

Global Partners' Meeting

29-30 NOVEMBER 2016
WFP HQ, ROME

SECURITY CLUSTER
Strengthening Humanitarian Response



FOOD SECURITY CLUSTER
Strengthening Humanitarian Response

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Executive Summary

The eleventh Global Partners' meeting of the global Food Security Cluster (gFSC) was held at WFP Headquarters on 29 and 30 November 2016 in Rome, Italy. The meeting brought together more than 60 participants and observers representing over 30 partner institutions and one in-country Food Security Cluster as well as the gFSC Global Support Team. The overall purpose of the meeting was to review the work of the global Food Security cluster (gFSC) during the second half of 2016, discuss emerging issues and the way forward, specifically in view of the development of the 2017-2019 Strategic Work Plan.

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

- Review gFSC achievements to date since July 2016 against the strategic work plan 2015-2016 and address major issues experienced during the period;
- For each of the gFSC Working Groups, assess the progress over the last six months and agree on priorities for the upcoming six months with a stronger focus on providing support to the in-country clusters;
- Discuss the new gFSC Strategic Work Plan 2017-19 and work on the results and its focus areas.

Day 1

**29 November
2016**

OPENING REMARKS AND WELCOME

Olivia Hantz, Chief, OSEP/WFP

The WFP Emergency Preparedness and Support Response Division Chief (OSEP) welcomed the international NGO partners, donors, country-based cluster coordinators, Global Nutrition Cluster, and FAO and WFP colleagues to the eleventh Food Security Cluster Global Partners' meeting. She excused the Emergency Directors, Denise Brown (WFP) and Dominique Burgeon (FAO) for not joining the meeting as it coincided with a joint FAO/WFP mission to Nigeria. The OSEP chief underlined the importance of the meeting as it marked the end of the Global Food Security Cluster's 2015-2016 Strategic Plan that has been successfully implemented. It followed the WFP Executive Board session that marked a turning point for the organization with the approval of the new WFP Strategic Plan (2017-2021), Corporate Results Framework, Policy on Country Strategic Plans and the Integrated Roadmap. She highlighted that the outcome of the Executive Board session will help WFP to embark on a journey of transformation towards implementing the 2030 Agenda and towards achieving the zero hunger goal. In this context, the Global Partners' meeting focused on the 2015-2016 achievements and set the ground for the coming years. With still almost 800 million hungry people worldwide, which is one person out of nine, some progress has been made compared to 1990 when 1 billion people were hungry. However, the OSEP chief stressed that an increasing number of people is extremely food insecure resulting from armed conflict, natural hazard or climate change. She also reminded that in 2016, the humanitarian community targeted 67 million people out of 90 million in need of food security related assistance for whom life-saving and livelihoods interventions were a must. The Food Security Cluster is present in more than 40 countries to put coordination solutions in place in order to reach those people in need through efficient and timely food security interventions. She pointed out that current funding levels only provide sufficient support to 2 out of 5 people in need and that the global community cannot fail to address the needs of all vulnerable people.

Thomas Ølholm, NRC, Meeting Chair

Thomas Ølholm thanked the global partners for their commitment to participate in the meeting. He underlined the significance of the topics that were to be discussed, such as the new gFSC strategy for the upcoming years that shall closely respond to the needs in the field.

Cyril Ferrand, Global Food Security Cluster Coordinator

Cyril Ferrand welcomed all meeting participants and stressed that the global Food Security Cluster team consists of all partners and that everyone has a role to play either through deployments or by leading a working group for instance. He reiterated the need of humanitarian assistance of 92 million people in 2016. Soon, the 2017 figures would be presented through the OCHA humanitarian needs overview. He echoed Olivia Hantz' words and underlined that in 2016 the humanitarian community was only able to assist 2 out of 5 people in need. Thus, the challenge for the cluster coordinators in the field was to rightly prioritize the 2 people most in need. The gFSC coordinator also stated that the Food Security Cluster/Food Security Sector was present in 30 countries and 14 countries in the Pacific Island Region. With a total of 44 countries, the backstopping of food security coordination mechanisms has been wider than ever. Thus, he stressed the importance of the new Strategic Plan of the gFSC to live up to the challenges in the field.

1 SESSION ONE

Review of gFSC achievements against Strategic Plan 2015-2016: from June-November 2016

Cyril Ferrand presented the evolving humanitarian crises over the last few months. Those due to natural hazards were cyclones, floods and landslides in Bangladesh; the cholera outbreaks in Burundi, CAR, Benin and Yemen; polio outbreak in Nigeria, and the rift valley fever in Niger. The Hurricane Matthew in Haiti required significant scale-up of operational capacity as well as the typhoon Sarika in the Philippines. Effect of El Nino induced drought in particular in Southern Africa and cyclones in Haiti and the Pacific, and over 60 million people were affected by unfavourable climatic conditions that lasted more than 18 months. The armed conflicts that triggered most attention by the end of 2016 were Iraq with the Mosul intervention and high rates of displacement, Syria and the escalation of violence in East Aleppo, Nigeria and the Lake Chad Basin with 5.8 million people food insecure, the July violence outbreak in South Sudan and the deteriorating situation in Myanmar. The cluster coordinator emphasized the positive developments in Colombia, characterized by the progress with the peace agreement negotiations. For the first time, he presented the global IPC map that showed the food security situation for those countries where the IPC / Cadre Harmonisé were implemented. Cyril Ferrand also stressed that the humanitarian appeals were currently funded by only 47% of the US\$19.7 billion requested. Regarding the food security component of the humanitarian appeal, 2016 figures showed 67 million people that were targeted. 2016 appeals and funding requirements of US\$7.6 billion were only met by less than half with US\$3.7 billion.

Major gFSC achievements during the period from June to November 2016 against the work plan 2015-16 are summarized below:

WORK-PLAN RESULT AREAS	MAIN ACHIEVEMENTS
1. Capacity Development	<p>The gFSC carried out several trainings, scoping and backstopping missions:</p> <ul style="list-style-type: none"> • Two Cluster Coordinator Trainings: Stuttgart/Germany (English) in July and Dakar/Senegal (French) in December • Mission on AAP/gender support to the Whole of Syria Food Security and Livelihood Sector, and for the WFP Regional Office West Africa, Dakar, in September • Missions for video project to Bangladesh and Mali to raise awareness of national partners' engagement in coordination • E-Learning course: the process is delayed and will be online in early 2017 • 2016 backstopping and support missions: 15 backstopping (Chad, 2 to Mali, 3 to Nigeria, S. Sudan, Somalia, Ukraine, 3 to Whole of Syria, Bangladesh, Pacific Islands, Regional SADC) and 2 scoping missions (Burundi and Madagascar)
2. Information Management & Learning	<ul style="list-style-type: none"> • Advanced in standardization and quality of products through specific FSC templates, style guides, new dashboards • Revamped FSC website to make it more user friendly, including news and events, global and country cluster information, meeting minutes, tools, guidance, etc. • Improved Information Management part of the website • Two Information Management trainings with 42 participants in Stuttgart and Rome mid-year and review of the impact of the training for country clusters • gFSC deployed IMO staff and provided remote backstopping and surge support to country level clusters
3. Operational & Surge Support	<ul style="list-style-type: none"> • 33 deployments in 2016, including 18 through Cluster Lead Agencies (CLAs), 11 through Stand-by partners, 2 through NGO partners and 2 through the gFSC • 2 NGO information management deployments to Iraq, thanks to Samaritan's Purse • 2 surge mission from the gFSC to Haiti and South Sudan • Challenges in deploying French speaking Cluster Coordinators

¹ He referred to the El Nino event, jointly organised by the three Rome based agencies - IFAD, FAO, WFP, which was planned to be organized on 6 July 2016 in FAO.

<p>4. Advocacy, Communications & Resource Mobilization</p>	<ul style="list-style-type: none"> • FAO-IFAD-WFP Event on El Niño and La Niña: Impacts, Prospects and Priorities for Action Meeting (06 July, Rome) • Beginning of the video project (gFSC/Welthungerhilfe/German Federal Foreign Office) in Mali, Bangladesh to describe the added value of coordination for local partners • 3rd newsletter published in August and 4th planned in December • 2016 October dashboard of the food security component of the global appeal • Follow-up report on the Joint FAO/WFP Evaluation of the Food Security Cluster Coordination • Total budget required in 2016 was US\$3,682,240, and resources mobilized from FAO, WFP, NRC, Technisches Hilfswerk (THW) and Welthungerhilfe/German Federal Foreign Office contributions were US\$2,861,890, with the remaining gap of US\$820,350.
<p>5. Partnerships</p>	<ul style="list-style-type: none"> • Global Cluster Coordinator Group and IASC level: regular teleconferences were held as well as a donors' meeting, gFSC participated in a Senior Transformative Agenda Implementation Team (STAIT) mission to Somalia • IPC: gFSC is a member of the IPC Steering committee and contributed to the two TWGs (Nutrition Working Group and the Food Security Working Group). In addition, gFSC also worked with the Global Support Unit (GSU) to further strengthen country-level partnerships (gFSC/IPC guidelines completed and circulated). It also contributed to a scoping mission to Syria and the IPC training for FSC coordinators, information management officers and related staff; planned in December in Rome. • Other possible Inter-cluster initiatives (e.g. among WASH, Nutrition, Health, and Food Security) could not be implemented • Global Partners in governance: The Strategic Advisory Group (SAG) was formed (ACF, Welthungerhilfe, IFRC, FAO, WFP, FSICC, gFSC Coordinator) and the first two meetings were held. Contributions were made by SAG for the preparation of the 2017-2019 strategic plan. • gFSC and global partners strategic engagement: Welthungerhilfe and NorCap secondees; support through GenCap and CashCap; Samaritan's Purse MoU for IM deployment; new INGO members (World Concern, INTERSOS, PIN, Premiere Urgence and Food for the Hungry); Universities (Tulane, Bocconi, NOHA Bochum/Germany); initial discussion with DevelopmentAID; partnership under discussion with RedR Australia, MSB and ICRU
<p>6. Learning and Knowledge management</p>	<ul style="list-style-type: none"> • Second Cluster Coordinators' retreat was organized in June, Rome, and was opened up to SAG members, working group chairs and other clusters • Stronger linkages were created between the working groups and cluster coordinators in the field • WHS: gFSC contributed to consultations in the Grand Bargain work streams follow-up (humanitarian financing, cash, needs assessments) as well as localization and national partners' strengthening through above mentioned the video project

gFSC Strategic Plan 2015-2016 – Implementation Summary

FIVE KEY MESSAGES

- The gFSC strengthened response capacity in around 40 countries, including all L3, to coordinate over 3,000 partners worldwide and to reach over 50 million beneficiaries in 2015-2016
- The gFSC reduced staffing gaps through 74 deployments of Cluster Coordinators and 22 deployments of IMOs
- More predictable funding resulted in more stable cluster coordination teams (HQ, country)
- More strategic partnerships (SAG) and initiated diversified partnerships, e.g. Universities
- Strengthened learning and knowledge management through the CashCAP project (NRC), the urban agenda (including WHS) and cross-cutting issues within FSC (Ref. Cluster Description Mapping 2016)

DISCUSSION
POINTS IN PLENARY

- A partner noted that it was important to shed light onto the cash discussion and its relationship with the FSC and the cluster approach in general. It has to be clarified how cash is coordinated in different situations within the FSC and how it can be contextualized. In addition, it has to be explored who is in charge of coordinating the cash response, and which methodology would be used as it could be a multi-sector intervention.
- Another remark was on programming related to the disproportionate amount of funding that went into Syria and the Middle East Crisis, and less to countries such as CAR or DRC. It should be discussed what could be done to avoid such situations. Global advocacy towards donors could be key through tools such as the IPC map and a global dashboard that could show where the needs are in a comparative manner.

SESSION TWO

UPDATE FROM TECHNICAL WORKING GROUPS

The Technical Working Groups (WGs) presented a synopsis of their works during the second half of 2016. Each WG reviewed progress to date in the last six months during the face-to-face meetings preceding the global partners meeting. In addition, the WGs conducted a self-assessment and analysed how to better support in-country clusters.

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

Purpose: Support country clusters, particularly Food Security and Nutrition Clusters, but also Health and WASH, in identifying potential synergies, and support their implementation throughout the humanitarian programming to have a positive impact on the nutritional status of vulnerable populations.



During the self-assessment, the ICWG identified the need for increased efficiency and for involving the country cluster coordinators in the conference calls and the WG's work. The WG also underlined that all activities should directly address the country level, and that the joint Food Security Cluster/Nutrition Cluster workshop in October in Amman/Jordan, which supported the country level (3 hubs of the Whole of Syria Response) at a crucial planning stage, provided positive feedback in this regard. In the context of the Grand Bargain, a multi-sector approach was instrumental.

Chair:

Josephine Ippe, Global Nutrition Cluster Coordinator

Co-Chair:

Cyril Lekiefs, Action Against Hunger

gFSC Focal Point:

Andrea Duechting / Pushpa Acharya

A table illustrating the ICWG update during the second half of the year, the constraints faced and the next steps, is presented in Annex I.



Programme Quality and Technology and Innovation Working Groups (PQWG and TIWG)¹

Purpose: The purpose of the PQWG is to improve the relevance, quality and timeliness of responses coordinated by the Food Security Cluster. The working group presently focuses on three core themes in the context of current emergencies and protracted crises: (1) assessment and response analysis, (2) monitoring and evaluation; (3) people centric issues and other cross-cutting issues, e.g. Accountability to Affected Populations. The purpose of the TIWG is to serve as a forum for sharing and discussing tools on new technologies and innovations, including experience with their use, and best practices for information sharing and data protection. For the first time, the PQWG and the TIWG convened the meeting together, given that humanitarian organizations are increasingly using new technologies and innovative tools to provide assistance and protection to affected populations. In the future, the TIWG will serve as a task team to the PQWG and for other WGs if needed.

Chair:

Gaia van der Esch, IMPACT Initiatives

Technology and Innovation Task Team:

Barbara Nese, COOPI

gFSC focal point:

Michèle Kiermeier / Eleonora Corsale

Both WGs jointly reviewed their added value and strategic priorities for the in-country clusters and agreed on the importance of the core indicator handbook as a key tool for country clusters, that should however be reviewed, including additional indicators on cash, markets, nutrition and to be made more user-friendly for cluster coordinators. In addition, the WG underlined that more guidance on remote assessment and monitoring in restricted access areas was needed and that linkages with other WGs and clusters (e.g. Cash and Markets WG, Food Security in Urban Settings WG; ICWG; Nutrition and ET Clusters) should be explored.

A table illustrating the PQWG/TIWG update during the second half of the year and the next steps is presented in Annex I.



Food Security and Livelihoods in Urban Settings Working Group (UWG)

Purpose: The purpose of the UWG is to strengthen coordination and capacity of gFSC partners to shape food security responses in urban settings at both global and national levels. Main activities include information-sharing and evidence building, development of tools and guidelines specific to food security and livelihoods programming in urban context, support to national Food Security Clusters urban work, and global advocacy.

Co-Chairs:

Anne O'Mahony, Concern Worldwide; Gaia van der Esch, IMPACT Initiatives

gFSC focal point:

Marina Angeloni

Among the achievements and progress against its work plan, the UWG has been progressing on the Adapting to an Urban World project including producing an analysis of the five conducted urban food security assessments and highlighting the findings and the gaps to focus on for the way forward. The Urban Mapping has also been updated and improved through a storytelling feature that captures urban case studies of gFSC partners as well as TORs for UWGs of national Food Security Clusters. This can be extremely useful for sharing learning and best practices among cluster coordinators. Additionally, in benefit of national Food Security Clusters, the Urban WG has started working on a guidance note/checklist on coordination in urban emergencies based on the HPC cycle together with the IASC Urban Reference Group that includes minimum steps and requirements to undertake when coordinating an urban response as well as key resources to look for. The UWG has also played a key role in shaping global urban trends and discussions, including the Urban Agenda and Habitat III, as well as the Global Alliance work plan of which the gFSC is now an official partner. New co-chairs, IMPACT Initiatives and Concern, were elected during the meeting and the role of the former chair, Samaritan's Purse, was acknowledged and strongly appreciated.

A table illustrating the UWG update during the second half of the year, the constraints faced and the next steps is presented in Annex I.

¹ Both working groups held a joint face-to-face meeting in view of merging the Technology and Innovation Working Group with the Programme Quality Working Group with the former remaining as a Task Team.



Cash and Market Working Group (CMWG)

Purpose: The purpose of the CMWG is to facilitate and support the mainstreaming of Cash Transfer Programmes (CTP) in the food security sector in close coordination with other clusters and Multi-Purpose Cash Grant initiatives. Objectives include a) analyze, compile and map the existing cash transfer tools, mechanisms and good practices in the sector and facilitate capacity building at global and country level in the areas of market assessment and analysis, and b) share knowledge and experiences on Cash Transfer Programming at gFSC level through collaboration with other cash and market groups.

Co-Chairs:
 Temesgen Belete, WVI;
 Syed Mohammed Aftab
 Alam, Plan International

gFSC focal point:
 Marina Angeloni /
 Rajendra Aryal

Based on the latest questionnaire to FSCs conducted by the WG in May 2016, a CashCap expert was seconded for three months to support the gFSC in addressing results and recommendations in support of national coordination. The aim of the secondment was to produce a Capacity Building Package for Cluster Coordinators including a Cluster Coordinator briefing package in line with the cluster functions and a series of ad hoc webinars to support Cluster Coordinators in coordinating cash transfers in the food security sector. The package was shared with all gFSC partners and Cluster Coordinators before the end of 2016. The WG also discussed other areas of focus to be included in the work plan for the next six months and in particular how to increase government collaboration into country coordination regarding the implementation of cash transfers as well as efforts of harmonization of Market Monitoring and Basket/Cash value calculation.

A table illustrating the CMWG update during the second half of the year, the constraints faced and the next steps is presented in Annex I.



Preparedness and Resilience Working Group (PRWG)

Purpose: The aim of the Preparedness and Resilience WG is to act as a platform to compile different tools and methodologies available in the food security sector. The WG discussed the paper on "options to address preparedness and resilience building" developed by the PRWG and the way forward based on the paper. To strengthen the relevance of the WG's work for in-country clusters, a new structure and way of working was agreed. In the future, the group will work along work streams that are coordinated by the gFSC Global Support Team, and members are asked to contribute and lead particular work streams.

Co-chair:
 Geraldine Brick, CRS;
 Priya Behrens-Shah,
 Welthungerhilfe

gFSC focal points:
 Andrea Duechting / Pushpa
 Acharya (new chairs)

A table illustrating the PRWG update during the second half of the year, the constraints faced and the next steps is presented in Annex I.

THE WAY FORWARD

Based on previous discussions, the purpose of this session was to discuss any remaining issues and to decide on the way forward for the WGs.

Some of the partners highlighted the importance of:

- Scaling-up cash through clear SOPs, more guidance and better coordination at field level;
- Increasing linkages between the work of different WGs;
- Strengthening work and advocacy on transition phases between the humanitarian and development works and linking with the Early Recovery Cluster;
- Enhancing the relevance of the WGs' outputs for in-country FSC; and
- Ensuring the WG's relevance for the global inter-cluster level and the SAG's advisory role to the WGs through guidance and strategic prioritization.

DISCUSSION POINTS IN PLENARY

SESSION THREE

COUNTRY CLUSTER PERFORMANCE AND DESCRIPTION MAPPING

Presenter: Cyril Ferrand, gFSC

Panellists: Barbara Bitton, Mercy Corps, FSC co-chair, WoS; Abdul Majid, FSC Coordinator, Afghanistan; Michelle Hsu, FSC Coordinator, Iraq; Fabien Tallec, FSC Coordinator, Mali

In 2014, the co-lead agencies FAO and WFP presented the findings of the evaluation of the Food Security Cluster coordination in humanitarian action (2009-2014). The evaluation served as a guide to prepare the gFSC Strategic Plan 2015-16. In preparation of the next strategic plan (2017-19), coordination functions were reviewed and assessed. The purpose of this session was to provide partners with a clear picture of where food security clusters are standing at country level and to start discussing the changes needed for the upcoming 3 years.

Global Cluster Coordinator, Cyril Ferrand, presented the Country Cluster Performance Monitoring (CCPM) of 2014-2016 as well as a summary of the Cluster Description Mapping (CDM) exercise that was conducted by OCHA at the initiative of the Global Cluster Coordinators Group (GCCG). CCPM is a self-assessment exercise and conducted at country level. Clusters assess their performance against the six cluster core functions and accountability to affected people. It is a country-led process, supported by the global cell. Respondents to CCPM include cluster coordinators, co-leads or co-chairs, as well as cluster partners, including donors, international and national NGOs, and Government. The results of the CCPM survey, which was carried out at several country clusters over the period of the last 2-3 years was compiled and grouped in 4 categories: Good, satisfactory, unsatisfactory and weak. In the CCPM, the six cluster core functions were assessed: (1) service delivery; (2) informing strategic HC/HCT decision-making; (3) planning and strategic development; (4) monitoring and reporting; (5) contingency planning and preparedness; (6) advocacy and AAP as a seventh element. Whereas the first four areas received satisfactory results, contingency planning and preparedness were identified as an area for improvement with only 54% of satisfactory results. The assessment of advocacy was also rather weak with only 30% of the respondents attributing a satisfactory performance. With regard to AAP, only 46% of respondents judged the achievement as satisfactory.

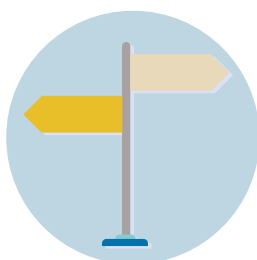
In the second part of the presentation, Cyril Ferrand presented the results of the CDM. The aim of the description mapping was to provide an outline of coordination arrangements in the field and to present information on cluster management structure and the standard deliverables of country clusters and sectors as well as inter-cluster coordination mechanisms. He stressed that the cluster description mapping will serve as a baseline for future assessments. It became evident that the FSC's performance is in line with the other clusters, but that it is underperforming on cluster transition, planning and strategy development.

The outcomes of the CCPM and CDM were discussed in an interview-style panel with above-mentioned FSC coordinators. The panellists were Barbara Bitton from Whole of Syria, Abdul Majid from Afghanistan, Michelle Hsu from Iraq and Fabien Tallec from Mali. The discussion was facilitated by the meeting Chair.



Advocacy

Abdul Majid, FSC Coordinator, Afghanistan, mentioned several reasons for the weak performance on advocacy, one of which is linked to the lack of data and information sharing to address advocacy issues. Another challenge is the limited physical access in areas of poor infrastructure and high levels of insecurity. Advocacy messages on humanitarian needs are no more breaking news and most of the clusters and organizations lack capacity to design an advocacy strategy. Suggestions to improve advocacy at field level include: Joint needs and gap analysis to reflect the humanitarian situation; to strengthen Cluster Coordinators' (CCs) and Information Management Officers' (IMOs) capacity on advocacy and messaging; and more cooperation with government and partners for joint advocacy messages.



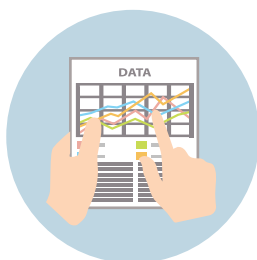
Transition plan

Barbara Bitton, co-chair of the Whole of Syria FSC, and Fabien Tallec, FSC Coordinator in Mali, explained the reasons behind the fact that less than 30% of FSCs had a transition plan (CDM 2016). Reasons for the lack of transition plans were often linked to protracted crises where the focus is on food assistance rather than on building self-reliance and resilience, often due to ongoing conflict, access and funding constraints. To improve transition and deactivation both government and humanitarian partners should show mutual willingness to go through a transition plan and to provide a realistic timeline for it. The FSC, along with other sectors through the GCCG and the humanitarian country leadership, should focus and advocate more on livelihoods and the supply chain as a whole instead of a pure food assistance focus. The FSC should provide more guidance in emergencies and protracted crises, regarding the interlinkages between emergency and resilience programming.



Contingency planning and preparedness

Abdul Majid mentioned several challenges in terms of relevant tools and features related to the performance of preparedness and contingency planning such as limited funds for rapid assessments and the lack of capacity for large-scale cash-based programming. Another major reason for the low performance is linked to the fact that partners are usually not part of the process that is often lead by FAO and WFP, which has an impact on funding. To improve preparedness and contingency planning, funds need to be better allocated, and partners as well as donors should be sensitized for resource allocation. Clusters should take a leading role in the process. Agencies working on cash transfers should identify and agree on SOPs that are agreed on by all partners.



Accountability to Affected Populations (AAP)

Michelle Hsu, FSC Coordinator in Iraq, stressed that with only 46% satisfactory regarding AAP, more emphasis should be placed on AAP. Measures to improve performance on AAP could include stronger leadership commitment and buy-in, not only on advocacy, but also regarding financial support (e.g. joint information center, AAP WGs, etc.). A feedback mechanism is an important tool to sensitize stakeholders not only as a communication channel, but also to make use of the information and to feed the lessons learned back by addressing the feedback.



Protection from Sexual Exploitation and Abuse (PSEA)

The CDM shows that FSCs have mechanisms in place to raise awareness, prevent, monitor and respond to PSEA in 45% of cases. Barbara Bitton underlined the responsibility of Cluster Coordinators to ensure that protection measures were integrated into programme design, implementation and monitoring. However, including PSEA elements should be the responsibility of each organization, whereas the cluster should provide guidance on minimum standards to prevent SAE, including the Sphere Standards. A protection focal point for each cluster could help with integrating PSEA more systematically into the overall response and strong collaboration with the Protection Cluster could be key.



Added value of an NGO as co-chair of the Food Security Cluster

Both Michelle Hsu and Barbara Bitton stressed that NGOs bring in different perspectives to the cluster that can serve as feedback channels that facilitate clusters to take strategic decision and to agree on a joint sector response. It provides also more access for UN Agencies to data and areas they might not be able to reach due to security or protocol reasons. Whereas within the cluster system, UN agencies have the responsibility to provide efficient coordination mechanisms, NGOs have a regular voice by participating in the cluster meetings.



Inter-Cluster Coordination Group (ICCG)

The CDM showed that clusters are not exchanging a lot of information among each other. Fabien Tallec underlined that the mandate of the ICCG is not entirely clarified and the ICCG is currently not an appropriate feedback forum regarding the clusters' work, country-level analysis and strategic plans. Thus, the concept of the ICCG should be reviewed to enhance its effectiveness and inter-cluster collaboration.

DISCUSSION POINTS IN PLENARY

- On AAP, a partner underlined the importance of finding the right measure to ensure that the cluster partners mainstream the same approaches not only at global level, but also at country level. However, it is the cluster coordinator's responsibility to communicate with gFSC on the type of support needed on AAP.
- Another partner noted that frameworks are theoretical tools and thus need to be operationalized in a flexible manner for better application in different contexts.
- The attention was also drawn to the increasing workload of the Cluster Coordinators that limited their ability to ensure quality assurance. Linked to this was the need for increased engagement by partners and the necessary teamwork between NGOs and Partner Organizations.
- Regarding NGO and UN co-lead country clusters, it was stated that coordination should be done collectively through one focal person in the Cluster and separate communication lines for NGOs and UN agencies should be avoided.

4 SESSION FOUR

CASH TRANSFER PROGRAMMING – CAPACITY BUILDING OF CLUSTER COORDINATORS

Presenter: Belete Temesgen, WVI, on behalf of Marina Jimena Peroni Galli, CashCap

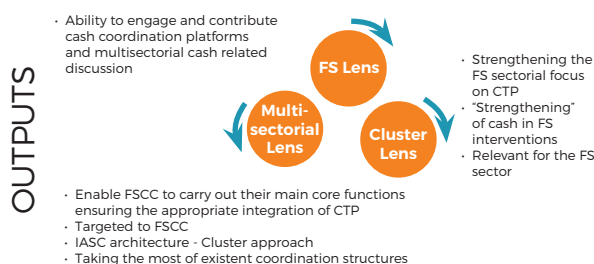
gFSC Focal Points: Marina Angeloni and Rajendra Aryal

A questionnaire was launched in May 2016 by the gFSC Cash and Markets Working Group (CMWG) to capture the needs and gaps of Food Security Clusters on coordination of cash transfers in the sector. Based on the results, a CashCap expert was deployed for three months to work with the gFSC on addressing the recommendations that came out of the questionnaire.

Methodological framework and structure of the briefing package on cash transfers

During the secondment the CashCap expert worked on developing a Capacity Building Package for Cluster Coordinators including a Cluster Coordinator Briefing Package/ Checklist and a couple of ad hoc webinars to support Cluster Coordinators in coordinating cash transfers in the food security sector. The Briefing package was developed in line with the cluster functions and with the aim to answer three main questions:

- What do I need to put in place?
- What do I need to know?
- Which resources do I have access to?



The aim was to give a better overview to Cluster Coordinators of their role in coordinating food security cash transfers as well as providing them with a user friendly platform to access key sector resources. The package was developed based on Cluster Coordinators feedback and inputs to ensure FSC's ownership and usefulness for the Cluster Coordinator's responsibilities.

Some of the issues raised by CCs in the questionnaire included dealing with multi-purpose cash grants (MPCG) as well as the relationship with Cash Working Groups led by OCHA/CalP at country level. To address some of these questions, a first webinar was organized in October 2016. It provided an in depth overview on multi-purpose cash grants. More webinars are planned for 2017 to look at further aspects of multi-purpose/multi-sector implementation (needs assessments tools; market assessments tools; cash plus/complementarity programming). The first webinar was only open for CCs while the future webinars will be shared across all gFSC partners and with other clusters. The Briefing Package also addresses the role of CCs in Cash Transfer Programming (CTP) complementing the Cash WGs' activities, the inter-sector/multi-purpose tools and aligning with these trends. It includes both technical aspects of specific food security cash programming as well as more general competencies of coordination related to CTP. The package, which is a living document, will be utilized by the gFSC to ensure a more systematic capacity building of Cluster Coordinators when deployed to countries. It will also be included in CC trainings as well as other knowledge management initiatives by the gFSC. The package will also be shared with other global clusters to make sure that it is available to all sectors and can be used and adapted by each cluster.

SESSION FIVE

BEYOND THE WORLD HUMANITARIAN SUMMIT (WHS)

Presenters: Loretta Hieber-Girardet, Coordination Section, OCHA; Melissa Pitotti, Head of Policy, ICVA; Arnhild Spence, Director of Partnership, Advocacy and Coordination, WFP; Sandra Aviles, Officer-in-Charge, FAO Geneva

gFSC Focal Point: Cyril Ferrand

The objective of the session was to discuss the Grand Bargain work streams and the progress since the WHS held in Istanbul in May 2016. This session also aimed at preparing the ground for discussions on the gFSC Strategic Plan 2017-19 and the strategic activities during the break out groups for Day 2.

WHS and Grand Bargain Outcomes

Presenter: Loretta Hieber-Girardet presented the WHS and Grand Bargain Outcomes. She focused on the commitments for the agenda for humanity, priority trends and the online Platform for Action, Commitments, and Transformation (PACT) that is to be created to facilitate transparency and be a dynamic space to report on progress and showcase results. She also presented what was relevant for clusters among the WHS commitments. Globally, the summit did not address day-to-day issues of humanitarian action or the cluster approach, but a few relevant points were brought up:

- **Coordination:** A move from coordination to collaboration? How do clusters need to adapt so that it works more effectively with a broader group of stakeholders?
- **Local Actors:** What is the role of the cluster in building the capacity of local actors? How does it provide support to national governments when they are leading responses?
- **Humanitarian/Development Links:** What does coordination look like in protracted crises? What does “transition” for a cluster mean in a long-standing emergency setting?
- **Inclusiveness:** How do the tools/processes and approaches need to change to better take into account the specific needs and capacities of different groups?
- **Accountability:** Is accountability (including Communication with Communities) truly integrated into the work of clusters? How do we know it is effective and meeting the needs of local populations?

Loretta Hieber-Girardet also discussed the Grand Bargain implications for clusters and underlined that more engagement with local responders might be needed as well as a more systematic consideration of cash as a response modality. Greater emphasis should be placed on joint analysis and harmonized needs assessments. A further implication for programming could result from more regular communication with communities and the integration of feedback into program design. Two additional aspects that could impact the way clusters work are multi-year funding mechanisms that provide longer term planning prospects and more systematic linkages to development plans.

A NGO Perspective on the Grand Bargain

Presenter: Melissa Pitotti presented the NGOs' perspective on the Grand Bargain and its implications for the humanitarian system. She discussed the Grand Bargain work streams and highlighted the areas the ICVA is particularly involved in: (1) Transparency; (2) Frontline Responders (local and national responders); (3) Multi-Year Funding (linkages to development); and (4) Simplified/Harmonized Reporting. She also presented ICVA's role in the IASC Humanitarian Financing Task Team and ICVA's initiatives to reduce bureaucratic implications of donor reporting such as the “Less Paper More Aid: Reducing the burden of donor conditions to improve the efficiency of humanitarian action” initiative. According to Melissa Pitotti, studies have shown that INGOs had an average of 36 reporting deadlines per country per year (see Less Paper More Aid). One INGO calculated that it could save 11,000 hours on financial reporting for its nine largest donors if those donors agreed on cost definition and accepted the same finance template. Those figures clearly revealed that documentation needs to be simplified and/or streamlined. These aspects relate to the Grand Bargain themes of simplifying and harmonizing reporting to reduce management costs. Looking into the future, she named three main elements that require attention in order to implement the Grand Bargain commitments. First, an agreement that is necessary on a time-bound process with clear benchmarks that ensures that a simplified and harmonized reporting will be ready by the end of 2018. Secondly, time and resources that are necessary to support the process and the funding gaps. Thirdly, all different efforts need to be brought together by linking the work streams among each other, but also to external processes.

Multi-Year Planning

Presenter: Sandra Aviles presented the issues at stake with multi-year planning (MYP), key challenges for the humanitarian community and related operationalization aspects. She stressed that MYP could positively impact the way humanitarians address people's needs in a more sustainable and cost-efficient way. The challenges of MYP for the humanitarian community are linked to the fact that the up front work of putting together a MYP is often very transaction costs heavy given that information beyond the basic needs towards risks, vulnerabilities and capacities are needed to set up a baseline. With the MYP humanitarian actors have to work with new partners from the development field that have not been engaged with the same environments. Sandra Aviles reiterated that planning and programming are two different elements and that humanitarian programming of MYPs needs to remain focused on humanitarian needs while ensuring synergies with others. Relating the discussions to the outcome of the IASC and UNDG discussions on the operationalization of MYPs, she came up with five key messages:

1. Joined up does not mean joint or integrated and MYPs cannot be seen as a catchall for exit strategies: MYPs are an extremely important opportunity for humanitarians to sensitize other actors to issues such as the drivers of conflict.
2. Coordination needs to be revisited, reviewed and continuously revised.
3. A shared understanding of the value of joint planning is needed in favor of greater coherence by including also non-UN actors in the process.
4. Risk management should be discussed more also among development practitioners.
5. Financing Transformative Change towards collective outcomes is equally important.

Beyond the WHS: gFSC Global Partners Meeting

Presenter: Arnhild Spence presented the WFP priority work streams under the Grand Bargain and how WFP was implementing its commitments to first responders. She underlined the importance of providing more support and funding tools for local and national responders and shed light onto WFP's actions related to that priority area and to the proposed actions for the gFSC. Ms Spence reiterated that the gFSC should prepare national cluster partners for direct funding from international donors and should strengthen country cluster capacities on multi-year investments by going beyond a pure training approach. She also proposed the gFSC to include national partners throughout the humanitarian programming cycle, which will require a completely new approach to partnerships. A further element to enhance support to first responders could be channelling Country-Based Pooled Funds (CBPF) to national partners. She also underlined that WFP's way of working will shift from "before the summit to after the summit mode" that involves civil society more systematically in particular through capacity strengthening activities at different levels and new partnership models. The objective is to monitor and stimulate the increase in WFP's transfers to national NGOs and other first responders with a view of channelling 25% of humanitarian funding to local and national responders within the next two years.

- Some of the partners highlighted the challenge of implementing the Grand Bargain commitments for the clusters. Due to their high-level nature it seems unclear how they could be rolled out and operationalized at cluster level. Whereas responsibilities in the process need to be discussed, clusters do not have to wait for guidance but should take ownership in the process towards implementing and mainstreaming the commitments.
- Another key issue was raised regarding the extent of creating humanitarian-development linkages. It needs to be clarified in which areas those linkages should be created. An IASC humanitarian-development task team¹ has already been created and further issues such as an inter-agency mechanism on cash will be discussed within the Global Cluster Coordination Group in 2017.
- A crucial point for the implementation of the Grand Bargain refers to its coordination mechanism and collective mainstreaming of processes. The creation of a complex, bureaucratic process to monitor and to report on the progress of implementation needs to be avoided.



Day 2

30 November
2016

PRESENTATION OF DRAFT GFSC OBJECTIVES/ RESULT AREAS

SIX SESSIONS

GFSC STRATEGIC PLAN 2017-19

During the first part of the session, selected SAG members reviewed the main activities under the new Results 1 to 3.

- Samantha Chattaraj, FSC Coordinator, presented Result 1, “Strengthened effectiveness of food security coordination systems at country level”, that aims at strengthening country clusters’ performance against the six coordination functions and at enhancing the deployment capacities of the gFSC.
- Priya Behrens-Shah, Welthungerhilfe, discussed Result 2, “Enhanced partnerships and collaborative initiatives at global level”, and underlined the importance of strengthening country-level and global partnerships by also tapping into new strategic partnerships with academia and the private sector.
- Cyril Lekiefs, Action Against Hunger, focused on Result 3, “Scaled-up advocacy, communication, resource mobilisation and humanitarian systems policy”, that aims at providing the appropriate tools and framework in order to ensure the predictability of resources for coordination and to contribute to humanitarian systems policy discussion related to coordination arrangements in protracted crises.

Presenters:
SAG members

Beyond the WHS: gFSC Global Partners Meeting

gFSC Focal Point:
Cyril Ferrand

The following summary shows the three result areas, including details on the respective focus areas that came out of the discussions:

RESULT 1

STRENGTHENED EFFECTIVENESS OF FOOD SECURITY COORDINATION SYSTEMS AT COUNTRY LEVEL

This result considers country-level coordination systems (formally activated clusters or cluster-like sectors) with a focus on increasing the performance of coordination units against the six cluster core functions, namely

1. To support service delivery;
2. To inform the HC/HCT's strategic decision-making;
3. To plan and implement cluster strategies;
4. To monitor and evaluate performance;
5. To build national capacity in preparedness and contingency planning; and
6. To support robust advocacy.

This result is also looking at increasing the readiness of the global Food Security Cluster to deploy highly qualified and trained staff to sudden-onset emergencies and protracted crises, and provide adequate support and backstopping.

FOCUS AREA 1

- Supporting country clusters (coordinators, information managers) in delivering against 6 core cluster functions
- Strengthen the capacities of cluster coordinators and tailor core trainings to specific contexts;
- Improve advocacy at country level;
- Create better linkages between gFSC and partners, at global and country level;
- Improve indicators with support from the global support unit and engage country clusters to engage on IPC, AAP, gender, etc.

FOCUS AREA 2

- Supporting Cluster Lead Agencies in fulfilling their leadership and accountability role in managing clusters
- Strengthen coordination between lead agencies and the gFSC and raise the awareness among cluster lead agencies of the FSC in countries;
- Ensure that adequate planning and financial resources are in place and assist country clusters with proper resource mobilization;
- Strengthen the rosters and deployment system to timely meet country needs.

FOCUS AREA 3

- Monitoring performance for better delivery and managing knowledge
- Better feed the evidence drawn from the CCPM survey results into country cluster coordination reality;
- Adopt the CCPM tool to countries' contexts as necessary;
- Ensure more lessons learning exercises on coordination at country level with support from the gFSC;
- gFSC to share guidelines and support country clusters on project tools and templates and adjust them to the country context.

RESULT 2

ENHANCED PARTNERSHIPS AND COLLABORATIVE INITIATIVES AT GLOBAL LEVEL

The gFSC Strategic Plan 2015-16 was looking 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 result builds on gains over the past two years, and explores win-win relationship with a range of actors at global level. The gFSC will look beyond international 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.

FOCUS AREA 1

- Facilitating mutual reinforcement between global partners and gFSC based on complementary expertise and comparative advantage
- Increase more strategic and systematic efforts of reaching out to gFSC partners;
- Review partners' capacities to engage in relevant technical WGs, the SAG etc.;
- Leverage business actors in the cash and markets sector.

FOCUS AREA 2

- Developing strategic partnerships with universities and academia
- Develop a strategy for engagement with universities, academia and think tanks;
- Discuss support areas with universities that could include research tasks, surveys, technological scoping, human resources (IMOs, CCs), drafting of written publications, learning apps and support to curricula development;
- Engage with existing networks of universities (e.g. Tulane University that has partnership with more than 18 universities in Africa);
- Map key expertise of partner universities and share it at global level.

FOCUS AREA 3

- Exploring strategic partnerships with business actors
- Identify areas of expertise, interest or support not currently fulfilled by CLAs and global partners;
- Leverage business actors in the cash and market sectors and explore the role of the Cash and Markets Working Group in it;
- Consider typology of business actors¹ and for which purposes partnerships may be sought;
- Map out existing engagement with business actors in-country and by cluster partners;
- gFSC as enabler to engage with financial service providers at field level.

¹ In this context, business actors are not multi-nationals, but private sector companies in general (e.g. media, technology oriented companies, etc.), in particular at the local level.

FOCUS AREA 4

- Focus area 4: Continuing and adjusting the work of technical working groups
- Global partners continue leading technical working groups or support gFSC through particular work streams;
- Primary activities of WGs with relevance to country clusters' needs and interests include:
- documenting good practices and development of learning and reference materials;
- supporting global and country-level advocacy efforts;
- facilitating knowledge-sharing between country clusters.
- Explore how to contribute to other relevant topics and needs expressed by global and national partners or other strategic priorities of the gFSC;
- Facilitate more knowledge sharing between different partners;
- Facilitate more exchange between the different WGs;
- Identify research questions and create linkages with universities in this regard;
- Use WGs as a capacity development platform for certifying participants and linking with universities for that purpose.

RESULT 3

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

This result focuses on ensuring that the gFSC provides a forum at the international level to inform and support the elaboration of emergency strategies and implementation plans that 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 and the gFSC is also providing support to countries where clusters are not formally activated. Therefore, the cluster system is stretched and resources need to be proportionated if coordination is to remain effective. This result area will also look at predictability of resources for coordination and contribute to humanitarian systems policy discussion related to coordination arrangements in protracted crises.

FOCUS AREA 1

- Increasing investment in Inter-cluster work
- Strengthen the role of the gFSC in global dialogue fora such as the Global Clusters Coordinators Group;
- Focus on the following topics: needs assessments, cash-based interventions, cluster financing, humanitarian space, urban food security, etc.;
- Foster global advocacy on prevention and linking immediate life-saving needs with longer-term interventions that address together hunger, poverty and climate change, etc.

FOCUS AREA 2

- Strengthening linkages with IASC work (including EDG, STAIT, and IASC subsidiary bodies)
- Establish stronger linkages with CLAs in relation to the work of the Emergency Directors of WFP & FAO;
- Support field peer reviews of the STAIT when appropriate;
- Engage with IASC task team on accountability to affected populations and protection from sexual exploitation and abuse (AAP & PSEA);
- Engage with the IASC task teams and reference groups.

FOCUS AREA 3

- Opening more systematic dialogue with donors on coordination effectiveness, resourcing and managing expectation
- Develop advocacy material to present the coordination benefits, value for money, coordination costing per scenario, etc.;
- Improve dialogue with donors.

FOCUS AREA 4

- Accelerating working relationships with national governments
- Provide tailored training and simulation exercises;
- Sensitize governments on coordination functions and accountability;
- Review existing coordination mechanisms led by governments;
- Discuss cluster activation, transition and deactivation.

RESULT 4

FOSTERED PROGRAMMATIC APPROACH TO COORDINATION ACTION

The World Humanitarian Summit in general and the Grand Bargain in particular have called for a revision of some programmatic approaches and conceptual frameworks in the humanitarian business model. Global clusters and country clusters have a strong potential for becoming agents of change in that respect. This Result will focus on gFSC's comparative advantage in leading some of these changes building on the diversified expertise and innovative capacities of its members.

This session was structured with group works to define the three focus areas under this new Result 4 that focuses on "Fostered programmatic approach to coordination action". Three groups were formed that worked on sets of recommendations for the respective area of work and the group works were presented during the plenary session.



HUMANITARIAN – DEVELOPMENT NEXUS

Group 1

Presenter:

Rosanne Marchesich, FAO

Rosanne Marchesich stressed that there were already many links between the humanitarian and development work on the ground. Development tools were used to develop humanitarian response plans for instance. However, she pointed out that those examples were not yet well documented which showed the need for consolidating those good examples. The questions to be addressed in the future were highlighted as follows:

- How can we influence the set-up of key partners to influence the way they work in favour of creating stronger humanitarian-development linkages?
- How can the sector advocate for stronger linkages between the development and the humanitarian work?
- Shall the structure we work in focus on theoretic and geographic knowledge or do we divide between the humanitarian and development?
- How can we better embrace resilience in our work?

She then presented the gFSC's comparative advantage in this regard, concrete actions that need to be taken and potential partners identified.

GFSC COMPARATIVE ADVANTAGE

- The gFSC could serve as a hub for tools such as IPC, needs assessments, etc. and could document linkages towards the development agenda;
- The gFSC is well placed to explore on the humanitarian-development linkages, multi-year financing, HRP and medium-term frameworks, etc. and to advocate for a broader resilience based response;
- The gFSC could serve as a champion to communicate on what resilience is through joint messaging;
- The gFSC could serve as a platform to share knowledge on what works in protracted crises and what works in sudden onset crises and to champion and define the next steps;
- The gFSC could shed light onto cash transfer programming: guidance and right promotion of when/where to use it; and
- The gFSC could sensitize not only the Ministry of Agriculture on the importance of information systems, but include also the National Bureaus of Statistics, the Ministry of Foreign Affairs and the Ministry of Finance at country level.

CONCRETE ACTION

- Sharing of advocacy and lessons learned;
- Sharing assessments not only among cluster partners but also across clusters, and serving as a knowledge sharing platform;
- Cash transfer programming advocacy and guidance.

POTENTIAL PARTNERS

- Private sector;
- Development partners regarding preparedness and humanitarian response.



DECENTRALIZATION AND LOCALIZATION OF PREPAREDNESS

Group 2

Presenter:
Geraldine Brick, CRS

Geraldine Brick underlined that the current system is not conducive to localization and an important shift is needed. Localization does not only refer to local NGOs and their capacities, but also the local governments and businesses. The way capacity building was done should shift towards a more integrated approach, away from the top down approach. She then presented the gFSC's comparative advantage in this regard and concrete actions to be taken.

GFSC COMPARATIVE ADVANTAGE

- The gFSC could serve as a hub for partners, including local partners;
- The gFSC should analyse how engagement of local actors could be optimized by reviewing different country coordination models;
- The gFSC should mainstream localization into its core business and provide guidance, e.g. through the development of a baseline or localization marker;
- The gFSC could take the role of a knowledge broker to clarify the definition of local organization.

CONCRETE ACTIONS

Need for a mapping on who is doing what of the international NGOs (INGOs) to tap into their strengths, and Collect good practices and share the lessons learned through the development of a localization marker;

- Define actions that can be accomplished over next three years;
- Provide advocacy through the video project as a tool to engage local actors more proactively;
- Scoping on other models in terms of localization;
- Pilot and analyze local partner engagement.



NEEDS ASSESSMENT AND JOINT ANALYSIS

Group 3

Presenter:

Gaia Vanderesch, IMPACT Initiatives

Gaia Vanderesch presented the outcome of the group discussion that focused on needs assessments and joint analysis. She stressed the added value of joint and cross-sector needs assessments and focused on the gFSC's comparative advantage, concrete actions to be taken and potential partners in this field.

GFSC COMPARATIVE ADVANTAGE

- The gFSC should dig into the complementarity of different partners' capacities (e.g. WFP VAM Unit's tools);
- The gFSC should take advantage of the broad coverage of topics and cross-cutting issues in terms of assessments;
- The gFSC could serve as the global unit to aggregate what is done at the field level and to support the country clusters through guidance and a multi-sector focus;
- The gFSC should advocate on the importance of (cross-sector) needs assessments and resource allocation;
- The gFSC should liaise with OCHA and other clusters to create a partnership model in order to facilitate the implementation of joint assessments and integrated analysis;
- The gFSC should advocate for the use of IPC and for comparable information across crises;
- The gFSC should link with other initiatives such as the newly created Global Network for Food Crises;
- The gFSC and the Nutrition Cluster should strengthen linkages not only at global level, but also at country level.

CONCRETE ACTIONS

- Advocacy on different aspects and at global as well as country level;
- Map field level assessments, with a particular focus on cross-sectoral aspects;
- Engage with the Global Network Against Food Crises.
- Potential partners
- REACH
- FEWSNET
- ACAPS
- Academia
- Other relevant food security and nutrition actors

RECOMMENDATIONS
 FROM THE PLENARY

- Avoid thinking in terms of a marker, but in terms of how to contribute to the SDGs;
- Work on value chains as they link humanitarian to development questions;
- Work more with the Red Cross and Red Crescent Movement in terms of localization;
- Include more livelihoods and seasonal based analysis in needs assessments;
- SAG needs to have continued role in the structure of Result 4, and
- Mainstreaming the cluster system into mind-set of line ministries.

SESSION SEVEN

SAG REPORT TO PLENARY

The newly formed Strategic Advisory Group (SAG) presented an update on its activities and achievements as of November 2016 and for 2017. The following table illustrates the details of the presentation:

ACTIVITY	ACHIVEMENTS	NEXT STEPS
Making decisions about SAG governance	<ul style="list-style-type: none"> • Nomination of FSC coordinator, FAO & WFP representatives • Nomination of chair & co-chair done by Nov. 2017 • Decision made on the election of new SAG members in May 2018 • Annual review of SAG performance in Nov. 2017 	<ul style="list-style-type: none"> • Clarify the position of IFRC and ensure that the INGO seat is filled (first IFRC, then ACTED) • Draft and upload minutes of SAG meetings on gFSC website
Elaboration of gFSC strategy 2017-19	<ul style="list-style-type: none"> • Identification of strategic objectives, Oct. 2016 • Reviewing focus areas, Nov. 2017 	<ul style="list-style-type: none"> • Development of an action plan for 2017, Jan. 17 • Internal performance review, Dec. 2016 / Jan. 2017 • Development of an action plan for the SAG 2017-18, 1st quarter 2017
gFSC bi-annual partners' meeting	<ul style="list-style-type: none"> • Elaboration of the agenda 	<ul style="list-style-type: none"> • Reviewing of the 2016 annual report, Jan. 2017

In addition, selected members of the SAG presented its TORs and the participants agreed to change the following points:

- The term of the SAG was established for 2 years, i.e. the current 2-year term will run until mid-2018;
- The first performance review will be held in November 2017;
- The draft gFSC Strategic Plan 2017-19 should be shared for comments with all partners.

- The partners discussed the possibility of cascading the membership term of the INGOs to ensure a smooth transition. This option was rejected, in order to ensure that all INGOs would participate in the SAG for the same amount of time.
- The question was raised why no donor representatives were elected/nominated as a SAG member. A SAG member clarified that the SAG was open to members of the cluster, i.e. implementing organisations. Donors and universities do not implement activities on the ground, and are considered as partners that provide different capacities to the cluster, e.g. resources and knowledge.
- A partner suggested to invite more cluster coordinators to participate in the bi-annual meetings and to revise the format of the monthly teleconferences. The Global Cluster Coordinator clarified that, at this time of the year, cluster coordinators were involved in the HRP process. In addition, cluster coordinators need to get approval by the CLA to participate in global meetings and trainings. Cluster Coordinators are asked to participate in the annual Cluster Coordinators' Retreat to which SAG members and WG leads were invited to. Another option for exchange and country specific updates are the geographic focal points of gFSC's Global Support Team, bilateral exchange with CCs during field missions or the respective colleagues in the field. Conflicting agendas do not allow the CCs to participate in each global partners' meeting.
- Another partner requested clarification on the SAG's role vis-à-vis the WGs and proposed the SAG to take on an advisory role only.

CONCLUDING REMARKS

Speakers: Cyril Ferrand congratulated the participants for the progress made since the last Global Partners Meeting. He emphasized his satisfaction with the outcome of the meeting, in particular with regard to the broad discussions and recommendations for the 2017-2019 Strategic Plan. The next steps would consist in defining the work plan and the indicators to measure the change ahead both at output and outcome level. He thanked the Global Support Team for their support to organise the meeting. He expressed his gratitude to Christine Ouellette, whose secondment as GenCap Advisor to the gFSC ended in December 2016. He also underlined that the gFSC was the cluster with the youngest SAG and that it provided the ground for improving the way how all partners work together.

Rosanne Marchesich further stressed the importance of the discussions on the WGs, the strategic plan and strategic results. She pointed out the crucial role partnerships play at global, regional and country level and that diversified partnerships are key for the Food Security Cluster. She also reminded the global partners to always consider how their work benefits the FSCs at country level. Rosanne Marchesich further stressed that the upcoming two years would be the most challenging years ahead and that it was the right moment for the gFSC to excel and develop further in line with the WHS and the Grand Bargain. The way the FSC was set up between FAO and WFP provided the ground to jointly work on bridging the humanitarian-development divide.

Thomas Olhom thanked the Global Support Team and Allister Clewlow from Samaritan's Purse and former chair of the UWG for his continuous and exceptional support over the past years. He underlined the crucial role the Food Security Cluster could play to define a mechanism for better linking the humanitarian with development work, and both short and long-term interventions. He also stressed that the SAG would be the means to enhance coordination between the global and local level and to involve every stakeholder in the system.

ANNEX I

INTER-CLUSTER FOOD SECURITY & NUTRITION WORKING GROUP (ICWG)

	ACHIEVEMENTS IN BENEFIT OF IN-COUNTRY FSC	NEXT STEPS IN BENEFIT OF IN-COUNTRY FSC	CONSTRAINTS FACED
Support country coordination in identifying synergies	Joint scoping missions at country level <ul style="list-style-type: none"> Generic ToRs & specific ToRs for South-Sudan validated Workshop facilitated at WoS coordination mechanism (Amman, Oct. 16) 	3 joint scoping missions in 2017 <ul style="list-style-type: none"> Dissemination of the WoS report Joint scoping missions with WASH & Health whenever feasible Develop workshop guidance / models 	<ul style="list-style-type: none"> Security issues in South Sudan: joint mission was cancelled Timing of the mission for an effective inclusion in HNO/HRP Feasibility when involving various clusters
Support country coordination in implementing synergies		<ul style="list-style-type: none"> Continued support to country clusters benefiting from joint scoping missions Develop briefing on good practices on the ground Be part of SUN reviews at country level 	
Enhance stakeholders technical capacities in nutrition security	Nutrition-sensitive trainings done in 3 hubs for the WoS in 2016 (FAO)	<ul style="list-style-type: none"> Develop training materials for clusters coordinators and partners (incl. WASH, Health) Conduct a field-based workshop on nutrition security 	

PROGRAMME QUALITY AND INNOVATION AND TECHNOLOGY WORKING GROUPS (PQWG AND TIWG)

ACTIVITY	ACHIEVEMENTS IN BENEFIT OF IN-COUNTRY FSC	NEXT STEPS IN BENEFIT OF IN-COUNTRY FSC	CONSTRAINTS FACED
Assessments & Response Analysis	<ul style="list-style-type: none"> Revised Handbook (PQWG) Initial mapping of innovation and technology for remote/hard to reach are 	<ul style="list-style-type: none"> Further revision of the handbook, incl. additional indicators with webinar for discussion Review and compilation of innovation and technology for remote/hard to reach areas: assessments and M&E and potential webinar 	<ul style="list-style-type: none"> Lead: gFSC PQWG (IMPACT; COOPI; FAO)
M&E	<ul style="list-style-type: none"> Matrix of M&E tools for food security and livelihoods programmes 	<ul style="list-style-type: none"> Finalize M&E matrix; follow-up discussions to create relevant output for country clusters 	<ul style="list-style-type: none"> Lead: gFSC PQWG (FAO)
Cross-cutting	<ul style="list-style-type: none"> AAP animation video Survey to ensure that scope and activities remain relevant to the country clusters (TIWG) 	<ul style="list-style-type: none"> Webinar on AAP Webinar on energy for food security Exploring linkages with other WGs and clusters (cash and urban WGs and nutrition and ETC Cluster) 	<ul style="list-style-type: none"> Lead: gFSC PQWG (WVI; COOPI)

FOOD SECURITY AND LIVELIHOODS IN URBAN SETTINGS WORKING GROUP (UWG)

ACTIVITY	ACHIEVEMENTS IN BENEFIT OF IN-COUNTRY FSC	NEXT STEPS IN BENEFIT OF IN-COUNTRY FSC	CONSTRAINTS FACED
Adapting to an Urban World	<ul style="list-style-type: none"> Some FSCs have participated/led Urban Assessments part of the project Dissemination of learning/results across FSCs 	<ul style="list-style-type: none"> Guidelines/tools will be shared across all country FSCs Involve other country FSCs in new Urban Assessments Related workshop and trainings will also include CCs 	<ul style="list-style-type: none"> Time constraints of FSCs to be actively involved in the Urban WG activities
Urban Mapping & Case Studies	<ul style="list-style-type: none"> Story telling feature included in the urban mapping Urban WGs of the FSCs also included in the mapping 	<ul style="list-style-type: none"> Gather more case studies from country FSCs partners to be included in the map Include all Country FSCs Urban WGs (TORs/ outcomes) and increase sharing 	<ul style="list-style-type: none"> Time constraints of FSCs to be actively involved in the Urban WG activities
gFSC/IASC Guidance	<ul style="list-style-type: none"> Guidance/Checklist on Coordination in urban crises using the HPC phases - work still ongoing 	<ul style="list-style-type: none"> Gather feedback from FSCs on usage and utility of mapping Country FSCs will be part of the drafting/ their views will be included Roll out phase with country FSCs Gather feedback on utility and usage 	

CASH AND MARKET WORKING GROUP (CMWG)

ACTIVITY	ACHIEVEMENTS IN BENEFIT OF IN-COUNTRY FSC	NEXT STEPS IN BENEFIT OF IN-COUNTRY FSC	CONSTRAINTS FACED
Technical Guidance and Information-Sharing	<p>Capacity Building Package for CCs (CashCap secondment 3 months) including:</p> <ul style="list-style-type: none"> CC Briefing Package (in line with the Cluster Functions) Webinars (MPCGs; etc.) 	<p>CC Briefing Package:</p> <ul style="list-style-type: none"> Roll out the package in-country (Dec 2016) Gather feedback on the usage (January-June) Eventually revise it Regular update Integration with other gFSC briefings/checklist for CCs <p>Webinars:</p> <ul style="list-style-type: none"> Topics chosen on demand from countries 3 to be conducted before June 16 	<ul style="list-style-type: none"> Timing constraints and resources /staff available
Coordination	<p>Other activities/ objectives in support of field level:</p> <ul style="list-style-type: none"> Increase government collaboration into country coordination Harmonization of Market Monitoring and Basket/ Cash value calculation 	<ul style="list-style-type: none"> Gather feedback from country FSCs Is a more systematic approach across FSCs useful? How to increase AAP to the appropriateness of CTP? 	<ul style="list-style-type: none"> Work in progress

PREPAREDNESS AND RESILIENCE WORKING GROUP (PRWG)

ACTIVITY	ACHIEVEMENTS IN BENEFIT OF IN-COUNTRY FSC	NEXT STEPS IN BENEFIT OF IN-COUNTRY FSC	CONSTRAINTS FACED
Commissioned consultancy on operationalizing Preparedness and Resilience	<ul style="list-style-type: none"> • Collated existing resources/ approaches being used in the field • Additional outreach/ Identified priority needs of Cluster Coordinators on operationalizing Preparedness and Resilience • Commenced development of resilience “probe” questions (considering different contexts) 	<ul style="list-style-type: none"> • Finalize resilience probe and questions; cross-check with Cluster Coordinators (by Map 2017; in-progress – feedback being received) 	<ul style="list-style-type: none"> • Slow progress, amorphous topic - has led to 2-3 focused activities, and re-structuring of group
Process indicators for resilience (TBC)	(Anticipated): Cluster Coordinators can know what to consider to track and ensure resilience-building of programs	<ul style="list-style-type: none"> • Chairs to facilitate, with contributions from FAO, other members (workstream) • Dissemination: call for case studies/best practices (workstream); also possibly dissemination through PQWG? 	
Update relevant guidance materials	(Anticipated): Help Cluster Coordinators gain clarity on: the respective roles of FSC vis-à-vis ERC; help Cluster Coordinators gain clarity on how to include preparedness in HNO/ HRP	<ul style="list-style-type: none"> • gFSC to meet with ERC (Jan./ Feb.) • Chairs to facilitate (workstream) • Dissemination? 	
Other needs, currently unplanned	<ol style="list-style-type: none"> 1. Literature review/evidence-gathering of “business case” for investing in preparedness (including cash) – university partnership? 2. Review uptake of gFSC “Emergency Preparedness Planning Guidelines”, and possible revisions to include resilience 3. Dissemination of cash preparedness guidance (existing) 4. Guidance note on engaging local actors (government, local CSO, private sector, etc.) 		

ANNEX II

LIST OF PARTICIPANTS

S. No.	Surname	First Name	Organization
1	Da Costa	Emanuel	ADRA
2	Tamain	Lorene	ACTED
3	Lekiefs	Cyril	ACF
4	Rothero	Matthew	ActionAidUK
5	Liku	Justus	CARE
6	Jeremias	Theresa	CARE
7	Abatneh	Abraham	CARE
8	Pain	Chris	Concern Worldwide
9	O'Mahony	Anne	Concern Worldwide
10	Nese	Barbara	COOPI
11	Tesfamicael	Semira	COOPI
12	Brick	Geraldine	CRS
13	Buffagni	Tiziana	ECHO
14	Aviles	Sandra	FAO
16	Tiberi	Laura	FAO
17	Marchesich	Rosanne	FAO
18	Buonincontri	Martina	FAO
19	Canulla	Roberta	FAO
20	Ellingson	Matthew	FH
21	Koomson	Anthony	FH
22	Howard	Peter	FH
23	Vanderesch	Gaia	IMPACT
24	Bitton	Barbara	Mercy Corps
25	Ølholm	Thomas	NRC
26	Hieber-Girardet	Loretta	OCHA
27	Powell	Jude	OXFAM
28	Stys	Marek	PIN
29	Garz	Julia	Plan International
30	Enarson	Daniel	Sam Purse
31	Clewwlow	Allister	Sam Purse
32	Mayans	Julie	Solidarités International
33	Morrow	Nathan	Tulane University
34	Lorenzo De Santis	Lorenzo	UK
35	Gatchell	Valeri	UNHCR
36	Ippe	Josephine	UNICEF/GNC
37	Nguyen	Hang K.	U.S. Mission, Rome
38	Van der Merwe	Ruco	USAID/Food for Peace
39	March	Julie	USAID/OFDA
40	Behrens-Shah	Priya	Welthungerhilfe
41	Steinmaier	Normann	Welthungerhilfe
42	Spence	Arnchild	WFP
43	Chattaraj	Samantha	WFP CC, Syria
44	Belete	Temesgen	Worldvision International
45	Marumbo	Ngwira	Worldvision International

ANNEX III

ACRONYMS

AAP	Accountability to Affected Populations
ACF	Action Against Hunger
CBPFs	Country-Based Pooled Funds
CBTs	Cash-based transfers
CC	Cluster Coordinator
CCPM	Cluster Coordination Performance Monitoring
CDM	Cluster Description Mapping
CLAs	Cluster Lead Agencies
CMWG	Cash & Markets Working Group
COOPI	Cooperazione Internazionale
CTP	Cash Transfer Programming
FAO	Food and Agriculture Organization of the United Nations
FSC	Food Security Cluster
GCCG	Global Cluster Coordination Group
gFSC	Global Food Security Cluster
GST	Global Support Team
IASC	Inter-Agency Standing Committee
ICCG	Inter-Cluster Coordination Group
ICRU	Iceland Crisis Response Unit
ICVA	International Council of Voluntary Agencies
ICWG	Inter-Cluster Food Security & Nutrition Working Group
IFRC	International Federation of Red Cross and Red Crescent Societies
IM	Information Management
IMOs	Information Management Officers
IMWG	Information Management Working Group
INGOs	International Non-Governmental Organizations
IPC	Integrated Food Security Phase Classification
IPC GSU	IPC Global Support Unit
MoU	Memorandum of Understanding
MPCG	Multi-Purpose Cash Grants
MSB	Swedish Civil Contingencies Agency
NGOs	Non-Governmental Organizations
NOHA	Network on humanitarian action
NORCAP	Norwegian Refugee Council's expert deployment capacity
NRC	Norwegian Refugee Council
OCHA	Office for the Coordination of Humanitarian Affairs
PACT	Platform for Action, Commitments, and Transformation
PQWG	Programme Quality Working Group
PRWG	Preparedness and Resilience Working Group
PSEA	Protection from Sexual Exploitation and Abuse
SAG	Strategic Advisory Group
STAIT	Senior Transformative Agenda Implementation Team
THW	Technisches Hilfswerk
TIWG	Technology and Innovation Working Group
TWGs	Technical Working Groups
UNICEF	United Nations Children's Fund
UWG	Food Security and Livelihoods in Urban Settings Working Group
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHS	World Humanitarian Summit
WoS	Whole of Syria
WVI	World Vision International

