

# 2017 2019 STRATEGIC PLAN



GLOBAL  
FOOD SECURITY CLUSTER  
*Strengthening Humanitarian Response*





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# FOREWORD

There is more than enough food produced today to feed everyone, yet close to 800 million people are chronically undernourished and malnutrition affects almost one in three people<sup>1</sup> on the planet. To eliminate hunger by 2030, many more combined investments will be needed in agricultural and rural development, in social protection and in pro-poor development. The 2030 Agenda situates humanitarian efforts within a broader context of human progress and development, with a strong commitment to leaving no one behind. The 2030 Agenda is ambitious in its reach, in the complexity of the challenges to be overcome, and in its 15-year timeframe for achieving sustained results that will transform the world. Action is needed now: the goals require accelerated action to end poverty and hunger by 2030. Multistakeholder engagement is crucial.

An average of 65 million people are in need of emergency food security interventions almost every year since 2015.<sup>2</sup> To alleviate suffering of these people and prevent famine in some most-critical crises, donors consistently contributed US\$4 billion yearly against food security components of Humanitarian Response Plans (source: Office for the Coordination of Humanitarian Affairs/OCHA, Financial Tracking Service/FTS).<sup>3</sup> This is a significant contribution, but it allows only 3 out of 5 people in need to receive support.

The World Humanitarian Summit (WHS) consultation process documented the widespread call for a “new way of working” that, as described in the Secretary-General’s report for the WHS (paragraphs 126–142), “moves beyond the comfort of traditional silos” to bring diverse actors together across mandates, sectors and institutional boundaries to achieve collective outcomes for people affected by crises. Clusters play a central role in the implementation of the resilience approach, which calls for interventions that are multilevel and systems-based, multisectoral, multistakeholder and context specific. The Rome-based agencies – the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP), and the International Fund for Agricultural Development (IFAD) – have developed a conceptual framework for collaboration and partnership on strengthening the resilience for food security and nutrition. The framework outlines six principles to guide support to the absorptive, adaptive and transformative capacities of vulnerable, food-insecure people in response to shocks or stresses.

As Cluster Lead Agencies, we, FAO and WFP, share the common belief that working together at the international, national and regional levels to support timely and joint analyses, to outline a strategy for life-saving interventions, and to bring the actors together around the table enhances our ability to respond at the right time and in the right place with the right assistance. The cluster system is intended to play a catalytic role across the various actors, including government. Past years demonstrated clusters’ capacity in engaging with partners and building consensus, as documented by various clusters’ evaluations. But this is not enough. Too little has been done with regard to partnering with national stakeholders and affected people as well as in terms of inter-sectoral coordination.

There is no strong food security response without a strong food security cluster or sector. Likewise, there will be no strong overall humanitarian response without strong inter-cluster coordination. This requires adequate funding to the cluster system. Food security coordination costs only 0.3 percent of the sectoral funding requirement. In other words, when donors contribute US\$100 for a food security intervention in any given crisis, US\$0.3 is required to ensure a comprehensive, coordinated, efficient and effective response.

The global Food Security Cluster Strategic Plan 2017–2019 builds on achievements against the previous strategic plan as well as on the commitments made during the World Humanitarian Summit and the Grand Bargain. This is a forward-looking document that details the strategic means for the global Food Security Cluster and country clusters to increase coordination performances within and beyond the sector.

Dominique Burgeon

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Food and Agriculture Organization of the United Nations

Denise Brown

**Director of Emergencies**  
World Food Programme

1. *The State of Food Insecurity in the World 2015* (FAO, WFP, IFAD).

2. *From the Global Humanitarian Appeal 2015, 2016 and 2017*.

3. *Additional funding is provided to food security activities outside of Humanitarian Response Plans.*



# INTRODUCTION

*The Strategic Plan is a collective product of global partners that will be implemented by the Global Support Team with guidance from the Strategic Advisory Group*

The global Food Security Cluster's Strategic Plan 2017–2019 represents the collective direction that global partners want food security coordination to take after the World Humanitarian Summit and the identified means to reach more effective and efficient humanitarian response.

The global Food Security Cluster Strategic Advisory Group (SAG) defined key directions during a retreat in October 2016, the results of which were discussed and further refined with all partners during the November 2016 meeting of global partners.

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 support unit to implement the strategy. This includes participation in the work of the Strategic Advisory Group and the various working groups, stand-by partnerships, staff secondment or leadership in the implementation of some activities.

The Strategic Plan is augmented by a work plan and a budget against which the global Food Security Cluster (gFSC) will report semi-annually during the global partners' meeting, as well as through an annual report and an annual gFSC performance monitoring survey.

Finally, a mid-term review will allow gFSC and global partners to take stock of the implementation status of the strategy and introduce course correctors in line with the potential evolution of humanitarian priorities by 2019.



# BACKGROUND

*On average, 65 million people are in need of emergency food security interventions almost every year since 2015*

Since its endorsement by the Inter-Agency Standing Committee (IASC) in December 2010 and its functional set-up in April 2011, the global Food Security Cluster (gFSC) has been successful in creating a conducive environment for global partners to discuss food security operational and policy matters. It has been instrumental in developing tools and providing guidance and support to countries affected by humanitarian crises.

The global Food Security Cluster is led by FAO and WFP. Over 40 international non-governmental organizations (NGOs) and the International Federation of Red Cross and Red Crescent Societies (IFRC) are active members at global level. The cluster focuses on coordination of food assistance, agriculture and livelihood humanitarian interventions.

Overall, food security is the largest sector in humanitarian response, as it represents 35 percent of funding requirements through the global humanitarian appeal. The average profile of a country food security cluster is a group of 68 partners targeting two million food insecure people and managing a sector appeal of US\$250 million yearly.

Country level and global achievements have been documented through the FAO/WFP joint evaluation of food security cluster coordination in humanitarian action (2009–2014), which was endorsed by the FAO Programme Committee and the WFP Executive Board in November 2014.

The follow-up to the evaluation report was also endorsed during the FAO Programme Committee in November 2016, and the FAO Council at its Hundred and Fifty-fifth Session in December 2016 commended the progress achieved in implementing approved recommendations of the Joint FAO/WFP Evaluation of the Food Security Cluster Coordination.

While the gFSC Strategic Plan 2015–2016 built on the recommendations from the joint evaluation above-mentioned, the new Strategic Plan is inspired by the commitments made during, and the conclusions of, the World Humanitarian Summit. Therefore, this new strategy represents the gFSC contribution to “meet immediate needs in times of crisis, while also working actively to move people out of crises and on to a path toward the achievement of the 2030 Agenda”.



# VISION, MISSION STATEMENT AND VALUES

*To ensure improved coordination of preparedness, response and recovery actions at the national and global levels*

The vision of the global Food Security Cluster is that “Food security needs for individuals and communities in humanitarian crises are met.”

The vision is supported by a mission statement: “To ensure improved, coordination of preparedness, response and recovery actions at national and global levels.”

The gFSC aim is to strengthen food security responses in crisis situations, mainstream early recovery, gender and age, as well as protection, and enhance national capacity to:

- deliver predictable and accountable leadership and coordination on food security responses;
- strengthen existing national and local humanitarian management and coordination systems, building on local capacities through the active participation of women and men from the affected population; and
- optimize collaboration and partnerships with governments, United Nations agencies, NGOs, the Red Cross and Red Crescent Movement, donors and other stakeholders to ensure a holistic response.

The gFSC is committed to ensuring that planning and implementation of humanitarian response takes into account appropriate standards, indicators and cross-cutting issues, and to ensuring that the services provided increase the positive impact for the most vulnerable within affected populations. Therein, the gFSC will contribute to the implementation of the commitments and new initiatives agreed upon at the World Humanitarian Summit with regard to enhancing people-centred approaches.







# gFSC STRUCTURE

The gFSC is composed of a multifaceted and complementary team operating from Rome. FAO/WFP mainstreaming resources cover the cost of a global Food Security Coordinator, four FAO and WFP staff from the professional categories, and one administrative officer from the General Service category. The team will be augmented in 2017 by additional experts paid through the FAO/WFP extra-budgetary resources, NGOs (as secondees<sup>4</sup>) and by governments (through the JPO programme<sup>5</sup>). The Emergency Directors of Cluster Lead Agencies are overall managers to whom the global Food Security Coordinator reports.

In 2016, a Strategic Advisory Group (SAG) was formed<sup>6</sup> 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.

Cluster members should adhere to the minimum commitments that set out what all organizations undertake to contribute to the work of the gFSC. They include: (i) a common commitment to humanitarian principles and the principles of partnership commitment to mainstream protection in programme delivery; (ii) readiness to participate in actions that specifically improve accountability to affected populations; (iii) understand duties and responsibilities associated with membership of a cluster and commit to consistently engage in the cluster's collective work as well as the cluster's plan and activities; (iv) commitment to mainstream key programmatic cross-cutting issues; (v) willingness to take on leadership responsibilities as needed and as capacity and mandates allow; (vi) contribute to developing and disseminating advocacy and messaging for relevant audiences; and (vi) ensure that the cluster provides interpretation so that all cluster partners are able to participate.

4. *Welthungerhilfe secondee (2016–17). Norwegian Refugee Council (NRC), HelpAge, IFRC, GenCAP, ProCAP in the past.*

5. *Government of Germany (2017–2018). Government of Finland in the past.*

6. *It includes permanent members (the Global Coordinator, FAO, WFP) and rotating members elected for two years (a country-based Cluster Coordinator, Action Against Hunger (ACF), Welthungerhilfe, International Federation of Red Cross and Red Crescent Societies (IFRC). It includes exceptionally for 18 months until the re-election process mid-2018 an additional NGO (ACTED).*









# STRATEGIC RESULTS AND ACTIVITIES FOCUS

*Ensuring effective humanitarian response in food security  
and across sectors through diversified partnerships, increased  
preparedness and more predictable resources*

For the period 2017–2019, the global Food Security Cluster is planning to achieve four strategic results through a set of focus areas of interventions and activities that are described below. This document is also augmented with a detailed work plan for 2017. Cross-cutting dimensions are mainstreamed throughout the strategy and the work plan.



# GFSC STRATEGIC PLAN 2017-2019: RESULTS AND FOCUS AREAS



**STRENGTHENED EFFECTIVENESS OF FOOD SECURITY COORDINATION SYSTEMS AT COUNTRY LEVEL**

**FOCUS AREA 1**

Supporting country clusters (coordinators, information managers) in delivering against six core cluster functions

**FOCUS AREA 2**

Supporting Cluster Lead Agencies in fulfilling their leadership and accountability role in managing clusters

**FOCUS AREA 3**

Monitoring performance for better delivery and managing knowledge



**ENHANCED PARTNERSHIPS AND COLLABORATIVE INITIATIVES AT GLOBAL LEVEL**

**FOCUS AREA 1**

Facilitating mutual reinforcement between global partners and gFSC based on complementary expertise and comparative advantage

**FOCUS AREA 2**

Developing strategic partnerships with universities and academia

**FOCUS AREA 3**

Exploring strategic partnerships with business actors

**FOCUS AREA 4**

Continuing and adjusting the work of technical working groups



**SCALED-UP ADVOCACY, COMMUNICATION, RESOURCE MOBILISATION AND HUMANITARIAN SYSTEMS POLICY**

**FOCUS AREA 1**

Increasing investment in inter-cluster work

**FOCUS AREA 2**

Strengthening linkages with the Inter-Agency Standing Committee (IASC) work

**FOCUS AREA 3**

Opening more systematic dialogue with donors on coordination effectiveness, resourcing and managing expectation

**FOCUS AREA 4**

Accelerating working relationships with national governments



**FOSTERED PROGRAMMATIC APPROACH TO COORDINATION ACTION**

**FOCUS AREA 1**

Enhanced engagement with humanitarian and development actors

**FOCUS AREA 2**

Decentralization and localization of preparedness

**FOCUS AREA 3**

Improve joint and impartial needs analyses





Photo: FAO/Paballo Thekiso





## RESULT 1

# STRENGTHENED EFFECTIVENESS OF FOOD SECURITY COORDINATION SYSTEMS AT THE COUNTRY LEVEL

The focus of this result is on strengthening country-level coordination systems (formally activated clusters or cluster-like sectors) with the aim of increasing the performance of those systems against the six core coordination functions, namely to: (i) support service delivery; (ii) inform the Humanitarian Coordinator/Humanitarian Country Team's strategic decision-making; (iii) plan and implement cluster strategies; (iv) monitor and evaluate performance; (v) build national capacity in preparedness and contingency planning; and (vi) support robust advocacy.

The readiness of the global Food Security Cluster will be enhanced to deploy highly qualified and trained staff to sudden-onset emergencies and protracted crises and to provide adequate support and backstopping in a timely manner.

## FOCUS AREA 1

# SUPPORTING COUNTRY CLUSTERS (COORDINATORS, INFORMATION MANAGERS) IN DELIVERING AGAINST SIX CORE CLUSTER FUNCTIONS

Technical support and backstopping from the global support unit (including missions and regular calls), trainings on information management, Integrated Food Security Phase Classification (IPC), Accountability for Affected Populations (AAP), gender and age, Protection from Sexual Exploitation and Abuse (PSEA), centrality of protection, preparedness, cash transfer modalities and other emerging issues are key components to achieve this result.

Information management is critical for the coordination function. Hence, a strong focus will be given to strengthening the use of information management (IM) tools and improving the quality of information management products such as dashboards, newsletters, mappings, gap analysis and advocacy.

Given the importance of evidence-based needs analysis, a stronger linkage between country clusters and IPC activities will be promoted, with the objective of having IPC products in each country where there is a Humanitarian Response Plan.

Sharing experience and knowledge between country clusters, including through annual cluster coordinators retreats, will remain a key modality to strengthen effectiveness.



## FOCUS AREA 2

### SUPPORTING CLUSTER LEAD AGENCIES IN FULFILLING THEIR LEADERSHIP AND ACCOUNTABILITY ROLE IN MANAGING CLUSTERS

One of the first responsibilities of Cluster Lead Agencies (CLAs) in protracted crises as well as sudden-onset emergencies is to make sure that adequate capacity to lead or assist governments in leading food security coordination is met. This starts with the management of human resources. This will be achieved through rigorous methods to enlarge gFSC rosters of both Cluster Coordinators and Information Management Officers (call for applicants, CV review, interviews, reference checks, simulation exercises and performance reviews). It will also ensure that CLAs are capable to deploy regular staff as cluster coordinators. This will also include the readiness and capacity of gFSC to conduct surge missions whenever necessary.

A second responsibility of CLAs is linked to adequate financial resourcing for clusters. This will be achieved through strategic engagement with donors, the Office for the Coordination of Humanitarian Affairs, CLAs, and the development of advocacy products.

A third responsibility of CLAs relates to the interaction between clusters, inter-cluster working groups and Humanitarian Country Teams. This will be achieved through better sensitization, communication and information-sharing between Cluster Coordinators and CLAs at the field level, development, and the use of existing ready-to-use tools, Standard Operating Procedures (SOPs) and briefing packages.

## FOCUS AREA 3

### MONITORING PERFORMANCE FOR BETTER DELIVERY AND MANAGING KNOWLEDGE

This will be achieved primarily through the systematic implementation of an annual country cluster performance monitoring and the development of course correctors for each country cluster with the support of CLAs and gFSC.

Furthermore, gFSC will support countries in conducting more systematic lessons learned exercises that will form the basis of a repository of coordination practices.

7. Advocacy may focus on relevance of coordination and adaptive capacity to the evolving humanitarian ecosystem as well as cost effectiveness.





Photo: WFP/Bikkil Sthapit





## RESULT 2

# ENHANCED PARTNERSHIPS AND COLLABORATIVE INITIATIVES AT THE GLOBAL LEVEL

The gFSC Strategic Plan 2015–2016 looked at opportunities and systems to strengthen country-level and global partnerships in an attempt to federate more partners' participation and foster buy-in to the cluster approach. This new result builds on gains over the past two years and explores win-win relationships with a range of actors at the global level. That relationship should be characterized by a high degree of mutual reliance and trust, where each member of the gFSC needs the other to optimize the ability to create and capture value. Furthermore, the gFSC will look beyond NGOs, donors and government actors and explore partnerships with universities and business actors, as they are likely to play a more significant role in the coming years and contribute to increase aid effectiveness. If properly managed, engaging with the private sector will offer humanitarian organizations opportunities to leverage synergies, know-how, and resources from the business sector for the benefit of the people and communities that humanitarian organizations strive to protect and assist.

### FOCUS AREA 1

## FACILITATING MUTUAL REINFORCEMENT BETWEEN GLOBAL PARTNERS AND GFSC BASED ON COMPLEMENTARY EXPERTISE AND COMPARATIVE ADVANTAGE

This will be achieved through more strategic and systematic bilateral meetings, review of partners' capacities to engage in activities such as SAG, technical working groups, global partners' meetings and monthly teleconferences, but also through joint advocacy and secondments, among others.

### FOCUS AREA 2

## DEVELOPING STRATEGIC PARTNERSHIPS WITH UNIVERSITIES AND ACADEMIA

This will be achieved through the development of a strategy that will define specific win-win areas. gFSC's interest could include research<sup>8</sup>, surveys, technologies, human resources (future Information Management Officers, Cluster Coordinators) and publications, while universities' interest could include support to curricula, internships, etc.

8. Research areas may include in a non-exhaustive manner aid localization, national capacity-building, decentralized coordination models, and preparedness.



### FOCUS AREA 3

## EXPLORING STRATEGIC PARTNERSHIPS WITH BUSINESS ACTORS

The first step will be to identify (together with global partners) thematic needs that are not fulfilled by CLAs and global partners. This could include technology and multimedia. The mapping of needs will lead to the development of a discussion paper that will frame or guide the nature of the engagement with business actors.

### FOCUS AREA 4

## CONTINUING AND ADJUSTING THE WORK OF TECHNICAL WORKING GROUPS

Global partners will continue leading technical working groups. The triple function of these groups include: (i) documenting good practices; (ii) supporting global and country advocacy; (iii) sharing knowledge between country clusters and development of strategies; and (iv) developing tools.





## RESULT 3

# SCALED-UP ADVOCACY, COMMUNICATION, RESOURCE MOBILIZATION AND HUMANITARIAN SYSTEMS POLICY

While recognizing the multidimensional impact of conflicts and natural hazards on populations, food security is often the largest and most durably impacted sector. The agriculture sector alone – including crops, livestock, fisheries and forestry – absorbs approximately 22 percent of the economic impact caused by medium- and large-scale natural hazards and disasters in developing countries<sup>9</sup>. Over the past two years, the review of humanitarian appeals indicates that the food security spectrum of intervention in humanitarian appeals is changing. There tends to exist a rapidly growing perception that food assistance is exclusively about life-saving, while agriculture and livelihood-based interventions are recovery actions that should be excluded from humanitarian appeals. Furthermore, recent conflicts and relief operations have demonstrated the need to keep advocating for the vital existence of a “humanitarian space” for the prompt and effective delivery of relief to people in extreme distress. Finally, depriving people of their means of survival, including by blocking relief supplies and food supplies, is still a practice in a number of conflict areas.

In that context, this result will focus on ensuring that hunger, poverty and climate change are increasingly tackled together. The gFSC provides a forum at the international level to inform and support the elaboration of emergency strategies and implementation plans. Those shall integrate urgent measures to protect lives and livelihoods in parallel with forms of assistance that support local institutions dealing with longer-term needs in sustainable agriculture, natural resource management, and the provision of basic social services.

Furthermore, in a context where crises are increasingly protracted, clusters tend to remain activated for much longer than envisaged at the time of the Humanitarian Reform and the Transformative Agenda. The gFSC also provides support to countries where clusters are not formally activated. Therefore, the cluster system is stretched and resources need to be proportioned if coordination is to remain effective.

This result area will also look at predictability of resources for coordination, and contribute to humanitarian systems policy discussions related to coordination arrangements in protracted crises.



## FOCUS AREA 1

# INCREASING INVESTMENT IN INTER-CLUSTER WORK

The Global Cluster Coordination Group (GCCG) should become the centrepiece of partnership between all sectors and the bridge between IASC principles/Emergency Directors Group, where Humanitarian Policies are developed and endorsed, and the country clusters/sectors, where these policies are put in practice. The gFSC intends to play an increasing role in the global dialogue on a number of topics, and is not limited to needs assessments, cash-based transfers, humanitarian financing and cluster financing.

The gFSC will also play a catalytic role in global advocacy for resilience, preparedness and livelihood-based programming. The gFSC rhetoric will be based on the need to link immediate life-saving needs with longer-term interventions that address together hunger, poverty and climate change.

<sup>9</sup> Reference FAO Report: *The Impact of Natural Hazards and Disasters on Agriculture and Food Security and Nutrition*; updated May 2015.





## FOCUS AREA 2

### STRENGTHENING LINKAGES WITH THE INTER-AGENCY STANDING COMMITTEE (IASC) WORK<sup>10</sup>

This will be achieved through a more proactive linkage with CLAs in relation to the work of the Emergency Directors Group (EDG), e.g. through briefings in preparation of meetings and field missions. In addition, gFSC will avail its members to support the work of the Senior Transformative Agenda Implementation Team (STAIT) when appropriate and requested, including through participation in field peer reviews. With regard to subsidiary bodies, gFSC will keep engaging with the IASC Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse (AAP/PSEA); IASC Protection Priority; Global Protection Cluster; IASC Reference Group on Gender and Humanitarian Action; and IASC Reference Group on Meeting Humanitarian Challenges in Urban Areas.

## FOCUS AREA 3

### OPENING MORE SYSTEMATIC DIALOGUE WITH DONORS ON COORDINATION EFFECTIVENESS, RESOURCING AND MANAGING EXPECTATION

This will be achieved through more frequent dialogue with donors (including through GCCG) and the development of communication papers that present coordination benefit, value for money, and coordination costing per scenario. The dialogue with donors should also contribute balancing expectations from donors vis-à-vis clusters between process, evidence-based analysis on the one side and programming on the other side.

## FOCUS AREA 4

### ACCELERATING WORKING RELATIONSHIPS WITH NATIONAL GOVERNMENTS

This will be achieved primarily through tailored trainings, simulation exercises, and sensitization of government on coordination functions and accountability. Furthermore, open dialogue will aim at reviewing existing coordination mechanisms led by governments and their performances and discuss processes of cluster activation, transition and deactivation.

<sup>10</sup>. Including the Emergency Directors Group, the Senior Transformative Agenda Implementation Team, and IASC subsidiary bodies











## RESULT 4

### FOSTERED PROGRAMMATIC APPROACH TO COORDINATION ACTION

The World Humanitarian Summit and the Grand Bargain have called for a revision of some programmatic approaches and conceptual frameworks in the humanitarian system. With some clear comparative advantages gFSC has a strong potential for becoming an agent of change at both the global and country levels, and this result therefore aims to focus on leading some of these changes, building on the diversified expertise and innovative capacities of its members.

#### FOCUS AREA 1

### ENHANCED ENGAGEMENT WITH HUMANITARIAN AND DEVELOPMENT ACTORS

To achieve Zero Hunger by 2030, the international community needs to build on the approaches and options that have been proven effective and that ensure continuous access to food for the undernourished and improve livelihood opportunities for the poor and hungry. There are already many linkages between the humanitarian and development works on the ground. Many of the good practices are however not documented. The gFSC will work closely with key partners and document such works, as well as advocate in favour of creating stronger humanitarian-development linkages. The gFSC will focus on concrete deliverables, such as support to livelihoods of affected people, embracing resilience-based programming, and robust multi-year integrated programming with other sectors, in particular, but not limited, to health, nutrition, water and sanitation. Furthermore, the large experience of the Food Security Cluster/Sector partners in cash-based transfers can potentially trigger stronger relationships with other sectors (e.g. merging forces on market assessments, financial transfer platforms).



## FOCUS AREA 2

### DECENTRALIZATION AND LOCALIZATION OF PREPAREDNESS

Localization should refer not only to local NGOs and their capacities, but also to local governments and businesses. The current humanitarian system is, however, not fully conducive to supporting the local responders and an important shift is therefore necessary. gFSC will continue to serve as a hub for partners, including local partners, and mainstream localization into its core business and provide guidance on collaboration with IASC and others who are already involved, for example, in the development of a baseline or localization marker. The gFSC will also analyse how engagement of local actors could be optimized by reviewing different country coordination models. In this context, the gFSC will focus on some concrete deliverables, such as: (i) collecting good practices and sharing lessons learned on local partnerships; (ii) applying the gFSC/Welthungerhilfe video project as a tool and advocate for the engagement of local actors more proactively; (iii) mapping who is doing what with NGO partners to tap into their strengths; and (iv) piloting innovative approaches to engage local partners at the country level.

## FOCUS AREA 3

### IMPROVE JOINT AND IMPARTIAL NEEDS ANALYSES

Strengthening joint and cross-sector needs analysis will be crucial for the implementation of the Grand Bargain commitments, and gFSC aims to advocate it by bringing together its partners' expertise on analytical frameworks and cross-sectoral data analysis in support of country clusters. The gFSC will work with OCHA, IASC, other clusters and relevant partners (e.g. REACH, FEWS NET, Assessment Capacities Project/ACAPS, academia, IPC, WFP Vulnerability Analysis and Mapping/VAM), dig into the complementarity of the different capacities, and create a partnership to facilitate the implementation of a livelihood-based multisectoral and joint integrated analysis on the ground. The gFSC will focus on some concrete deliverables, such as: (i) advocating on the importance of joint and cross-sectoral needs analysis and resource allocation at appropriate forums; (ii) strengthening existing linkages and collaboration with the Nutrition Cluster at both the global and country levels; (iii) mapping field-level assessments, with a particular focus on cross-sectoral aspects; and (iv) linking with other initiatives such as the newly created Global Network for Food Crises.











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