



DRAFT REPORT

Food Security Cluster
Annual Meeting, 24 – 25 October 2011

Rome, Italy

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Executive Summary

The first global Food Security Cluster (gFSC) meeting of partners was held from 24 to 25 October 2011 at the Food and Agricultural Organization, Rome, Italy. The meeting brought together thirty partners and observers representing their respective agencies. The overall purpose of the meeting was to review the global Food Security Cluster operations in 2011 and determine priority focus areas for 2012. The priorities for 2012 reflect the aim of providing and improving support to food security response at country level.

The meeting was officially opened by David Kaatrud, Director of Emergencies, World Food Programme and Jeff Tschirley, Service Chief, Emergency Operations and Rehabilitation Division, Food and Agriculture Organization. The meeting was chaired by Douglas R Brown, Director, Agriculture and Food Security, World Vision International. The recommendations from this meeting form the basis of the 2012 global Food Security Work Plan and reflect the Principles of Partnership.

Partners re-validated the reasons for the existence of the cluster and discussed future priorities, cluster structure and desired outcomes. A draft vision, mission and core values of the gFSC was presented and discussed throughout the meeting. Following the two days of discussion, the vision was revised to reflect the feedback provided by meeting participants:

The vision of the Food Security Cluster is that the specific food security needs of individuals and communities affected by or at risk of being affected by humanitarian crises (whether sudden onset or protracted) will be met. Coordinated preparedness, response and recovery action at community, national and global levels will result in saved lives, improved livelihoods and increased resilience of communities.

Throughout the meeting, partners discussed eligibility and process relating to being a gFSC partner. An emphasis of the discussion was the importance of an inclusive and participatory partnership process. Partners agreed that organizational partnership would remain informal at present and would be based on clearly defined criteria which were in keeping with the work of the gFSC. A set of indicative partnership responsibilities was outlined with focus on technical, operational and strategic support, guidance and advocacy.

The draft Terms of Reference (TORs) of the gFSC were presented at the meeting. The TORs are centred around the agreed five strategic pillars: surge support; capacity development; tools and guidance; information management; and advocacy. Partners requested that the revised TORs should also clearly outline the agreed structure for the gFSC (i.e. global support team, partners, observers and working groups); describe the links between the gFSC and country level clusters; and indicate the ways in which cluster members will work together to implement agreed priorities.

Building on the discussion and feedback of day one of the meeting, participants broke in to groups to identify priority areas for 2012. Over twenty areas were identified under the existing five strategic pillars. This discussion will direct input to the gFSC 2012 work plan which will be drafted by the gFSC support team and circulated to partners for comments / concurrence before the end of 2011.

Partners were asked to consider if a three year strategic plan and/or a Strategic Advisory Group was necessary to guide the work of the gFSC going forward. Although the added value of having a small dedicated group of individuals to discuss complex issues was recognised, the current level of engagement of all partners was considered strong enough for the gFSC to continue without a Strategic Advisory Group at this stage. As required, working groups will be established for selected technical and operational areas, mandated with specific tasks and timelines. Monthly teleconferences will be scheduled to facilitate regular communication between partners and the gFSC support team and working groups on progress against agreed priorities. If necessary, ad hoc teleconferences will be held to discuss urgent issues.

The meeting deliberated on the necessary level of formal decision making procedures and mechanisms for accountability among the gFSC partners. The importance of strong accountability and clear processes for decision making was not disputed, while at the same time it was stressed that the gFSC should begin by focusing on improving communications with partners and country clusters with the aim of increased transparency and participatory decision-making. Required decision making procedures and/or accountability mechanisms will be re-visited by all partners at the next gFSC meeting in April 2012.

It was agreed that the next meeting of partners of the global Food Security Cluster will be hosted by the International Federation of the Red Cross, Geneva Switzerland in April 2012.

Opening remarks and welcome

Background document: Annex 1: Global Food security Cluster Meeting Agenda

The meeting was jointly opened by representatives of the two global Food Security Cluster Lead Agencies - David Kaatrud, Director of Emergencies, World Food Programme and Jeff Tschirley, Service Chief, Emergency Operations and Rehabilitation Division, Food and Agriculture Organization.

The meeting was chaired by Douglas R Brown, Director, Agriculture and Food Security, World Vision International.

David Kaatrud, Director of Emergencies, World Food Programme, and Jeff Tschirley, Service Chief, Emergency Operations and Rehabilitation Division, Food and Agriculture Organization

The World Food Programme and the Food and Agriculture Organization as the lead agencies of Food Security Cluster, fully support all of the partners of the global Food Security Cluster (gFSC) and commit to leading the cluster with one voice. The global Food Security Cluster was officially launched in April of this year.

Since the official launch of the Cluster in April 2011, the gFSC has been involved in humanitarian food security responses and preparedness in around 15 countries as well as facing the two major and very different new humanitarian crises - Libya and the Horn of Africa. In 2011, the gFSC received solid support from donors, as well as indications for continued financial support for 2012. It is important that we take the time to ensure that we establish a clear plan for the gFSC in 2012.

The gFSC has faced many challenges and opportunities in 2011. The gFSC has endeavoured to address the priorities and challenges identified at the global Food Security Cluster Inception Meeting in May 2011. The two lead agencies, FAO and WFP are different but complement each other with technical and operational expertise in a wide range of food security issues in humanitarian contexts. With the strong involvement of NGOs within the cluster, we can boost our comparative advantage and strengthen partnerships to increase the effectiveness of food security humanitarian responses around the world.

The 2012 work plan should be ambitious and aim high. It will be important to monitor the cluster's performance on key areas such as needs assessments; surge; inter-cluster among others. It is important that we continue to focus on the need for increased NGO participation and the role of Governments in country cluster responses. If we do not already have answers or a common understanding of the challenges faced, we need to ensure that they become part of our agenda and find common ground to address them as a cluster.

Welcome again and we look forward to a positive meeting that guides the Food Security Cluster and its, our, Global Support Team.

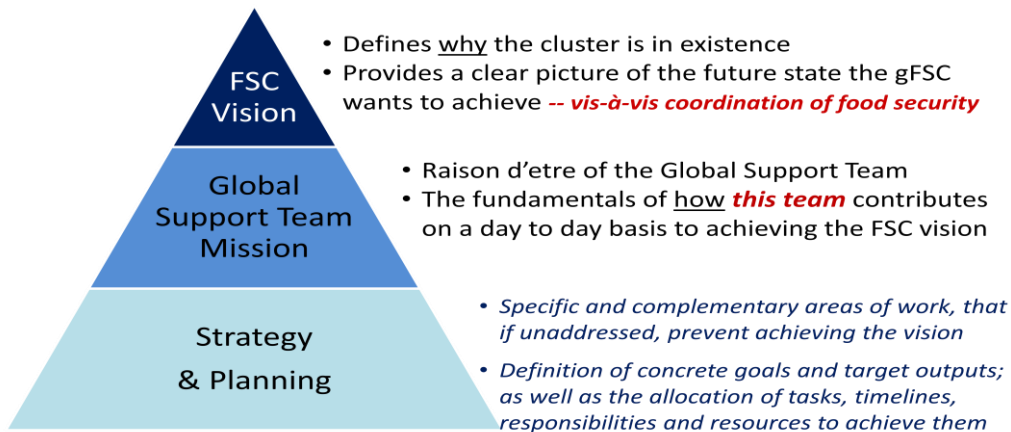
Vision of the Global Food Security Cluster / Mission and values of the global Food Security Cluster support team

Presenter: Gillian Anderson, Consultant

Background document: Annex 2: gFSC Vision.ppt

In preparation for this meeting of partners, the Food Security Cluster global support team (GST) held a one day retreat to discuss a draft vision, mission and core values of the cluster. Gillian Anderson provided a summary of the discussions and results of this retreat.

Vision vs. Mission vs. Strategy & Planning



The global support team felt that the Food Security Cluster vision should:

- Be aspirational, yet achievable in the long run – what is possible
- Be aligned with the overall strategic direction of international humanitarian response and the global cluster approach
- Be aligned with the gFSC mandate and complementary to the vision of other clusters
- Describe what will be achieved if the widest sphere of the work of the gFSC and members is successful
- Be able to assist the Global Support Team, FSC members and individual country-level FSC's in determining priorities & actions
- Be feasible in order to make and measure progress against and within the next 5 years, at existing resource levels

Following in-depth discussions among the team, the following draft vision and mission were elaborated for further discussion among all gFSC partners.

The first draft of the Food Security Cluster's vision:

- *the specific food security related needs of vulnerable people affected by humanitarian emergencies are met:*
 - *through coordinated preparedness, response and recovery at and between community, national and global levels;*
 - *resulting in improved livelihoods and resilience, reduced vulnerability and saved lives.*

Plenary discussion

Vision

The fundamental role of the cluster to respond to humanitarian emergencies was discussed in depth.

- It was felt by some partners that to limit the vision to humanitarian emergencies restricts the focus and does not include the importance of preparedness and the need to respond to communities in protracted humanitarian crises.
- The question was raised if we should include the Do No Harm approach within the stated vision or, if it would be better addressed within other areas and documents.
- Coordination is materializing into an exchange of information within the cluster system. Should we make it clear that the gFSC is focussing on collaboration?
- It is important that the gFSC defines the scope of work and where the mandate begins and ends and when recovery takes over. All emergency responses should encompass early recovery aspects from the start.
- The importance of specifying that the food security cluster included livelihoods was stressed, leading in to another aspect that the cluster should be considering more than agriculture-based livelihoods.

Over the course of the two days of the meeting, participants referred back to the discussion on the vision and suggestions were made regarding adjustments. It was felt there was a need to:

- Expand humanitarian emergencies to humanitarian crises (protracted and sudden onset)
- Add the element of people at risk of being affected
- Include communities in the overall vision

Mission and core values of the global support team

In order to achieve the vision of the gFSC, the mission of the global support team is to:

- Promote effective, efficient, accountable, coordinated and comprehensive food security preparedness, response and recovery
- Enhance technical and human capacity in support of national food security coordination
- Promote a culture of monitoring, evaluation and feedback
- Capture and share knowledge, good practice and lessons learned
- Advocate on food security issues in humanitarian contexts

The global support team also noted some of the internal core values of the team which included:

- Fostering a welcoming and inclusive atmosphere
- Commitment to the FSC Vision
- Collaboration and flexibility
- Valuing all stakeholders perspectives
- Responsiveness to each other and all stakeholders (prioritized, clearly communicating what can and/or can't be done)
- Creativity and continuous learning
- Accountability for results

Plenary discussion

Mission and core values

Plenary discussion around the mission and core values of the global support team highlighted the need to put a strong emphasis on partnerships. Partnership and the Principles of Partnerships are the basis of the cluster approach and the humanitarian reform. This is well appreciated by the support team and needs to come out more in the text.

The mission should highlight how the gFSC will strengthen the commitment to develop capacity of national actors through increased collaboration and partnership with governments.

Accountability should be further defined within the mission with a possible reference to the IASC statement on accountability within the clusters.

The importance of monitoring and evaluation and the need to identify where there are gaps and respond in a timely manner was mentioned by many of the participants and agreed by at the meeting.

Action

The gFSC support team is to revise the draft vision, mission and core values by 15 November and share with all partners for final comments. A suggested second draft of the vision was drafted for consideration:

The vision of the Food Security Cluster is that the specific food security needs of individuals and communities affected by or at risk of being affected by humanitarian crises (whether sudden onset or protracted) will be met. Coordinated preparedness, response and recovery action at community, national and global levels will result in saved lives, improved livelihoods and improved resilience of communities.

Review of gFSC achievements 2011

Presenters: George Aelion, Senior Adviser, global Food Security Cluster support team / Graham Farmer, Global Food Security Cluster Coordinator

Background documents: Annex 3: Inception Meeting Report; Annex 4: FSC Training Report; Annex 4: gFSC Achievements 2011

George Aelion provided an overview of both the achievements and challenges of the gFSC in 2011. These achievements and challenges were mapped against the identified priorities stemming from the global Food Security Cluster Inception Meeting, Rome 30-31 May 2011 and the five strategic pillars: surge support; capacity development; tools and guidance; information management; and advocacy.

Pillar 1: Surge Support

Identified priority May 2011

- ❖ More effective surge support mechanisms

Achievements

- Scoping missions to:
 - Cairo, Libya, Horn of Africa, Afghanistan
- Surge response missions to:
 - Cote d'Ivoire, Horn of Africa, Libya, Pakistan
- System Support missions and Networking to:
 - East Timor, Haiti, Nepal, South Sudan, Darfur

Challenges

- Strengthen the existing roster
- Increased NGO participants on the roster

Pillar 2: Capacity Development

Identified priority May 2011:

- ❖ Develop FSC training strategy for cluster coordinators and Information managers

Achievements

- Training package for Cluster Coordinators and Information Managers
 - Rome, Nairobi, Bangkok¹ >60 persons
- Country based training / technical support to cluster and government counterparts – South Sudan, Darfur, Haiti

Challenges

- Deployment of trained staff
- Ensuring good cross-section of trainees (NGO, UN)
- Technical support: meeting expectations with gFSC capacity

Pillar 3: Tools and Guidance

Identified priorities May 2011:

- ❖ Develop FSC handbook
- ❖ Develop / collate / disseminate guidance for national strategies e.g.: cash and vouchers; exit strategies; preparedness

Achievements

- FSC handbook – initiated
 - Good practice identified from other clusters
 - SOPs orientation, deployment, Common Humanitarian Fund
- Assisted development of Exit Strategies – Haiti

Challenges

- Guidance for national strategies: cash and vouchers; preparedness; and contingency planning
- Monitoring Evaluation, Accountability and Learning (MEAL)

Pillars 4 and 5: Information Management/Advocacy

Identified priorities May 2011:

- ❖ Annual FSC meeting October 2011
- ❖ Develop FSC website to support national FSCs and global partners

Achievements

- Inception Meeting, May 2011
- Annual FSC meeting October 2011
- Website under a new build
- High visibility among donors

Challenges

- Advocate the added value of the cluster to country counter-parts
- High visibility among donors global partners and stakeholders (IASC)

General

Identified priorities May 2011:

- ❖ Annual FSC meeting October 2011
- ❖ Develop FSC website to support national FSCs and global partners

Achievements

- Gender Capacity (GenCAP) adviser as part of gFSC team
- IFRC Senior Adviser as part of gFSC team
- Care International staff member deployed as part of the gFSC to the HoA response
- Protection focal point within global team
- Draft gFSC TORs
- Draft proposed SAG TORs

¹ Bangkok subsequently changed to Kuala Lumpur because of flood conditions

Challenges

- Finalise TORs
- Develop FSC 3 year strategic plan
- Work plan 2012
- Increased partner involvement

Graham Farmer then expanded on some of the emerging challenges that have been noted throughout 2011.

Existing & Emerging Priorities for 2012

- Guidance on technical; areas:
 - Cash and Vouchers²
 - Monitoring Evaluation, Accountability and Learning (MEAL)
- Mainstreaming of gender and protection issues
- Inter-cluster coordination

Plenary discussion

Increased NGO involvement

There is a recognised need for stronger NGO involvement within the global team. It is planned to second a senior staff member from an NGO partner to be based within the gFSC team. It is hoped that this can happen in the near future.

Currently, the gFSC has within the support team a seconded senior adviser from the IFRC, as well as a GenCAP adviser and a dedicated protection focal point. Having these focal points within the gFSC support team in Rome has helped enhance the team discussions by bringing in different perspectives. This does not however, reduce the need to have NGO representation as part of the team based in Rome.

Training, surge support and the roster system

The challenge of predictable surge support was raised by many partners. As many partners have limited response capacity, by providing staff to the gFSC surge response, their own organizations and programmes may suffer from lack of appropriate staff.

Efficient solutions for predictable responses need to be found in order to ensure financial support to organizations providing regular surge support. It was suggested to explore in detail how the Protection and WASH clusters manage their roster and develop a similar system for the gFSC.

There is a strong link between the training process, which has already commenced, and the ability of NGOs to provide people for deployment. It is important that NGO partner organizations are fully engaged in the gFSC training in order to be able to capitalise on a larger base of trained deployable staff. Current trainee numbers are roughly equal in three groups: FAO, WFP and NGO/IFRC.

² Drawing from and integrating with systems such as CaLP

Monitoring / Accountability

Accountability for performance can be integrated into the terms of reference and work plan of the cluster at the global level. However, the question was raised on how can we hold national clusters accountable for their responses?

As a first step to address the accountability of the implementation of the cluster system at country level the global health cluster initiated a country monitoring tool. This tool is currently in the pilot stage. The gFSC should consider the possibility of adapting this tool to the needs of the country food security clusters.

Cash and Vouchers

There are existing networks, groups and organizations that are exploring the various aspects of the use of cash and vouchers in humanitarian settings e.g. the Cash Learning Programme (CaLP). It is important that the gFSC increase coordination with the existing groups and enter the debate, so as to avoid duplication and to ensure the voice of the gFSC is heard.

The question of inserting the policy of “Do-no-harm” into the debate on the use of cash and vouchers was raised along with questions concerning the reason behind emphasis being placed on cash as opposed to food interventions.

It was suggested that the gFSC partners focus on networking and ensuring a consistent approach among partners rather than by providing / developing the actual technical guidance.

Advocacy

A strong communication strategy needs to be developed to strengthen communication between gFSC and country clusters as well as between the gFSC and other clusters and the larger IASC community.

Joint advocacy with other clusters could increase the strength of messages (for example with the Nutrition Cluster in technical response, and with OCHA on the general humanitarian approach).

General

In response analysis, it is critical that all possible intervention types are explored (food and cash) to ensure the most appropriate operational response. We should also be covering non-agricultural based livelihoods in our analysis.

Inter-cluster coordination (particularly with the gFSC support team and the IASC) should be strengthened to improve the flow of information.

It is important that all cross-cutting issues such as HIV & AIDS are fully integrated into the work of the gFSC.

Actions

- The gFSC to contact the global health cluster to explore the adaptation of the country monitoring tool.
- The gFSC to develop and implement a communication strategy.

What does it mean to be a FSC partner? Who can and how to become an official gFSC partner?

Presenter: Emma Fitzpatrick, global Food Security Cluster support team

Background documents: Background note: What does it mean to be a FSC partner?:
Annex 6: gFSC Partners

An introduction to the background paper and suggested parameters and roles and responsibilities of being a partner of the gFSC was outlined by Emma Fitzpatrick. The presentation began with a reminder of the Principles of Partnership which forms the basis of the cluster approach and the wider humanitarian reform.

Principles of Partnership

- Equality
- Transparency
- Results oriented approach
- Responsibility
- Complementarity

Levels of engagement

It is proposed to have 2 distinct levels of engagement within the gFSC – partners and observers.

Partners

Demonstrated experience and expertise in at least one of the following areas of food security in humanitarian contexts:

- standards and policy setting
- building response capacity
- operational support
- have the capacity to respond globally

Roles of gFSC partners

- designate global focal points for technical areas that will be the main point of contact for global FSC issues
- commit to providing input to the activities and development of guidelines and tools of the FSC
- provide updates and feedback from the field on areas of concern to the gFSC response
- regularly attend gFSC teleconference and face-to-face meetings
- are responsible for keeping their global, regional and country colleagues updated on all developments of the gFSC
- agree to adhere to and uphold the guiding principles as set out in the gFSC terms of reference
- where staff resources permit, participate in established working groups

Observers

Observers will be invited to:

- provide input on technical and strategic documents
- attend gFSC meetings on a regular basis
- update gFSC partners on areas of concern

Accountability

Partners are accountable to each other within the gFSC

The Global Support Team is accountable to:

- the Lead Agencies – FAO & WFP
- *as well as to the national food security related clusters and gFSC partners*

The two **Lead Agencies** - FAO & WFP are accountable to:

- Emergency Relief Coordinator
- *as well as to the gFSC*

Added value of being a gFSC partner

- **Strong partnership**
 - collaboration, information sharing, joint decisions

Increased:

- **Accountability**
 - cluster to country FSC, and the lead agency; lead agencies to ERC
- **Predictability**
 - common understanding and expectations
- **Effectiveness**
 - gap filling
- **Continuous improvements**

Plenary discussion

It was unanimously agreed to continue to use the term ‘partner’ as it is more inclusive rather than ‘member’ of the cluster.

Participants reiterated how important it is to belong to the cluster. Smaller NGOs in particular welcomed being part of the cluster in order to share experience and knowledge.

It was felt that it was important to make the distinction between partners, observers and possibly another category referred to as technical experts in order to have clear roles, responsibilities and accountabilities.

The roles and responsibilities of partners are linked to the gFSC’s vision and mission as well as their own agency vision and mission.

Questions were raised on who could be considered / apply to become a gFSC partner. Was it restricted to NGOs and UN agencies? Could the private sector and individual consultants / experts become members? What is the foreseen interaction of the gFSC with the military?

It is important for the gFSC to look at all other clusters and their membership. The service clusters (e.g. the Logistic Cluster) work very closely with the private sector. Similarly, the Nutrition Cluster often collaborates with the private sector. However, the private sector companies are not official members as there is the issue of a conflict of interest. Both clusters collaborate with the private sector, but keep the decision-making among the organizations that do not have a vested commercial interest with the response strategies. It was suggested that the gFSC follow a similar mechanism.

It was felt that the issues and the roles of the involvement of the military was more of a concern at national level and would be dealt with on an individual basis taking into account the Oslo Agreement as well as other agreements depending on the context and needs of the response.

Recommendations

It was agreed that organizational partnership would be kept informal at this stage, but based on adherence to a set of established criteria, demonstrating willingness to support the work of the FSC and reflecting an open, inclusive and participatory partnership process. A set of indicative partnership responsibilities was outlined with focus on technical, operational and strategic support, guidance and advocacy.

1. Each partner organization will identify a dedicated focal point to facilitate communications between the FSC Global Support Team and partner organizations, as well as to ensure that partners have the opportunity to participate in the work of the FSC to their maximum capacity;
2. The partner organization will, as much as possible, attend the Annual/Biannual meetings;
3. The focal point person, or designate, will be available for regular teleconference calls;
4. The focal point person will assist in the strategic planning process and with the development of the annual FSC work plan;
5. The focal point person will ensure that the partner organization provides feedback on key tools & guidance being developed by the FSC;
6. The organization will, if possible, provide support to national food-security related coordination systems through participation in FSC scoping missions and surge support;
7. The focal point person, or a suitable technically skilled alternate, will be available to support relevant working groups established by the FSC.

Statement of roles and responsibilities of the gFSC partners should clearly highlight the value added of being a gFSC partner and should specify linkages between partners at the global, regional and national level.

Action

The gFSC to revise and circulate by 15 November 2011, the criteria for organizational partnership based on the Principles of Partnership.

The gFSC should begin to focus on improving communications among partners and country clusters with the aim of increased transparency and better informed final decisions. These systems and methods will be reviewed by all partners at the gFSC meeting in April 2012.

Terms of reference for the global Food Security Cluster

Presenters: Graham Farmer, Global Food Security Cluster Coordinator

Background documents: Annex 8 Draft terms of reference for the Food Security Cluster
Annex 9: overview gFSC TORs

A brief overview of the draft Terms of Reference for the global Food Security Cluster was presented by Graham Farmer. The TORs were broken down into the reasoning behind the global Food Security Cluster and how it currently works. The TORs then move onto the importance of developing national capacity and the priority areas of the cluster.

Priority Area: **Surge Support**

Surge Support for new crises or peaks in chronic emergencies, particularly in areas of coordination support and information management. Rosters will be developed and maintained, while the concept of support teams will be explored.

Priority Area: **Information Management**

Information Management at national and global levels. The GST will develop and maintain an efficient and effective communication mechanism through e-mails, teleconferences and meetings.

Communication will be geared towards regular information sharing, work-plan development and implementation, decision-making, soliciting inputs and feedback on cluster activities, soliciting inputs and feedback on activities initiated by other clusters and others of a general nature, and promoting debate and exchange.

Priority Area: **Tools and Guidance**

Development of Tools and Guidance, reviewing existing guidance material and tools relevant to humanitarian food security interventions and prioritising relevant gaps.

The GST will then identify partners that have interest and appropriate resources available to take forward the process of filling the prioritised gaps.

Priority Area: **Capacity Development**

Capacity Development. The GST will focus on capacity development of cluster coordinators and information managers as key elements of an improved cluster system at national and sub-national level.

At the same time, there will be a rolling programme of training and awareness raising for in-country partners and stakeholders of the cluster system.

Priority Area: **Advocacy**

The global gFSC support team will develop and promote, cluster-wide and where appropriate inter-cluster, advocacy strategies, including for example, public statements, campaigns and donor messaging.

It will stress the importance of saving lives and restoring livelihoods of affected populations in humanitarian crisis situations.

All the above priority areas are guided activities from the operational outset of the FSC and will be reviewed annually with FSC partners in the development of successive work-plans and working groups.

The global support team

The global support team, on behalf of the gFSC partners, will support overall efforts to:

- Promote and maintain FSC activities under the accepted Principles of Partnership approach, supporting the broader food security community, rather than promoting the interests of specific cluster partners.
- Explore and encompass synergies with other IASC Global Clusters and Cross-cutting issues
- Ensure broad participation by FSC Partners in the GST and Cluster activities, including surge support.
- Strive for and maintain the multi-institutional nature of the GST, reflecting the multi-faceted nature of food security and subsequent responses.
- Coordinate and manage annual or semi-annual meetings with FSC Partners, and potentially interested donors, to jointly determine the annual work plan and review progress.

Plenary discussion

Questions were raised on the feasibility of including the *Livelihoods* in the name of the cluster to ensure that all partners at global and national level understand the breadth of scope of the cluster.

The naming of the global cluster was finalised by the Emergency Relief Coordinator and the wider IASC following over 18 months of discussion with all partners. This is not something that can be easily nor quickly changed. Livelihoods also covers aspects which are covered by other clusters as it is a multi-faceted issue. However, the importance of the livelihood aspects of the work of the food security cluster was noted. The revised TORs will ensure that this aspect is appropriately highlighted from the very beginning of the document.

Structure

Participants requested that the structure of the gFSC and the links between and among partners, the global support team and the country clusters be clearly defined.

The structure should allow partners to easily interact with each other and provide inputs to the overall work of the cluster. However, participants did not want to transform the cluster into another mini-agency.

Links with national clusters

Questions were raised on the links and influence of the global cluster on the national food security related clusters. Do the TORs of the gFSC directly affect the functioning of clusters at the local level and the roles of national governments?

The vision of the gFSC is to provide support to the national clusters. The TORs of the gFSC do not direct the functioning of the national clusters. The gFSC should prioritize support to individual national needs.

How do we make decisions?

The global support team was asked to define the decision-making process within the cluster.

This is very closely linked to the structure of the gFSC and the links with the national clusters. Increased communication among partners should be the starting point. Partners requested to receive information at all stages of development so they could have the opportunity to enter in the discussion and debate where appropriate.

Action

The gFSC support team are requested to revise the TORs around the agreed five strategic pillars: surge support; capacity development; tools and guidance; information management; and advocacy. The TORs should clearly outline the agreed structure for the gFSC (e.g. global support team, partners, observers and working groups); describe the links between the gFSC and country level clusters; and indicate the ways in which the cluster will work together to implement agreed priorities. The revised TORs to be circulated to partners for comments before the end of the 2011.

Global Food Security Cluster 3 year Strategic Plan 2012 - 2014

Presenter: Graham Farmer, Global Food Security Cluster Coordinator and Emma Fitzpatrick, global Food Security Cluster support team.

Background documents: Draft terms of reference for the gFSC Strategic Advisory Group

A recommendation from the Global Food Security Inception Meeting in May 2011 was for the gFSC to explore the option of establishing a Strategic Advisory Group (SAG) and developing a three year strategic plan. Two background papers were developed and circulated to participants of the gFSC. One paper outlined the content of a three year strategic plan, the second paper outlined possible terms of reference for a SAG. Emma Fitzpatrick provided a summary of these two draft background notes. Graham Farmer led the plenary discussions on these two issues.

Strategic Plan

The strategic plan should build on the vision and mission of the gFSC. The proposed three year strategic plan should involve all stakeholders in the development and be continually reviewed and adapted to take account of evolving needs. Once developed and agreed, the plans' implementation will need to be accompanied by additional, detailed yearly work plans to reflect available resources, constraints, and new and/or unexpected challenges and opportunities through yearly work plans.

gFSC Strategic Advisory Group

Purpose of SAG

- The purpose is to provide strategic direction to the gFSC on key areas of the global and country humanitarian contexts in terms of food security related responses.
- The SAG does not direct the work of the gFSC. It plays an *advisory* role on overall direction and development of food security strategy. It does not obviate the need for wider representation and collaboration between stakeholders.

Composition/Representation

- Agency representatives of the FSC with specific experience in strategy and policy development in humanitarian contexts.
- Co-chaired by the gFSC support team and one elected partner. Co-chairs may be established on a rotational basis (e.g. six months or one year) to encourage more partners to become increasingly involved without having to commit themselves for extended periods.
- Selection of members and chairs at the FSC annual meetings.
- Membership limited to a workable number of participants to ensure that information can be processed and fed back to all partners in a timely manner.
- Donors and other cluster members may be invited to participate when appropriate.

SAG Objectives

- To review FSC global strategy
- To review annual work plan and amend the work plan as necessary during the the year.
- To provide technical input and advice on food security issues
- To identify gaps and challenges, consider important issues and suggest solutions, options and ways forward for critical issues.
- To define and promote the gFSC's positions on key areas of the humanitarian response.
- To ensure that the *principles of partnership* are fully understood and followed.

SAG Methodology

The gFSC support team will ensure the communications among partners through:

- Regular e-mail correspondence
- Regular telephone conferences
- Face-to-face meetings as needed to achieve objectives.

Although membership is restricted for the sake of expediency, all SAG meeting agendas and minutes would be shared with all FSC partners.

Plenary discussion

There was a lot of discussion on whether it was needed to create a SAG at this stage of the cluster's evolution.

If and when a SAG is established, it was agreed that it should be co-chaired by one NGO partner and one member of the global support team.

The SAG terms of reference should also include the task to increase donor engagement and regularly input to global policy issues concerning food security in humanitarian contexts.

Selection criteria for membership within the SAG should be well defined, and possibly target higher level policy personnel of the partner agencies. It will be important.

The time commitment for a partner involved in the SAG was estimated at approximately 15 working days per year. Although this may seem high, it includes:

Attendance at 2 global meeting (2 x 3 days = 6 days). Participation in monthly teleconferences (12 x 1 = 12 hours = 3 days). Approximately one hour per week on cluster related issues [technical input into documents, briefing of co-workers at HQ and country levels, preparation for the SAG teleconferences, etc.], (say 48 x 1 = 48 = 6 days). Total 15 days.

Recommendations

The added value of having a small dedicated group to discuss complex issues was recognised, especially during the formative stages of the gFSC. However, the current level of engagement of all current partners is considered strong enough for the gFSC to continue without a SAG at this stage.

As required, working groups will be established for selected technical and operational areas mandated with specific tasks and timelines. Should there be partner interest, to reconsider the establishment of a gFSC SAG, it may be added as an agenda item at the next bi-annual meeting in (April 2012).

The development of the three year strategic plan was not seen as a priority at this stage. It was decided to review the need for a three-year plan at the next global FSC meeting (April 2012).

Monthly teleconferences will be scheduled in order to discuss the routine issues of the cluster among all partners. As required, ad hoc teleconferences will be held to discuss urgent issues.

As needed, technical working groups will be established, mandated with specific tasks and timelines. These groups will feedback directly to the gFSC at the monthly teleconferences and or at the global meetings of partners.

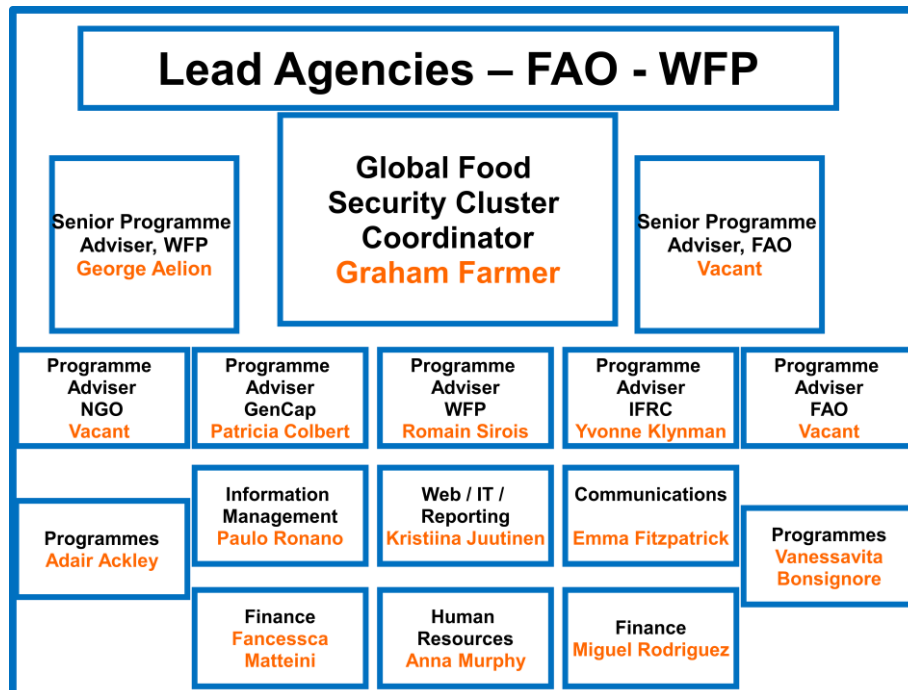
Actions

The next teleconference of gFSC partners is scheduled for 29 November.

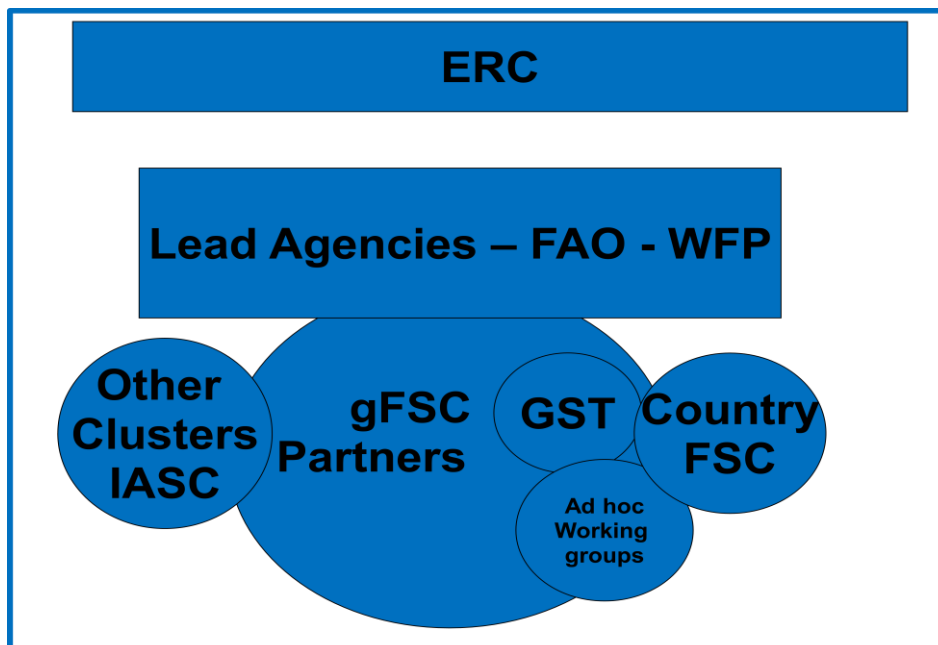
The global Food Security support team

Throughout the first day of the meeting, questions were raised on the structure and intended interaction of the global support team with the cluster partners.

The current structure of the global support team was presented to the meeting.



The position of the gFSC and the support team within the larger humanitarian structure was also presented to the meeting.



Cocktail

Participants were invited to and attended a cocktail that was hosted by Laurent Thomas, Assistant Director General, Technical Cooperation Department, Food and Agriculture Organization and David Kaatrud, Director of Emergencies, World Food Programme.

Tuesday 25 October 2011

Summary of First Day

The second day started with a brief recap of day one of the meeting. The main emphasis of the presentation was to refine what was expected of a partner in the absence of a formal mechanism. There was general agreement with the proposition, which was then carried forward in later discussion.

Break out groups to identify priority activities to be achieved in 2012

Building on the discussion and feedback of day one, it was decided that participants would identify priority activities to be achieved by the gFSC in 2012 around the five strategic pillars: surge support; capacity development; tools and guidance; information management; and advocacy.

Participants chose their area of special interest and four break-out groups were established. One group focussed on the surge support pillar. The second group focussed on the information management and advocacy pillars and two groups focussed on the capacity development and tools and guidance pillars.

In order to guide the discussion and structure the feedback, guiding questions were given to the groups. Guiding Questions for break-out groups:

- What activities are already underway within this pillar by the FSC that should continue in 2012 to help meet FSC challenges / needs?
- What new activities should the gFSC consider for 2012 in order to further address these challenges / needs?
- Are there any priority activities that should be considered within this pillar to address arising issues such as: cash, accountability, inter-cluster collaboration?
- When would it be most feasible for each activity to be implemented (first 6 months, last 6 months)?
- Additional issues / priorities outside of your pillar(s) that you feel are important to share?

Priorities for gFSC in 2012 – feedback from the break-out groups

Surge Support

Presenters: Chris Gad, Danish Refugee Council

Facilitators: Romain Sirois, global Food Security Cluster support team.

Background document: Annex 14 Surge support breakout

The following table highlights the areas of priority identified by participants.

Description of Activity	Jan – June	July - Dec	Pillar
1. Scoping missions with NGO participation (situation assessment and surge support requirements)	X	X	Surge
2. Mapping available surge support expertise from the community (level of ability to respond from NGOs; and how to increase capacity)	X		Surge
3. Assess various surge support response mechanisms (how to tap on available expertise in a relevant/practical manner)	X		Surge
4. Establish a refined and durable surge support structure		X	Surge

Additional issues and priorities for the gFSC in 2012 were identified under the Surge Support Pillar:

- Provision of surge support not only in response to crises, but as an activity during preparedness phase as well as during the transition to recovery – contributing to the overall risk reduction.
- Improve communication with the field: it is important that the country offices of all partners have a perception of how the FSC can add value.
- Update fact sheets on country cluster structures and response: ensure wide distribution

Group 2: Information Management / Advocacy

Presenters: Rosie Jackson, Save the Children

Facilitators: Paolo Romano, Kristiina Juutinen, global Food Security Cluster support team.

Background / supporting documents: Annex 15: IM and Advocacy

The following table highlights the areas of priority identified by participants.

Description of Activity	Jan – June	July - Dec	Pillar
1. Communication strategy	X	X	
2. Link with different actors (infoasaid, IM Task Force, ALNAP)	X	X	IM/ Advocacy
3. Standard IM products	X	X	IM
4. Consolidate best practices	X	X	
5. Create Advocacy Working Group? - Devoting more time in next meeting	X	X	Advocacy
6. Advocate during the emergencies. - Funding - <i>do no harm</i>	X	X	Advocacy

Group 3 Capacity Development and Tools & Guidance

Presenters: Philippa Young, Oxfam

Facilitators: Patricia Colbert, Adair Ackley, global Food Security Cluster support team.

The following activities were identified by participants:

Description of Activity	Jan – June	July - Dec	Pillar
1. E-learning; refresher trainings.	X	X	Capacity
2. Compilation of key tools (clarity among members).	X		Capacity
3. Have standard tools for such things as 3Ws mapping, assessment tools, etc.	X	X	Capacity
4. Ensuring that country cluster have guidelines for contingency planning.		X	Capacity / Guidelines
5. Mentoring for cluster coordinators to build the capacity in the field immediately after training.	X	X	Capacity
6. Orientation to be conducted for all staff being deployed on surge missions.	X	X	Capacity /Advocacy

The break-out group 3 also identified the following additional issues and priorities for the gFSC in 2012:

- The need to clarify how training participants were selected to ensure wide participation of the appropriate people who can then be deployed.
- The need to clarify the relationship between the FSC and the nutrition and early recovery clusters to ensure a stronger coordination and effective response.

Group 4: Capacity Development and Tools & Guidance

Presenters: Caroline Abla. International Medical Corps

Facilitators: Yvonne Klynman, Vanessa Vita Bonsignore, global Food Security Cluster support

Background documents: Annex 16: Capacity + Tools breakout

The following table highlights the areas of priority identified by participants.

Description of Activity	Jan – June	July - Dec	Pillar
1. Needed – a process of consultation and review of tools and guidance esp. SOP's	X		Capacity T&G
2. FS Assessment guidance. Clarify what it is and how it links to other assessment processes.	X	X	T&G
3. Formalize relationship between FS and Nutrition cluster, incl. tools and processes.	X	X	Capacity T&G
4. Monitoring of activities - consider external evaluation as part of accountability. More focus needed on M &E activities	X	X	Capacity
5. Market assessment. More guidance needed.	X	X	T&G

Plenary discussion: Capacity Development and Tools & Guidance (Break-out groups 3 +4)

Participants of the meeting agreed with the identified priorities. Plenary discussion focused on the need to ensure appropriate dissemination of the numerous information products that exist and are currently being developed.

There is an important role of the gFSC in ensuring stronger involvement in early warning and to look and recognises triggers to avoid situations such as the Horn of Africa 2011. It was also agreed that there is a need for scoping missions to be undertaken by the gFSC when possible before the declaration of an emergency and the activation of the cluster system.

Another key activity of the gFSC is to explore suitability for use of the Integrated Food Security Phase Classification (IPC). The Global Cluster Coordinator now sits on the IPC Steering Committee.

Plenary discussion –priority activities to be achieved in 2012

The outcomes from the four break-out groups will be reflected in the 2012 work plan. It is important that the gFSC continue to keep the focus of the cluster on the support to the field. The gFSC will continue to improve communication among partners and increase the use of technology such as mobile technologies and shared databases.

The importance of linking with OCHA and other clusters at the country level was reiterated in order to help improve the understanding of the cluster system at the country level including the discussions on the formal activation and deactivation of clusters.

Action

The global FSC support team will develop draft work plan 2012 and circulate to partners by 31 December 2011. Partners will be asked to provide feedback by 20 January 2012.

Outline of the Food Security Cluster field manual

Presenters: George Aelion, Senior Adviser, global Food Security Cluster support team.

Background documents: Outline of the Food Security Cluster field manual, Annex 17: Outline Food Security handbook

George Aelion, presented the outline of the Food Security Cluster manual. The manual draws heavily on the FAO Cluster Coordination Guidance and the Education Cluster Guidance. The target audience of this manual are the country food security cluster staff and organizations. Participants were given time to discuss among themselves and provide feedback on the draft outline of the content and structure of the handbook. Ron Ockwell, the consultant hired to draft the manual was present at the meeting to hear the discussions and help clarify questions raised.

Plenary discussion

- The manual should represent the full scope of the food security cluster and therefore specifically make reference to livelihoods.
- Although the main focus of the manual should be on tools and guidance, the manual should also clearly state the vision and structure of the gFSC; the links to the overall humanitarian architecture; the importance of being prepared. The manual should also highlight key preparedness activities that can sometimes be undertaken prior to a crisis.
- It is important to address the application of global standards in the context of the global food security response.
- As the manual will be relatively long, it was suggested that a pocket version be developed for quick reference with key concepts relating to food security.
- Some of the core areas may also need the development of a toolbox to include the “how-to” of: analysis of assessment findings, response analysis based on the findings and monitoring.
- It is important to talk about mainstreaming rather than integrating (what does this mean?).
- It was suggested to include reference to Integrated Food Security Phase Classification (IPC) to the cross-cutting issues in chapter 4.
- The inter-cluster, pre-existing and all other coordination mechanisms that take place in countries in emergencies among partners, government and non-government entities, including the military needs to be recognised and highlighted in the manual. A separate chapter on engagement with military forces may be required.
- It is important that the manual highlights the necessity of monitoring and evaluation as well as the need to analyse the response of partners at all stages of the response.

All areas of concern were noted by the support team and Ron Ockwell. The drafts of the manual will be shared among the gFSC partners and feedback is welcomed throughout the process.

Conclusion next steps

The final session of the meeting focussed on summarizing the conclusions drawn against the expected outcomes of the meeting. The decision and next steps were clarified under each of the expected outcomes.

Reference document: Annex18: Next steps

- **Vision and terms of reference for global Food Security Cluster**

The vision and terms of reference of the global Food Security Cluster will be revised reflecting the inputs and discussion of partners. This revision will be circulated to partners by 30 November. Partners will be requested to provide feedback by 31 December 2011.

- **Agreed priorities for the global Food Security Cluster 2012**

The global FSC support team will develop draft work plan 2012 and circulate to partners by 31 December 2011. Partners will be requested to provide feedback by 20 January 2012.

- **Outline of the gFSC three year strategic plan**

The development of the three year strategic plan was not seen as a priority at this stage by partners at the meeting. It was decided to review the need for a three year plan at the next global FSC meeting (April 2012).

- **Terms of Reference for the proposed Strategic Advisory Group**

The current level of engagement of all partners was considered strong enough for the gFSC to continue without a Strategic Advisory Group at this stage. Working groups will be established for selected technical and operational areas mandated with specific tasks and timelines as required.

- **Process for becoming an official partner of the global Food Security Cluster**

Participants in the meeting agreed that the process of partnership would remain informal at present, based on clearly defined criteria supporting the work of the gFSC. The gFSC support team will circulate the revised criteria on partnership to partners by 15 November 2011.

It was decided to monitor the current situation of accountability among partners and to country clusters as well as the decision making process and re-discuss at the gFSC meeting in April 2012.

- **Other**

Feedback received from partners of this meeting will be used in order to draft the agenda of the next meeting in April 2012.

A **gFSC teleconference** is scheduled for 29 November. Agenda to include: the draft gFSC Meeting Report 24-25 October 2011 (to be circulated to partners); structure of the gFSC; review of the partnership and observer principles/guidelines; update on scoping missions undertaken by FSC partners (Somalia and Afghanistan); and a review of the draft ToRs.

- **Next Global Meeting of Partners**

The next meeting of partners of the global Food Security Cluster will be hosted by the IFRC in Geneva in April 2012.

Closure

Jeff Tschirley, Chief, Technical Cooperation Department, Food and Agriculture Organization, closed the meeting on behalf of WFP and FAO. He was pleased to note the continued focus of partners and the cluster on the support to national clusters. Partners were thanked for their high level of engagement throughout the meeting and during their responses at country level.

List of participants

Organisation	Name and title
Global Food Security Cluster Lead Agency	
Food and Agriculture Organization	Laurent Thomas, Assistant Director-General, Chief, Technical Cooperation Department
Food and Agriculture Organization	Jeff Tschirley, Service Chief, Emergency Operations and Rehabilitation Division
World Food Programme	David Kaatrud, Director of Emergencies
Meeting chair	
World Vision International	Douglas R Brown, Director, Agriculture and Food Security
Partners	
Action Contre la Faim	Julien Morel, ACF Adviser for Food Assistance sector
CARE International	Daw Mohamed, Senior Adviser - Emergency Food Security
Caritas International	John Coughlin, Emergency Response Officer
Catholic Relief Services	Megan McGlinchy, Markets & Urban Food Security Adviser
Danish Refugee Council	Chris Gad, Emergency Coordinator
FAO	Martina Buonincontri, Partnerships and Cluster Specialist
FAO	Gwyn Lewis, IASC and Inter-Agency Officer
International Committee of the Red Cross	Agnes Dhur, Head, Economic Security Unit
International Medical Corps	Caroline Abla, Director, Nutrition and Food Security Unit
Mercy Corps	Greg Scarborough
Oxfam	Philippa Young, Food Security & Livelihoods Team leader
Samaritan's Purse	Allister Clewlow, Head of Food Programs
Save the Children	Rosie Jackson
Save the Children	Heather Danton
Solidarites International	Peggy Pascal, Food Security Technical Unit
Terre des Hommes	Therese Fliesendevuyst
UNHCR	Hanna Mattinen, Senior Food Security Officer
WFP	Oscar Caleman
World Vision International	Ton van Zutphen, Director, Global Capitals
IASC Global Clusters and Cross-Cutting Issues	
Early Recovery Cluster	Ivan Draganic
Emergency Telecommunication Cluster	Alfred Gilman
Emergency Telecommunication Cluster	Jacob Kern, Coordinator
Nutrition Cluster	Josephine Ippe, Coordinator
HIV and AIDS	Nina Beretta Piccoli, WFP
Mental Health Psycho Social WG	Hélène Deret, Director of Operations, ACF
OCHA	Belinda Holdsworth, Humanitarian Coordination Support Section

Food Security Cluster Global Support Team	
Global Food Security Cluster Coordinator	Graham Farmer
Senior Programme Adviser	George Aelion
Programmes	Adair Ackley
Programmes	Vanessa Bonsignore
Gender Capacity / Programme Adviser	Patricia Colbert,
Communications	Emma Fitzpatrick
Information management	Kristiina Juutinen
Programme Adviser	Yvonne Klynman
Finance	Francesca Matteini
Human resources / Finance	Anna Murphy
Information management	Paolo Romano
Programme Adviser	Romain Sirois
Other	
Consultant	Gillian Anderson
Consultant	Ron Ockwell