



2020-22 STRATEGIC PLAN

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Foreword

The year 2020 marks the tenth anniversary of the establishment of the Global Food Security Cluster (gFSC). Unfortunately, since then more people have been affected by humanitarian crises across the world and are in urgent need of food and livelihoods assistance, and many countries have higher hunger levels today than they did in 2010. Current projections point to a high risk of a further spiral into food insecurity for these countries as well as for others who are on the edge, while in rural areas agricultural production is increasingly vulnerable to recurring climate shocks.

The recently-released 2020 Global Report on Food Crises estimates that 135 million people in 55 countries will face acute food insecurity this year – a figure made all the more daunting by the ongoing widespread desert locust invasion and the potential added fallout of COVID-19 along the entire food supply chain.

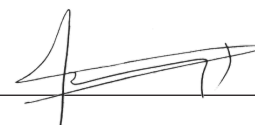
Conflict and insecurity are the primary drivers behind these numbers, followed closely by climate shocks and socio-economic turbulence. As Cluster Lead Agencies, FAO and WFP share the belief that working together at global, regional and national level to support timely and joint analyses, to outline a strategy for life-saving interventions, and to bring actors together towards a common goal enhances our ability to respond with the right assistance at the right time.

The FSC plays a key role in achieving this, thanks to its ability to bring all humanitarian actors together for a joint response. Despite the challenges inherent in many field environments, agencies and organizations today have unprecedented access to new technologies that enable them to respond to crises more effectively and efficiently. Early warning and anticipatory action have a crucial impact on successful mitigation strategies, and the gFSC is of paramount importance in tailoring the best course of action to a given scenario. The gFSC is also central to bridging emergency response

with longer-term resilience programmes - a paradigm well embedded in the Global Network Against Food Crises.

Nonetheless, while we work together with others on long-term objectives to reach the UN Sustainable Development Goal (SDG) 2 of eradicating hunger, we also need to ensure that our core mandate - “ensuring a principled and coordinated humanitarian response” - is respected. In a fast-changing environment and with an evolving humanitarian infrastructure, more and more is demanded from food security clusters/sectors. Resources are stretched in an effort to support multiple, complex and protracted crises, coordinate different actors and comply with varied and increasing requests.

As Cluster Lead Agencies, we remain steadfast in our delivery on each of these aspects, but above all, we are dedicated to ensuring the core commitments taken ten years ago are upheld, without exception. Building on the achievements made against the 2017-2019 strategy, the FSC Strategic Plan 2020–2022 details the means of increasing and enhancing coordination capacities and performance at country, regional and global level, within and beyond the clusters.



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Photo: FAO/Roberto Schmidt

FAO Director-General Qu Dongyu and WFP Executive Director David Beasley

Introduction

The 2020-2022 Strategic Plan is a collective product of global partners that will be implemented by the Food Security Clusters and Sectors at the country level, with the global Food Security Cluster (gFSC) support team and the guidance from the Strategic Advisory Group (SAG) of the gFSC.

The Food Security Cluster's Strategic Plan 2020 – 2022 represents the collective direction that the FSC teams at the global and country levels, along with its global food security clusters partners plan to direct the overall food security coordination in order to achieve a more timely, effective and efficient humanitarian coordinated response.

Building on the large and diverse expertise of cluster partners, the Strategic Plan was developed through a consultative process and formulated through multiple consultative phases. The key directions of the strategy were defined by the SAG during a retreat in August 2019. The results were then further discussed and further refined with all global partners during a webinar and through round of comments on the online draft versions. The final draft of the strategy was presented at the Global Partners' meeting that was held in November 2019 in Rome.

Global partners have not only contributed to the elaboration of the strategy, but they are also committed to support Cluster Lead Agencies and

the global cluster (gFSC) support unit to implement the strategy. This includes participation in the work of the SAG and the various Working Groups (WG), support in stand-by partnerships and secondment and/or leadership in the implementation of some activities.

The Plan acknowledges emerging challenges related to multiple Level 3 system-wide emergencies as well as the changing humanitarian equation, in other words more frequent, more expensive and more complex and protracted crises.

The Strategic Plan is supported by a work plan and a budget against which the gFSC will report twice a year during its biannual global partners' meetings, as well as through an annual report and an annual gFSC performance monitoring survey.

Finally, a mid-term review will allow the gFSC, FSC/S teams in the countries and global partners to remain informed on the implementation status of the strategy and introduce course correctors in line with the potential evolution of humanitarian coordination priorities by 2022.

Background

In 2020, 167.6 million people are in need of humanitarian aid, of which 108 million are planned to be targeted by humanitarian assistance across the 31 consolidated country specific and regional response plans, requiring USD 28.8 billion. The needs and requirements of the FSC and its partners are the highest. For 2019, the overall value of USD 8 billion was appealed by the FSC and its partners alone, totalling 34% of the global funding requirement; 5 billion was received. 121 million of people in need and 81.4 million people targeted. A combination of several contributing factors, including conflicts, economic instability, displacement and extreme climate events among many others, continue to have had major impact in further deteriorating the food insecurity status of already vulnerable, volatile

and fragile countries.

Since 2005, the number of people in need and donor contribution have been multiplied by more than five. In the last five years, donor contribution has more than doubled while people in need have increased by a third. Meanwhile the average requirement for food security sector in UN-coordinated appeals between 2015 and 2019 has increased from US\$70 to US\$156 per target beneficiary. The FSC is present in 33 countries, with formally activated Clusters in 21 countries and "clusters like sectors in 12 countries.

The Food Security Cluster Strategic Plan 2020-2022 focuses firstly on a coordinated humanitarian response and ensures that the FSC at country and global level proactively steers coordination among all the FSC partners and relevant governmental authorities.



FSC structure

The FSC became operational in April 2011 as the eleventh Global Cluster of the Inter-Agency Standing Committee (IASC). The gFSC is led jointly by the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP) and represents a partnership of 64 institutions from the UN, NGO and International Red Cross and Red Crescent Movement.

The FSC structure is supported by the “support team” which is operating from Rome, Italy with offices in both lead agencies that contribute in its financial resources. The support team is composed of diverse professional qualifications. The team is managed by the global Food Security Coordinator. The overall structure falls under the emergency units of both WFP and FAO, managed by both Cluster Lead Agencies’ Emergency Directors.

In 2016, a Strategic Advisory Group (SAG) was formed to provide strategic guidance to the gFSC and to facilitate accountability to its partners. Building, in particular, on the annual review of gFSC performance, it oversees the implementation of the work plan and supports gFSC functions as appropriate.

At the country level, the FSC/S team is usually composed of staff working in Cluster/Sector coordination and Information Management. The size of the team varies by country, with additional capacities injected at different geographical levels for big and/or complex responses.

Global partners have strengthened their engagement within the FSC providing both human resources (through surge deployments and stand-by partners) and technical expertise (through the different WGs). Cluster members are bound to adhere to the “minimum commitments for participation in clusters”, which set out what all organizations undertake to contribute to the work of the gFSC.



Photo: WFP/Giulio d'Adamo

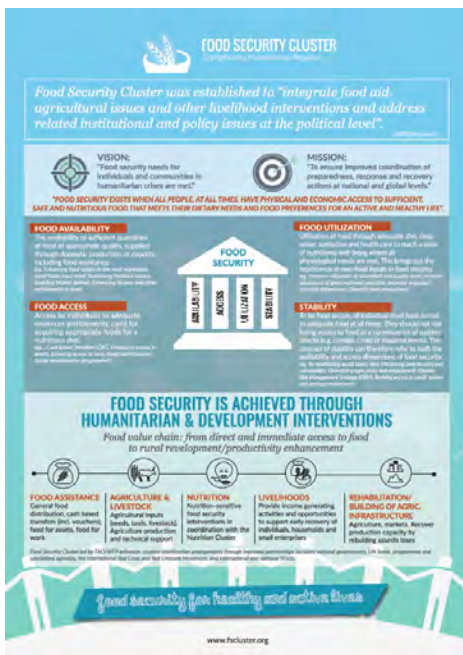
What is food security

Food security is a flexible concept reflected in the many definitions in research and policy usage. The widely accepted definition that encompasses the four pillars of food security (availability, access, utilization and stability) is the below:

“Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life”. (World Food Summit, 1996).

Particular attention is given to the economic, social and environmental dimensions with the latter having a sharp increase of importance with the current climate change related shocks and implication.

In addition, the human right to food is a recognized right and the nature of the legal obligations of States parties are set out in article 2 of the International Covenant on Economic, Social and Cultural Rights (ICESCR) and article 12 of The Committee on Economic, Social and Cultural Rights in General Comment also defined the obligations that States parties have to fulfil in order to implement the right to adequate food at the national level.



VISION

The vision of the Food Security Cluster is that crisis-affected populations access sufficient, healthy and appropriate amount of food, directly or by their own means in a safe, dignified and sustainable manner while affected by crisis.



MISSION

The objectives of the FSC is to guarantee that: a coherent, timely safe and dignifying food assistance is delivered by all partners; food assistance to the most vulnerable is leveraged to promote early action & response and resilience, therefore properly integrated with livelihoods activities; food security interventions are adequately integrated and complementary with other relevant sectors such as Nutrition, WASH and Health;

To achieve these objectives the FSC collates and analyses food security information, designs collective action plans that represent the views of communities and incorporates partners, local actors, systems and structures for promoting an adequate field level programme cycle integration and collective accountability.

Key principles of FSC

01 NEW COURSE OF ACTION:
Ensure that humanitarian action moves from delivering assistance to ending needs and it is built on self-sustainability by better analysing the causes.

02 PRIMACY OF HUMANITARIAN PRINCIPLES:
Reinforce, without exception, the primacy of the humanitarian principles wherein delivery of assistance to vulnerable populations is to be prioritised, especially in protracted crises, where humanitarian principles could be in contradiction with a more pragmatic development approach or a politically influenced stabilization action.

03 REINFORCEMENT OVER REPLACEMENT:
Build upon and strengthen existing national and local systems (when appropriate), including the development agencies by focusing on their reinforcement and complementarity and not their replacement.

04 RISK ANALYSIS:
Analyse risks in order to anticipate crises.

05 COLLABORATION OVER COMPETITION:
Focus efforts on improving collaboration rather than on competition, to strengthen coherence and efficiency of humanitarian action.

06 EVIDENCE BASED DECISION-MAKING:
Ensure that consultative decisions taken within the FSC are based upon analysis of reliable and timely data and information. This includes ensuring that response options and modalities (example: cash, in-kind, voucher, services, etc.) are based on analysis and assessment.

07 CONTEXT DRIVEN, AGILE AND FLEXIBLE APPROACH:
Take decisions that are context driven and ensure that the approach remains flexible and agile.

08 GENDER, PROTECTION AND DISABILITY:
Mainstream Protection, Gender and Inclusion concerns (such as disability) within FSC' activities, in effort to end all forms of violence against especially women and children, and to ensure their equal participation in matters pertaining to food security.



Photo: WFP/Simon Pierre Diouf

FSC strategy



1

RESULT

Improve food security information for decision making

FOCUS AREA 1:

Make use of Early Warning Systems and assessment in order to ensure an early action and rapid response.

FOCUS AREA 2:

Support the implementation of IPC, CH or other situational analysis tool/processes in country.

FOCUS AREA 3:

Contribute to multi-sector needs assessments and support joint analyses at the country and global level in order to identify gaps and needs.

2

RESULT

Pro-actively steer the coordination of the food security response

FOCUS AREA 1:

Promote minimum standards of food security assistance are respected.

FOCUS AREA 2:

Proactively steer the coordination of FS responses and guide consensus around technical issues such as targeting, food basket, harmonised cash transfer value and modalities of delivery.

FOCUS AREA 3:

Promote the integration of food assistance with agriculture, livelihoods and resilience interventions and other sectors interventions. Translate identified opportunities into integrated multisector joint planning.

3

RESULT

Improve monitoring & evaluation systems and accountability systems to enhance program quality

FOCUS AREA 1:

Improve monitoring and performance of food security responses.

FOCUS AREA 2:

Monitor and manage operational risks, identify consensus-based solutions.

FOCUS AREA 3:

Ensure accountability to affected populations.

4

RESULT

Scale-up advocacy, communication and resource mobilisation to support the FSC strategy

FOCUS AREA 1:

Strengthen communication of specific food security information needed for decision-making.

FOCUS AREA 2:

Reinforce active participation in inter-cluster, inter-agency standing committee work and IASC subsidiary

FOCUS AREA 3:

Enhance advocacy with national governance, international humanitarian, development organisations and financial partners

RESULT 1



Photo: WFP/Kevin Ouma

Improve food security information for decision making

One of the key responsibilities of the Food Security Cluster is to ensure that all partners are able to make informed decisions based on reliable and timely evidence (e.g. assessment, studies, Integrated Food Security Phase Classification (IPC), Cadre Harmonisé (CH), etc.). In this regard, the FSC contributes to enhancing and facilitating partners' capacity to collect and analyse data in a coordinated process. The FSC serves as a platform and mechanism to support joint analysis initiatives and data collection efforts, encouraging partners to be active players throughout

the assessment cycle. The FSC actively ensures that a repository of relevant and reliable information is in place, collates, and map out information from various sources (government, agencies, civil society organisations, research institutes, disaster committees, etc.) which is later disseminated to partners. To ensure that the planning and coordination of food security responses is timely, needs- and evidence-based, the FSC will focus on the following areas of work:



FOCUS AREA 1

Make use of Early Warning Systems and assessments in order to ensure an early action and rapid response.

Erratic climatic shocks, extreme socio-economic dynamics, and growing market volatility are on the rise, while insecurity and protracted conflicts continue¹. These trends increase households' vulnerability. This means that households are continuously exposed to risk factors, which can negatively affect their food security and nutritional status. Existing active Early Warning Systems (EWS) are essential sources of information to be monitored, as they forecast risk factors and enable early action to prevent or mitigate worsening of food insecurity. Additionally, given the importance of evidence-based needs analysis and decision-making, the FSC supports early and timely collection of reliable data through assessments (either at nation level or, in the event of localised shocks, subnational level) in line with global standards. The FSC seeks to actively encourage a diversity of partners to participate and engage in the assessment process to ensure continued improvement of process quality and rigour. The FSC has the responsibility to use the results of Early Warning Systems (EWS) and assessments as a basis for response planning and coordination.

¹ <http://www.fsinplatform.org/report/global-report-food-crisis-2019/>



FOCUS AREA 2

Support the implementation of IPC, CH or other situational analysis tool/processes in country.

Given the importance of evidence-based needs analysis and decision making, the FSC promotes the use of Cadre Harmonisé (CH) and Integrated Food Security Phase Classification (IPC) protocols (or other situation analysis tools/processes where relevant) and supports their implementation. This includes playing an active role in situational analyses processes and ensuring/promoting the following: (i) timely sharing of consolidated data feeding into CH/IPC/other analyses; (ii) responsive/timely IPC/CH/other analyses; and (iii) engagement of all relevant stakeholders in IPC/CH/other processes. The FSC promotes the use of the highest technical standards on assessment and situational analysis as well as continued improvement of process quality and rigour. The FSC has the responsibility to take IPC/CH results and use them as a basis for planning and coordinating the response. Lastly, FSC advocates for the adoption and implementation of IPC/CH in countries where they are not yet launched.

At the global level, the gFSC collaborates with the IPC Global Support Unit for the development of joint guidance and sharing of best practices to ensure optimal integration of IPC/CH processes into the entire HPC, from data collection to systematic use of IPC/CH results for response analysis, planning and fundraising.



FOCUS AREA 3

Contribute to multi-sector needs assessments and support joint analyses at the country and global level in order to identify gaps and needs.

Humanitarian organizations and donors, through the Grand Bargain, committed to supporting joint needs assessments and analysis to inform the humanitarian planning cycle. As part of this commitment, the FSC at both country and global level supports initiatives that promote joint multi-sectoral needs assessments and the joint inter-sectoral analytical framework, designed to improve evidence-based humanitarian appeals processes. In this regard, the FSC is fully engaged in the Joint Inter-sectoral Analysis Framework (JIAF) and its relevant working groups to ensure at global and country level, humanitarian needs and responses follow adequate levels of inter-sectoral integration.



Photo: WFP/Rein Skullerud

KEY PERFORMANCE INDICATOR FOR THE FSC IN COUNTRY

Indicators	Target
Dissemination of Early warning alerts to the FSC members	At least one per event
Facilitation, coordination and dissemination of Rapid assessment / need assessment to the FSC members	At least one per year or per event
Participation and dissemination of EFSA / CFSAM/SMART	At least one study type per year
Participation, coordination and dissemination of IPC/ Cadre Harmonisé	In the countries with IPC/CH At least one per year
Participation and dissemination of JIAF /MSNA/HNO	At least one per year

RESULT 2

Pro-actively steer the coordination of the food security response

This result aims at strengthening national and sub-national level coordination systems with the objective to increase the performance of the cluster/sector by adopting a more pro-active approach.



FOCUS AREA 1

Promote minimum standards of food security assistance are respected

The FSC promotes humanitarian principles, core humanitarian standards, and other key international humanitarian standards that ensure that the assistance is provided according to the needs and with a do-no-harm approach.

By doing so, the FSC also ensures that FS responses take into consideration the peculiarity of each context by understanding local systems, socio-economic dynamics, government strategies and contingency plans and structures, regional trends, which are to be considered when designing food security responses and which should not be undermined by humanitarian interventions.

With the aim of promoting impartial humanitarian responses - targeting the most in need, and maximizing results, the FSC steers coordination among different partners, and regularly carries out a gap analysis of the planned response (unmet needs, duplication, uncovered geographical zones, marginalized beneficiary group, etc.). In its coordination role, the FSC promotes inclusiveness, and pro-actively engages with local (NGOs, CSO, etc.) and new actors (new to the coordination system) to enhance effectiveness and harmonization of the sectoral response.



Photo: WFP/Marco Frattini

FOCUS AREA 2

Proactively steer the coordination of FS responses and guide consensus around technical issues such as targeting, food basket, harmonised cash transfer value and modalities of delivery

The FSC facilitates and updates evidence and consensus-based diagnostic documents clearly outlining severity and drivers of needs and identifying priority entry points for tackling those needs for an effective response.

The FSC provides a forum for technical exchange to support coherent and harmonised action. Such forum is necessary to build consensus on technical issues such as targeting, food basket, harmonised cash transfer value, including Minimum Expenditure Basket and modalities of delivery.

The FSC promotes the use of technology and digital tools for assessment, registration, payment, distribution, monitoring and reporting. This enables agencies to respond with efficiency and achieve value for money. The FSC seeks to be more innovative and more digital. Based on the context, the FSC also provides a forum for coordination with the government around technical and programmatic issues. As humanitarian responses, whenever feasible and possible, should complement the government response, as such the FSC plays a role in negotiating and advocating with authorities (national and sub-national as appropriate) on various topics such as joint planning, areas of interventions, access issues assessments, contingency plans, activities on short and longer term, etc. The FSC facilitates the delivery of evidence- and consensus-based operational plans at national and local level, clearly outlining priority actions and timeframe, resources required and available, capacities available in the region, and linking the resources with the results.



FOCUS AREA 3

Promote the integration of food assistance with agriculture, livelihoods and resilience interventions and other sectors interventions. Translate identified opportunities into integrated multisector joint planning.

The FSC promotes the integration of humanitarian food assistance and emergency agricultural interventions with longer-term agriculture, livelihoods and resilience interventions, as well as market-based interventions. With the support of its partners and other stakeholders, the FSC collects relevant information in order to develop a strong understanding of the entire “food-relevant response”, including the ongoing development investments. This process supports the timely identification of opportunities to integrate early-recovery in the humanitarian response. The FSC translates such opportunities into real action by identifying and gathering required partners and stakeholders in order to avoid a siloed approach.

Similarly, the FSC, including humanitarian and development partners, identifies and promotes opportunities for integration of food security interventions with those of other sectors, especially Health, Nutrition and WASH as part of the “4 Global Clusters Group”. In collaboration with these sectors, the FSC defines the action plan to achieve predefined common outcomes (e.g. alleviation of hunger, reduction of malnutrition, eradication of cholera, etc.) in relation with the SDGs.

The FSC has access to a “toolbox” (guidance documents, templates, etc.) that allows the FSC teams to respond with appropriate means for the selection of the most appropriate response.

KEY PERFORMANCE INDICATOR FOR THE FSC IN COUNTRY

Indicators	Target
Support in the collection, analysis and dissemination of sectoral targets (geographical, population, including targeting criteria, etc.) / contribute to HRP for FS sector	At least one per year with seasonal update
Data storage and inventory per each country developed by 2022 and updated regularly	one data storage and inventory
Collect, analyse and disseminate partners’ information activity data (including 4W).	Monthly
Provide comprehensive analysis of the response (actors, activities, achievement)	Monthly
Analyse gaps and provide regular gap analysis of the response	Monthly
Develop Contingency plans for high-probability events (also leveraging EWS and alerts)	One per event
Develop and share Standard Operating Procedures (including intervention packages, MEB, food basket)	One per year
Multi-sector joint planning with other clusters	Once per year

RESULT 3

Improve monitoring & evaluation systems and accountability to enhance program quality

This result recognises the importance of M&E processes in order to strengthen the FSC's performance, the quality and the appropriateness of food security responses.

The FSC monitors and evaluates the overall cluster response (not the partners' individual performance) against the overall food security response's plan. At the same time, the partners continue to evaluate the FSC performance at country and global level on a regular basis.

In terms of accountability, this strategic result seeks to incorporate a lens of community engagement along the humanitarian programme cycle to ensure active participation of, and accountability to, crisis-affected populations. It also seeks to ensure that protection principles are mainstreamed in all activities.

Lastly, the FSC seeks to collaborate with academic institutions to strengthen evidence-based learning; for this reason, the FSC identifies relevant research topics and collaborates on the research design.

FOCUS AREA 1

Improve monitoring and performance of food security response

The FSC promotes the monitoring and evaluation of the food security response at various stages (Lessons Learned Exercises and harmonised M&E framework, Real Time Review) to evaluate the appropriateness, timeliness and safety of food security response design, as well as the efficacy of the FSC coordination processes. The FSC ensures that findings of these exercises are then actively incorporated into the response planning processes. The FSC identifies training needs and issues training plan for partners to improve performance (if required).



FOCUS AREA 2

Monitor and manage operational risks, identify consensus-based solutions

The FSC identifies operational risks such as restricted humanitarian space, protection or gender-related concerns, political manipulation of food assistance, and designs mitigating measures together with its partners



FOCUS AREA 3

Ensure accountability to affected populations.

The FSC facilitates the collaboration and participation of communities at all stages of the Humanitarian Programme Cycle (HPC) in order to ensure that their voices are heard and that food security responses are inclusive and accountable to those we seek to serve. Communities are involved in the design of feedback mechanisms and participation of each beneficiary group (including gender, age, people with disabilities, minorities, etc.) is ensured during monitoring and evaluation processes. Protection principles and safeguarding mechanisms are embedded in food assistance interventions.

KEY PERFORMANCE INDICATOR FOR THE FSC IN COUNTRY

Indicators	Target
Organise Cluster Coordination Performance Monitoring and share results	One per year
Evaluate funding gap and impact in HRP	twice per year
Harmonize feedback and AAP mechanisms for the whole project Cycle	At least one per year
Develop Outcome monitoring initiatives with gender and age disaggregation	At least one per year
Develop knowledge Capitalization documents (e.g. learning, guidance documents)	2 per year
Risk analysis is included in FSC documents (e.g. HNO and Contingency Plans)	All planning documents

RESULT 4

Scale-up advocacy, communication and resource mobilisation to support the FSC strategy

In 2019, the humanitarian community collectively targeted 68 million people globally with both life-saving and livelihoods food security assistance. Across the 28 consolidated response plans involving FSC partners and national governments, an overall value of USD 8 billion was appealed for the Food security sector alone, totalling 34% of the global funding requirement.

Considering limited resources vs increasing needs and competing crises, the FSC will put more emphasis on advocacy, communication, and resource mobilisation strategies.





FOCUS AREA 1

Strengthen communication of specific food security information for decision-making

The FSC is responsible to communicate clear messages to decision makers on the situation and severity of food security needs of the affected population through informed and well-targeted situation reports.

In order to prevent the FS situation to deteriorate, communication should start at the onset of a food security crisis, or when Early Warning Signals indicate high levels of risk (e.g. IPC/CH 3 and over). The FSC must advocate for immediate funding mechanism (CERF, START, etc) to initiate lifesaving interventions at the earliest possible stage.

Throughout the response, the FSC develops regularly updated communication products, such as alerts, bulletins or newsletters to inform all stakeholders about the evolution of the food security situation over time.

The FSC supports strategic dissemination of IPC/CH and other assessments' findings and ensures systematic use of such material for response analysis and decision-making. This includes organizing round table discussion with donors and decision makers to advocate on appropriate food security strategy and funding for the FSC partners.

The FSC sustains its social media engagement to communicate in real time the key activities, achievements, constraints and challenges at country and global levels.

Ultimately, the FSC develops its own resource mobilization strategy to mobilise necessary funds to support coordination mechanisms ahead and during food security crises.



FOCUS AREA 2

Reinforce active participation in inter-cluster, inter-agency standing committee work and IASC subsidiary bodies.

The FSC works together with all clusters contributing to SDG 2, as food security cannot be restored with only specific food security activities. In this regard, the Nutrition, Food Security, WASH, and Health clusters (the 4GC) have developed a joint collaborative framework to increase synergies and effectiveness of humanitarian interventions. This effort will be integrated into the inter-cluster work at national and global level. The FSC leverages its participation into these multi-sector fora to communicate about and advocate for its work.

At the global level, the global FSC (gFSC) seeks to increase its participation in the Global Cluster Coordination Group (GCCG), the Humanitarian Programme Cycle (HPC) steering group, the Famine Action Mechanism and other relevant fora to influence IASC policy decisions.

The gFSC intends to play an increasing role in the global dialogue on several topics, like Joint Inter-sectoral Analysis Group (JIAG) under the JIAF, Global Network Against Food Crisis, operationalisation of the Global Cluster Coordination Group (GCCG) and inter-cluster evaluation of large operation.



FOCUS AREA 3



Enhance advocacy with national governance, international humanitarian and development organisations and financial partners

The FSC regularly organises round table discussions with local governments and/or the donor community to discuss food security national and regional strategy and relevant policy decisions.

The FSC disseminates position papers and food security policy, advocacy notes and publications to inform national and international stakeholders on food security issues.

KEY PERFORMANCE INDICATOR FOR THE FSC IN COUNTRY

Indicators	Target
gFSC related sitrep or bulletin and newsletter developed and shared	For onset emergency: daily or weekly for the first 2 months Normal situation: at least 4 per year
advocacy notes	2/year
Disseminate dashboards	At least 4 per year
Round table meetings meeting with key actors such as donors, government, SAG and share meeting minutes are organized	At least once a year
FSC resource mobilization strategy and business case (concept note, proposal) submitted to donor(s)	Once / year

CROSS-CUTTING



Photo: WFP/Giulio d'Adamo

Partnership & capacity building

The Food Security Cluster is about partnership and working together. Among the different initiatives, special attention is paid to:

- The Global Network against Food Crises, established to combat food crises from humanitarian and development perspectives and tackle its root causes. This partnership aims to promote an enhanced coordination among stakeholders through consensus on analyses and coherent projects implementation.
- The localization agenda: the FSC aims to build capacity of its partners, especially the local organizations, in order to maximize their contribution towards the collective food security responses.
- The triple nexus: the FSC contributes to strengthening the Humanitarian, Development and Peace Nexus, whenever this is appropriate, i.e. it does not affect a principled response. Experience and best practices are shared among partners working along the humanitarian and development spectrum.



Photo: WFP/Claire Nevill

Environment & Climate Change footprint (green response):

PLAN FOR ENVIRONMENT SENSITIVE RESPONSE

As per Sphere guidelines, “Programmes should minimise their environmental impact and consider how procurement, transport and choice of materials, or land and natural resource use may protect or degrade the environment further.” Regarding the food security sector, food-secure communities, especially those who rely on the environment for their livelihoods (farmers, pastoralists, etc.) need healthy and sustainably productive ecosystems. The FSC will focus in sharing information and good practices among its members, especially: during initial assessments (integration of environmental impact study), during program design (cooking fuel for food assistance that can contribute

to deforestation, use of chemicals for agriculture that contaminate the environment, overexploitation of water for irrigation, etc.) and during monitoring and evaluation process (measuring the environmental impacts of programs).

For more details, refer to:

- The Sphere thematic sheet on Environment: <https://spherestandards.org/wp-content/uploads/Sphere-thematic-sheet-environment-EN.pdf>
- EHA CONNECT “Key environmental issues linked to food security, nutrition and livelihoods programming”: <https://ehaconnect.org/clusters/food-security-nutrition-and-livelihoods/>

Safe programming & GBV

Mainstreaming protection, gender and inclusion concerns within FSC' activities are ones of the FSC key principles.

Safe programming is fundamental to all humanitarian work and it requires humanitarian actors to take proactive measures to ensure that they do not put affected populations in further danger, do not create or exacerbate conflict, and where possible enhance civilian safety, including mitigating the risks of GBV. At the same time, the FSC supports the adoption of measures to protect vulnerable people from sexual exploitation and abuse by both humanitarian actors' staff and associated personnel.

The FSC also supports gender-responsive and disability-responsive activities, which are needed to address the specific needs and priorities of people in vulnerable situations (particularly women and girls and disabled). Promoting gender equality by, for instance, supporting access to and control over economic resources by women and adolescent girls, can be an effective measure to enhance resilience, reduce vulnerability and mitigate the risk of GBV in emergency contexts. Access to economic resources can ensure that the basic needs of women and their families are met and expand women's choices.





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