crises (L3) How to perform coordination when security (access) is an issue Conflict or political divide in country as an impediment to integrated coordination response Broadening of clusters tasks: where to start, where to stop?

Thematic Overview of the gFSC Strategic Framework & Work Plan 2015-16

The purpose of the thematic discussions was to provide additional inputs to the gFSC Strategic Framework and Work Plan by focussing especially on the following key topics which are very high on the humanitarian agenda. The following matrices highlight the concrete actions that the break-out sessions discussion groups proposed the gFSC undertake on each topic over the next two years. These suggestions will be included in the gFSC Strategic Framework & Work Plan 2015-16, with their implementation being subject to funding available.

Group 1 – Building National Capacity in Preparedness & Contingency Planning

Facilitators: Philippa Young, Oxfam

Proposed activities to be undertaken
1. Identify high risk/low capacity countries to advocate for and mobilize resources for preparedness efforts
2. Map inter-regional capacity on preparedness
3. Integrate a Contingency Planning Module in the Cluster Coordinator Training
4. Develop a Checklist/Guidance on how to integrate food security elements into existing Contingency Plans
5. Ensure capacity/early warning systems at global level
6. Promote greater inter-cluster engagement on preparedness
7. Promote cross-country learning through documentation and dissemination of findings
8. Advocate for timely activation of clusters/coordination mechanisms at global level

Group 2 – Accountability to Affected Populations & People-Centric Issues

Facilitators: Julie Mayans, Solidarités International; Sara Belfrage, WFP; Marumbo Ngwira, World Vision International

Proposed activities to be undertaken

1. Clarify AAP roles and responsibilities between Cluster Coordinators and partners at global and national levels.
2. Revise the Concept Note, working with both the Global Nutrition and Food Security Clusters, as well as interested partners (World Vision, HCR, Save the Children, WFP/FAO/UNICEF) to develop and field-test AAP tools and guidance.
3. Identify coordination and capacity building needs on AAP for clusters and partners at global and national levels.
4. Document successful accountability practices in food security programming in different emergency contexts.
5. Develop guidance/SOPs on the following areas:
 - a. Feedback & Complaints
 - b. Participation & Consultations
 - c. Information Sharing/Data Protection Policy
6. Develop a core set of indicators to measure AAP in different food security contexts.
7. Develop a Vulnerability Analysis Framework to ensure AAP for people in need.
8. Capitalize on and complement the Checklist for Mainstreaming People-Centric Issues into the HPC

Group 3 – Resilience Agenda: gFSC Engagement in Resilience

Facilitators: Dina Brick, CRS and Quentin Le Gallo, NRC

Proposed activities to be undertaken

1. By May 2015, create a short-term task force to conduct a global level mapping exercise on resilience initiatives (with clear TORs), reaching out to existing networks on resilience and country-level Food Security Clusters.
2. By May 2015, hire a consultant to collect information on ongoing activities in countries with resilience activities and to map what are the country-level FSC needs for mainstreaming resilience within the HPC. The overall objective of activities 1 and 2 is to write a FSC position paper on resilience.
3. After May 2015, create a checklist/guidance for Cluster Coordinators and partners on how to include resilience in the FSC activities in the different stages of the HPC.

Structural Overview of the gFSC Strategic Framework and Work Plan for 2015-2016

The final session of the gFSC Partners' Meeting focussed on structural issues, especially the topics of Strategic Advisory Group, Decentralized Response Unit and how to further strengthen the gFSC partnerships. In particular, partners were asked to express their opinion vis-à-vis the following topic areas: 1) Strategic Advisory Group, 2) Decentralized Response Unit and 3) Partnerships. The Chair of the Meeting was thanked for his overall efforts in facilitating the Meeting and the session on the Strategic Advisory Group in particular.

Strategic Advisory Group

In his presentation, the Chair highlighted the fact that it is a very timely moment to assess the Food Security Cluster governance structure in light of the significant progress made over the course of the four-year process. In the plenary discussion that followed, overall, partners had diverse views regarding the need to create a Strategic Advisory Group (SAG) as a consultative body for the gFSC. Partners were generally in favor of exploring the idea further, acknowledging its possible merits. Overall views are clustered in the following three categories:

1. Some NGOs indicated that, while acknowledging that the initial business model that was endorsed by all partners in 2011 is globally working, it might be opportune after four years of existence of the gFSC, to reassess governance and the NGOs involvement but also commitment to the gFSC and that the creation of a SAG, which some other global clusters already have, might be a way forward.
2. Some partners welcomed more cluster governance and suggested undertaking a formal review to ascertain partner interest in this process.
3. However, some partners believed the gFSC to be a very open cluster and felt there is no need to formalize consultations through a SAG at this stage. Some participants felt that technical working groups are more useful

than SAGs in providing technical expertise and guidance to Coordinators on key issues. Furthermore, it was highlighted that the SAG would still be accountable to the Cluster Lead Agencies FAO and WFP.

During the discussion no formal consensus was reached and it was therefore decided that partners would be formally consulted regarding their views vis-à-vis the SAG to come to a final conclusion on the subject. We are pleased to announce that the formal consultation process has already begun and all results will be duly shared with partners after careful review of all partner inputs.

Decentralized Response Unit

The purpose of the discussion was to explore partners' views on various options to better serve country clusters including through regionalization/decentralization of part of the support team. There was not sufficient time to reach consensus. The discussion also covered the advantages of Rapid Response Unit (RRU) systems, as they exist in other clusters. For example, the Nutrition Cluster has a RRU which is deployable within 72 hours and up to 12 weeks. While some participants welcomed the idea of a RRU through their positive experiences with other Global Clusters, others felt that it might not be appropriate to compare different clusters in light of their different histories and mandates. It was further noted that as the gFSC is a relatively new cluster, becoming operational only in April 2011. It therefore cannot be expected to have developed similar resource materials to other clusters yet. However, it was decided that the gFSC will still look closer into the experience gained from other Global Clusters with the different rapid response mechanisms to assess possible advantages/ disadvantages. It was highlighted that despite the absence of a Decentralized Response Unit, the gFSC Support Team conducted 28 surge and support missions in 15 countries, with the average duration of 17 days. In addition the Support Team facilitated 26 deployments to country-level clusters from the gFSC Roster and the stand-by partners', global partners' and Lead Agencies' pool of experts, with the average duration of 79 days. As a result of this process, the gFSC did not encounter significant surge gaps for 2014. A country cluster representative further noted that while Rapid Response Teams may provide surge support, they may at times be more conditioned by their individual agency mandates as opposed to adopting an appropriate cluster lens to the response.

Partnerships

The presentation highlighted the numerous different partnership typologies the gFSC has adopted through time. Secondments to the Global Support Team, Standby Partners for surge deployments and capacity development, rapid response secondments, are but a few of the partnership models the gFSC has explored. The most typical bottleneck for exploring new partnerships has been funding constraints. At country level there are a number of successful co-chairing models and good inter-cluster work that have been captured through the various lessons learned. The gFSC now has a stronger role to play in advocating for these successful partnership models at global level. In particular, the gFSC will make it a point to develop stronger links with non-traditional partners as well as governments and civil societies with a view to enhancing local capacity development and existing systems.

Day 2 Recommendations & Concluding Remarks

The meeting was closed by thanking all the participants for the fruitful and active discussions. Colleagues stressed that they were struck by the rich conversation across participants throughout the meeting – in particular the strong complement of country presentations, as well as country networking and experience sharing.

The following recommendations were made by participants during the second day of the meeting, in an effort to enhance the work of the gFSC over the course of the next six months.

Day 2: Recommendations

1. Address inter-cluster linkages on resilience, preparedness and AAP at global and country levels;
2. Develop a shared cluster approach to AAP through the development of concrete, measurable and actionable deliverables;
3. Consider a strategy for linking the delivery of aid with the reinforcement of existing systems and capacity development;
4. Develop a gFSC Global Resilience Position Paper and concrete checklist/advice for country-level Food Security Clusters on how to integrate resilience in the HPC and FSC scope of work

5. Develop a gFSC Information Sharing Policy containing concrete guidance on how to deal with confidential/politically sensitive data as per the Programme Quality work plan;
6. Explore other partnership models including relations with non-traditional actors.

Annex 1 – List of Participants

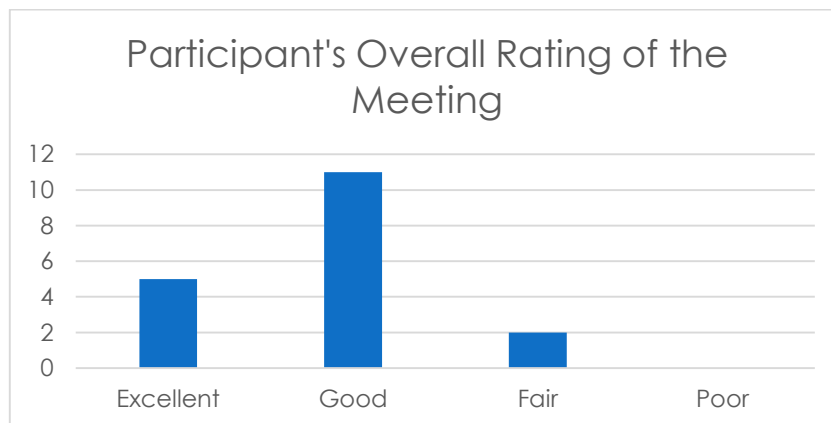
	Surname	First Name	Organization
1	Annoni	Vincent	IMPACT Initiatives
2	Behrens-Shah	Priya	Welthungerhilfe
3	Bolanos	Daniel	IFRC
4	Bradley	Amy	World Animal Protection
5	Brick	Geraldine	Catholic Relief Services
6	Caniato	Marco	COOPI
7	Chibafa	Keith	World Vision International
8	Collodel	Andrew	HelpAge International
9	Clewlow	Allister	Samaritan's Purse
10	Dhur	Agnes	ICRC
12	Gray	Amanda	International Rescue Committee
13	Hieber-Girardet	Loretta	OCHA
14	Jackson	Rosie	Save the Children
15	Lang	Juliet	OCHA
16	Le Gallo	Quentin	NRC
17	Lekiefs	Cyril	ACF
18	Liku	Justus	CARE
19	Mattinen	Hanna	UNHCR
20	Mayans	Julie	Solidarités International
21	McLean	Malcolm	DG ECHO - European Commission
22	Mercurio	Livio	British Red Cross
23	Morehead	Jill	Mercy Corps
24	Nese	Barbara	COOPI
25	Ngwira	Marumbo	World Vision International
26	O'Mahony	Anne	Concern Worldwide
27	Ølholm	Thomas	NRC
28	Otieno	Killen	Plan International
29	Saparbekov	Ayadiil	Global Nutrition Cluster
30	Tarus	Thomas	World Vision International
31	Temesgen	Belete	World Vision International
32	Wilke	Adriana Estrada	IFRC Livelihoods Resource Centre
33	Yemane	Michael	International Medical Corps
34	Young	Philippa	Oxfam
Country Food Security Cluster Participants (FAO Field Staff)			
35	Angel	Manuela	Food Security & Nutrition Cluster, Colombia
36	Baldo	Francesco	Coordinator, Whole of Syria
37	Dontaine	Jean Francois	Coordinator, Niger
38	Fakhre	Alam	FSC Co-Coordinator, Pakistan

39	Ferloni	Marco	Cluster Coordinator, Occupied Palestinian Territories
40	Kahomboshi	Guillaume	FAO, DRC
41	Montersino	Enrica	Afghanistan FSAC NGO Co-Chair (Relief International)
42	Rossi	Davide	FSLWG Co-Coordinator, Gaziantep
43	Heise	Solange	FAO (Niger)
Country Food Security Cluster Participants (WFP Field Staff)			
44	Elsafi	Ezzadean	Food Security and Livelihood Cluster Coordinator, Sudan
45	Hart	Sandra	WFP, Timor Leste
46	Mrewa	Bernard	FSC CC, Somalia
47	Rao	Zulfiquar	FSC Co-Coordinator, Pakistan
48	Rasul	Khalid	FSC Sub-National Coordinator, Pakistan
49	Rovaris	Elena	FSLC CC, South Sudan
50	Rudakubana	Angelline	Afghanistan
51	Valentini	Marco	Yemen
52	Wigley	Barb	FSC, Iraq
Cluster Lead Agencies HQ			
Food and Agriculture Organization			
53	Guyetsky	Alexandra	FAO
54	Benson	Nicole	FAO
55	Kauffmann	Domitille	FAO
56	Joshi	Indira	FAO
57	Jacqueson	Patrick	FAO
58	Owani	Jimmy	FAO
59	Juvanon	Etienne	FAO
60	Tiberi	Laura	FAO
61	Wabbes Candotti	Sylvie	FAO
62	Hampson	David	FAO
63	Marshland	Neil	FAO
World Food Programme			
64	Twose	Aysha	VAM HQ or
65	Hjelm	Lisa	VAM HQ or
66	McHarris	John	VAM HQ
67	Belfrage	Sara	WFP HQ
68	Ogden	Kathryn	WFP
Global Support Team			
69	Cyril	Ferrand	gFSC
70	Anne	Callanan	gFSC
71	Ariella	Glinni	gFSC
72	Roberta	Canulla	gFSC
73	Samantha	Chattaraj	gFSC
74	Kaisa	Antikainen	gFSC
75	Emma	Fitzpatrick	gFSC
76	Vanessa	Bonsignore	gFSC
77	Marisa	Muraskiewicz	gFSC
78	Marina	Angeloni	gFSC
79	Nancy	Alvarez	gFSC
80	Miguel	Rodriguez Fernandez	gFSC
81	Evan	Sheldon	gFSC

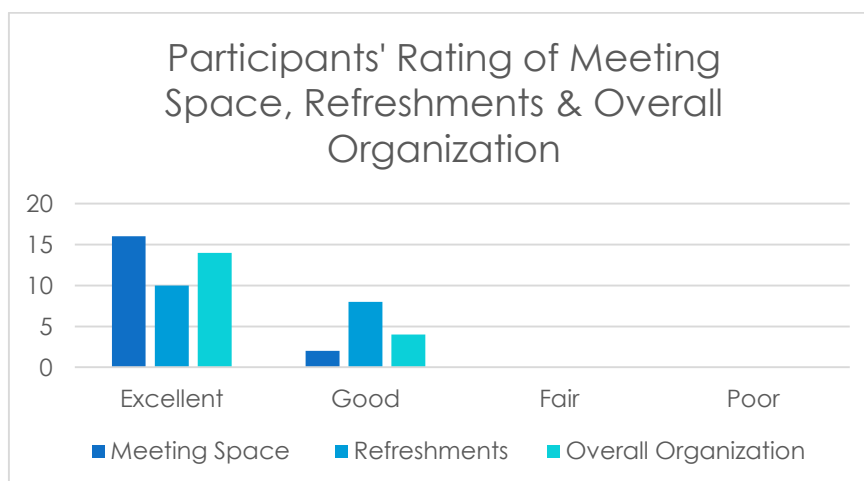
Annex 2 – Overview of Partner Evaluations/Feedback Forms

This section presents the findings from the participant feedback forms, collected at the end of the meeting.

- 20 out of 80 participants completed the feedback forms. 11 participants rated the meeting as good, 5 participants rated it as excellent and 2 participants deemed it fair.



- Overall, it can be said that participants were content with the meeting space, refreshments and overall organization. 16 participants rated the meeting space as excellent; 10 participants rated the refreshments as excellent and 14 participants rated the overall organization as excellent.



More detailed feedback is summarized below.

RESPONSE ANALYSIS/RECOMMENDATIONS:

Global Partners' Meeting:

- On average, the feedback regarding the meeting was good. The meeting is generally perceived to be quite inclusive and participatory and with quality and adequate information sharing and discussions.
- Overall, the agenda met the participants' expectations and reflected the partner's feedback. The pre-reading documents were considered relevant and adequate in terms of quantity and timing.

- Furthermore, the participation of Country Cluster Coordinators was welcomed and confirmed to be essential in sharing “hands on” experiences and good practices from country level.
- The break-out discussion group structure during the Day 2 was positively evaluated although some lessons learned need to be kept in mind for the next meetings to ensure that the groups identify clear objectives and action points for the gFSC.
- Some concerns were raised on time constraints and the amount of strategic planning and decision making:
 - It was felt that there was not enough time specifically dedicated for decision making – some participants perceived the meeting more as a brainstorming session
 - Some participants considered that the gFSC meetings could be more effective in setting action plans and goals
 - Some suggested that presentations could be more solutions oriented rather than focus on the challenges
 - It was suggested to expand on other issues/areas such as the ones that reveal different perspectives i.e. role of FSC in contributing to multi-sectional cash programming
- To improve how the action plan follow-up in between meetings, some suggestions were proposed:
 - Use teleconferences or webinars/website for specific follow-up on actions
 - Establish a clearer timeline for the gFSC work plan and action points
 - Clearly summarize action points in the meeting report so that they can be tracked and referred to for the next meetings
 - Allow more time for discussion on action points with the support from the meeting facilitator
 - Have partners to commit to specific activities
 - Allow for more time for the meeting and working group discussions, perhaps by adding a third day for the meeting
- There was a good balance between break-out group and plenary discussions. However, participants thought the break-out discussions could be improved with:
 - More time devoted to setting up priorities and concrete action points
 - Even more in-depth preparation prior to the meeting could have been useful
 - At the meeting, have a detailed proposition with clear objectives to start the discussion rather than start with brainstorming
- Several respondents considered the current frequency of the Global Partners’ meetings adequate
- The majority of respondents welcomed the idea of conducting a decentralized/regional meeting once a year as this could bring the platform closer to the field and increase national partners’ participation. It could also be a good opportunity to discuss regional issues and diversify partners’ participation to enrich the information shared. However, respondents considered that with regional/decentralized meetings, there is a risk to lose the strategic purpose of the meetings. It would also be more costly for European based agencies/partners to attend and there is a risk of detachment from countries and agencies less operational in that region.

Working Groups:

- The Working Group meetings were generally perceived as quite participatory, useful for information sharing and good in enhancing relevant discussions. However, there is continued expression for more time to be allotted. Below are the major issues that were raised:
 - Timing has been the main constraint to make sure that action plans and a clear way forward are set.
 - Participation was quite high and sometimes this can limit setting clear action plans
 - More preparatory work could help in ensuring that an action plan is properly developed