REPORT
global Food Security Cluster (gFSC)
Mid-Term Review (MTR) of the gFSC Strategic Plan (2017-2019)

Contents

Executive Summary

The Mid Term Review confirms the overall validity of the gFSC 2017-2019 Strategic Plan, and major achievements in the last 2 years such as the essential role the cluster plays in supporting increased effectiveness of food security coordination and in fostering food security partnerships at the global level.

However, despite these achievements, the gFSC has also struggled to bring forward some strategic priorities within its strategic plan; notably the involvement of non-conventional partners (such as academia and private sector), strategic advocacy for coordination and leading programmatic change underpinned by the Grand Bargain and the UN Reform. Delays in implementing strategic priorities are related to both external and internal reasons. External reasons include delays within the broader international community in giving shape to taken commitments. For example, the UN reform is partly supporting implementations of commitments taken during the Grand Bargain and partly reviewing it in light of the Global Agenda for Sustainable Development under Humanitarian and Development.

Internal reasons include major structural changes within the gFSC to include organigram and staffing transition changing 6 out of the its 12 employed staff, including all managerial and most senior positions (all the 3 managerial P5 positions changed). During this transition period incoming management opted for prioritizing field level service delivery to support coordination, identified as its key *raison-d'être.* Coming to the end of the internal human-resources transition-period as well as improved clarity regarding the broader international landscape, gFSC must ensure allocating right resources in the strategic areas partly neglected so far.

With the objective of strengthening global partnerships the gFSC must immediately revitalize strategic governing bodies and processes such as: the Strategic Advisory Group (SAG) role in guiding FSC strategic direction; and to deepen and stabilize CLA's engagement in the cluster system. These elements are necessary to consolidate gFSC's role in coordination and deepen its role in creating solid consensus and evidence based joint food security planning at field level.

In this light, SAG is recommended to:

- Deliver advice in positioning private sector and academia within the FSC and identify a strategy for their effective engagement

At more tactical level the following priorities were identified to unleash the benefits of work done so far:

- Human resource rosters require final adjustments to become operational including rules and guidance to prevent the risk of depleting lean UN-NGOs HR.
- Improved communication and knowledge management between the different level: National regional, global and between the gFSC and its partners.
- Guarantee stronger gFSC Working Group accountability as a demand driven technical service.

Finally, the cluster and its governing body are recommended to closely follow the evolving nature of food crises and broader international evolving emergency scenarios in order to guarantee adaptation required to maintain relevance and improved coordination effectiveness.

Acronyms

CC: Cluster Coordinator

CLA: Cluster lead agency

FAM: World Bank led initiative Famine Action Mechanism.

FAO: Food and Agriculture Organization of the United Nations.

GCCG: Global Cluster Coordinators Group

gFSC: global Food Security Cluster

GST: Global Support Team

HPC: Humanitarian Project Cycle

HDP: Humanitarian-Development-Peace Nexus

IASC: Inter Agency Standing Committee

IMO: Information Management Officer of the Cluster.

OCHA: Office for Coordination of Humanitarian Action

SAG: Strategic Advisory Group of the Food Security Cluster.

SOP: Standard Operating Procedure

WFP: World Food Programme

WHS: World Humanitarian Summit

WG: Working Group of the Food Security Cluster
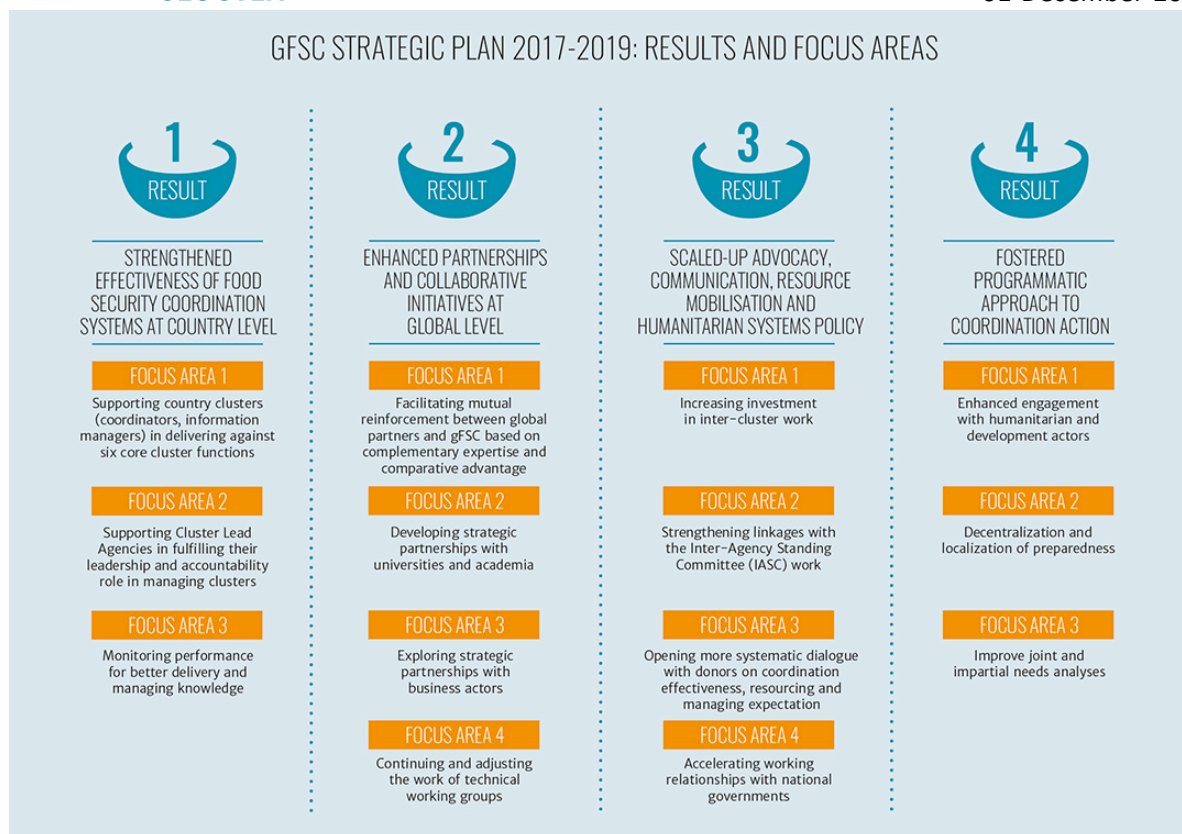
1. Background and context

The 2017-2019 Strategic Plan was elaborated based on gFSC partners' ideas, discussions and vision about the future of Food Security Cluster Coordination and builds on achievements of the 2015-16 Strategic Plan and more generally on lessons learned since 2011. The Strategic Plan is a collective product of global partners that has been implemented by the Global Support Team with guidance from the Strategic Advisory Group. It is a forward-looking strategy that leaves room for responding to country Food Security Clusters', gFSC's partners' and affected people's needs. In line with the World Humanitarian Summit, it aims for a "new way of working" to reach the maximum amount of people in need of food security assistance with available resources.

The Strategic Plan foresees a mid-term review, which was proposed and agreed to by both the Strategic Advisory Group (SAG) of the Global Food Security Cluster (gFSC)/ gFSC Coordinator. The SAG advised on the value of an update on implementation status of the current Strategic Plan (2017-2019). In its role, the SAG supports achievement of the gFSC strategy, highlights new areas of strategic direction for consideration by the Global Support Team (GST) and engages in substantive discussions regarding the implementation of gFSC work plan. This mid-term review serves as an accountability and guidance document to the gFSC, Cluster-Lead Agencies and partners to provide strategic advice on implementation of the gFSC Strategic Plan. The Terms of References (TORs) were prepared jointly by gFSC and the SAG based on initial discussions with SAG members and FAO and WFP senior management.

1.1 Overview of the Strategic Plan 2017-2019

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 for which results were discussed and further renewed 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.

GFSC STRATEGIC PLAN 2017-2019: RESULTS AND FOCUS AREAS

1 RESULT
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

2 RESULT
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

3 RESULT
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

4 RESULT
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

1.2 gFSC structure to implement the Strategic Plan

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 may be further strengthened by additional experts paid through the FAO/WFP extra-budgetary resources, NGOs (through secondment[1]) and by governments (through the JPO programme[2]). 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[3] 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

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[1] Welthungerhilfe secondee (2016-17). Norwegian Refugee Council (NRC), HelpAge, IFCR, GenCAP, ProCAP in the past.
[2] Government of Germany (2017–2018).
[3] 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), Oxfam, International Federation of Red Cross and Red Crescent Societies (IFRC). REACH

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.

2. Rationale

2.1 Purpose and objectives

As per Strategic Plan, "a mid-term review will allow gFSC and global partners to take stock on implementation status of the strategy and introduce course corrections in line with potential evolution of humanitarian priorities by 2019"[4].

This mid-term review serves dual objectives of accountability and learning and provides summary findings of gFSC achievements based on the first 18 months of implementation of the Strategic Plan. Its objective is to take stock of the progress made from January 2017 to June 2018. Herewith, it documents implementation bottlenecks and challenges and serve as a basis for discussions with key stakeholders for potential corrective action and to respond to new needs that have developed in the context of food security response coordination since the launch of the Strategic Plan.

2.2 Use and follow-up of the review

The primary users of this review will be the gFSC Global Support Team to inform and potentially adjust the current work plan under the Strategic Plan. The Strategic Advisory Group will provide guidance to the Global Support Team. Partners during the next Global Partner Meeting (14-16 November2018) were consulted on the implementation of the Strategic Plan and on the way forward. Senior management of FAO and WFP at global level was also consulted and the review will be shared with global partners and with in-country colleagues.

3. Review framework and methodology

The review framework for the mid-term review is composed of two key elements:

1. Review of Strategic Plan related documents, meeting agendas and minutes, performance surveys
2. Partners consultation in group and plenary during the upcoming Global Partner Meeting and consultative discussion

1. The review of Strategic Plan related documents will include several elements:
   - Update of the gFSC work plan (see Annex 1)
   - Update of the gFSC Strategic Plan indicators (see Annex 2)
   - Update of the 2018 budget (see Annex 3)
   - Global Partner Meeting agenda and SAG meeting minutes
   - Cluster Coordinator and Information Management Officer retreat evaluation forms and training evaluation forms
   - gFSC annual performance surveys with global partners and cluster coordinators

2. Presentation of draft mid-term review results to partners

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[4] 2017-2019 Strategic Plan, page 6.

- Discussion and consultation with partners on the achievements, challenges/bottlenecks and the way forward

The update of the gFSC work plan provides an initial indication of activity achievement rate per result and focus area under the strategic plan. Quantitative evidence drawn from indicator tracking and budget review are complemented by a qualitative analysis describing progress and potential implementation challenges. Annual performance surveys with global partners and cluster coordinators serve to assess the performance of the gFSC GST implementation of the Strategic Plan. As such, survey results assess and report on performance of gFSC coordination from a global level perspective, i.e. by global partners, and from an in-country perspective, i.e. by Food Security Cluster/Sector coordinators. Discussions and consultation with global partners during the Global Partner Meeting helped to discuss strengths and weaknesses of the implementation of the current Strategic Plan and provided ideas and suggestions on the way forward. Based on evidence from the two key elements the review determines reasons for bottlenecks and challenges to draw lessons that inform the second implementation phase of the Strategic Plan.

4. Mid-term review analysis (January 2017 to June 2018)

Result 1: Effective food security coordination 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 was 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.

Supporting country clusters in delivering against six core cluster functions (Focus Area 1.1)

gFSC indicator monitoring: Results from the CCPM in 2017 have shown that improvements have been made when delivering against the six core cluster functions compared to the 2016 CCPM. The 2019 targets have already been met on three of the core cluster functions.

Achievements and progress

From training to deployment

During the period encompassed in the mid-term review, cluster coordinators skills were strengthened through tailored cluster coordinator trainings in both English and French as well as technical trainings such as the IPC (of which around 60% of FSC-C are level I trained analysts). The trainings were conducted as planned and the core Cluster coordinator training curriculum was revised and includes a component of Information management since 2017. The curriculum has also been further enhanced with elements on cash-based interventions (CBI) in 2017 and a CBI and market analysis session was added to the cluster coordinator retreat in September 2017. Additional elements on other cross-cutting dimensions such as Accountability to Affected Populations (AAP), protection and gender were also included or further refined in the training curriculum, both in the simulation and the theoretical sessions. The French trainings contributed to build a stronger roster of French speaking candidates for potential deployments as cluster coordinators which did not exist before 2017. The roster counts at the moment: 130 FSC Coordinators (of which 66 French speaking) and 70 IM Officers. The feedback from participants confirmed that the updated training curriculum and structure were appreciated. Out of 27 Cluster-coordinators representing 24 countries 80%

participated in the Cluster coordinator training, among which 96% considered it as useful for their function as cluster coordinator.

To improve information management capacities, 47 Information Management Officers were trained from 2017 to June 2018, all of whom met roster requirements. In 2017, 50 percent were deployed to in-country Food Security Clusters/Sectors, whereas none of the participants to the 2018 training were deployed yet as their recruitment needs to comply with FAO/WFP HR requirements and the candidates will need to be succesfully interviewed by a WFP/FAO panel. Training participants are either already deployed as information management officers or from SBPs, FAO, WFP and other clusters.

Retreats

Food Security Cluster Retreats have the objective of allowing cross-fertilization and sharing of experiences, challenges and good practices around key coordination elements.

In 2017, 24 coordinators from 22 countries participated at the third global Cluster coordinators' retreat in Rome. In 2018, the approach was changed and three retreats were organized in three regions that brought together Cluster Coordinators and Information Management Officers and a facilitation team from gFSC; 19 cluster coordinators and information management officers participated in the regional retreat in Dakar in June 2018 and in total 61 cluster coordinators and information management officers from 22 countries participated in the three regional retreats, taking place in Beirut, Dakar and Nairobi in 2018.[5]

In 2017, agenda items included the role of CBI and collaboration with the Nutrition Cluster and the humanitarian-development nexus. In 2018, the agenda focused on facilitation skills and strengthening the understanding of cluster coordinators on information management and of information management officers on cluster coordination.

Feedback from the Dakar retreat held in June 2018 was positive with 42% of participants ratings it as excellent and 58% rating it as good. Participants appreciated the format, the facilitation style and knowledge sharing possibilities. Participants said they particularly learned about needs analysis and response plans, identification of different roles and responsibilities in the cluster. Points for improvement mentioned were: extending the duration of the retreat (3 days), and desired support material after the retreat.

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[5] Dakar retreat, June 2018: 19 participants from CAR, Burundi, Chad, Mali, Niger, Haiti, Regional Bureau Dakar and Mauritania; Beirut retreat, September 2018: 25 participants from Afghanistan, Bangladesh, Ukraine, West Bank and Gaza Strip, Whole of Syria and Yemen; Nairobi retreat, October 2018: 17 participants from Ethiopia, Lebanon, Myanmar, Nigeria, Pakistan, Somalia, South Sudan, Sudan.
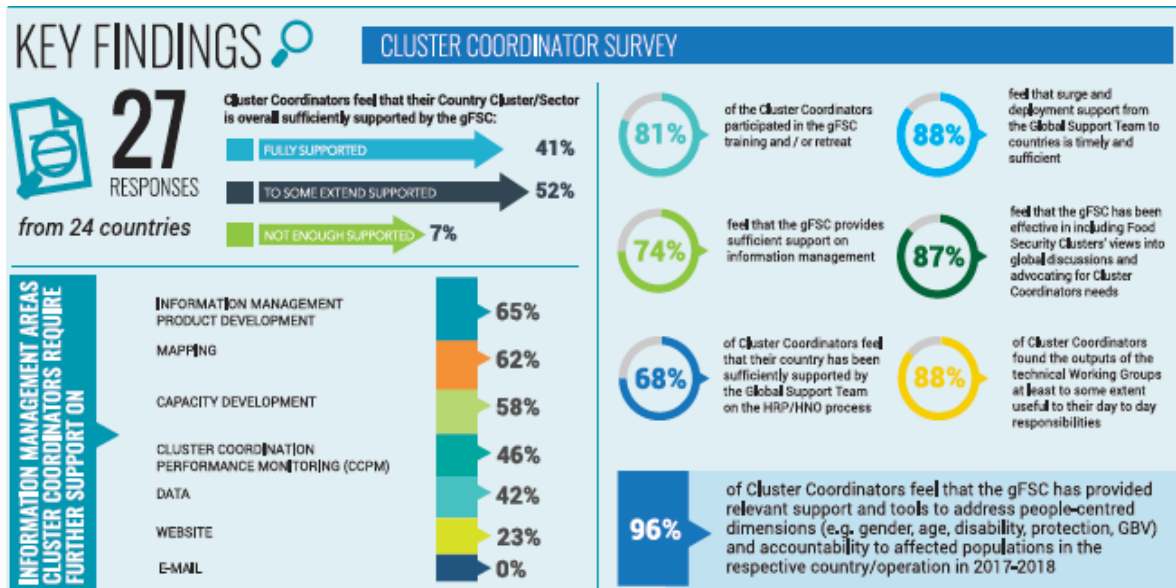
Figure 1: Extract from global CC survey Nov 2018

Challenges and bottlenecks

Deployment: Due to roster procedural changes in 2018 less people have been deployed out of the new gFSC roster compared to the previous year.

Secondment from partners proved challenging in becoming common practice especially due to fears of competition for human resources.

There have been delays in revising the *IM compendium in 2017*, including guidelines and templates. However, the new IM guidance is currently being developed and will be a comprehensive tool (printed and digital) to be shared globally with all country offices. It includes all IM related matters, from basic product requirements, to data cleaning or website management. The IM help desk services to countries has not been implemented as in-country IMOs contact the IM team directly and support was provided on an individual basis instead of a central helpdesk approach.

The development of a briefing package for incoming Cluster coordinators as well as the gFSC e-learning course scheduled for 2017 were delayed. The Cluster coordinator e-learning course was launched in November 2017 and has been used for briefings of Cluster coordinators and information management officers until the briefing package and Cluster coordinator handbook are finalized in 2019.

Several agencies involved in FS clusters (WFP, FAO, CashCap…) have their own guidance on beneficiary counting and this multiplicity of tools risks to undermine coherence and reliability of data. The Cluster lead agencies are recommended to improve tools harmonization when possible and required.

Action Points and recommendations:

gFSC needs to alleviate delays in delivering the IM compendium and briefing package.

Human resources rosters require final adjustments to finally become operational and some rules and guidance to prevent unfair competition among partners around human resources.

Results monitoring guidelines require harmonization and buy-in by all stakeholders. For this reason, it is important their drafting process is harmonized and consultative; gFSC's role in this task needs to be strengthened.

Supporting cluster lead agencies in their leadership and accountability role in results management (Focus Area 1.2)

gFSC indicator monitoring: Over the review period, different exercises of CCPM revealed that 88% of in-country colleagues considered surge and deployment support from the Global Support Team to countries as timely and adequate which exceeds the baseline by 18%, but which is below the target of 95% that was established for the end of 2019.

Achievements and progress

The gFSC supports the cluster lead agencies FAO and WFP in countries where deployments of Cluster Coordinators and Information Management Officers are handled that draw on experts in the gFSC Global Support Team, the roster, stand-by partnerships, global partners and Cluster Lead Agencies' pools of experts. The workplan activities related to deployments and roster were managed on a regularly basis throughout 2017 and 2018. This included 19 deployments from the roster, 7 deployments by the CLAs and 4 from Stand-By Partners on the cluster coordination side.

Challenges and bottlenecks

Challenges such as short-term contracts for cluster coordinators and information management officers even when positions are expected to be active for long periods of time, over reliance on Cluster Lead Agencies and lack of standardized mandatory performance evaluation of FSC/FSS staff after deployments prevent the gFSC to maintain a robust roster. Additionally, small operations typically struggle at including coordination budget in support to their operations.

Action Points and recommendations:

For 2019, gFSC is aiming for developing a more systematic approach towards end of mission appraisals; partners suggest to temporarily use Cashcap performance appraisal even it remains mainly based on perception.

Roster effectiveness is also temporarily affected by HR's changes in the recruitment procedures of the two lead Agencies. This will require some time for harmonization.

Monitoring performance to improve delivery and knowledge management (Focus Area 1.3)

gFSC indicator monitoring: gFSC indicator monitoring has shown that 70% of the country clusters/sectors conducted the annual CCPM in 2017, i.e. 21 countries. This corresponds to an increase of 50 percent for in-country clusters and sectors between 2016 and 2017. The target for 2019 however is to have 100% of country clusters/sectors conducting the CCPM.

Achievements and progress

The gFSC manages the inter-agency Country Cluster Performance Monitoring system that, operating at country level on the basis of the six core cluster functions and the principle of accountability to affected populations, provides comparable analysis across all countries and clusters.

In 2017, supporting service delivery was the highest scoring core across countries while the weakest results were related to building national preparedness and contingency planning capacities and planning and implementing cluster strategies. (For further details on the past CCPM results please consult **Error! Reference source not found.Error! Reference source not found.**Table 1: Overview of CCPM results from 2016 to today and respective target).

Challenges and bottlenecks

In 2018, a preliminary CCPM analysis was conducted in a few countries[6] in order to answer to ad hoc needs of in-country teams. Due to an in-depth overhaul of the CCPM tool, the next CCPM is planned for early 2019 and will include a more comprehensive geographical coverage involving around 26 countries. The reason for the delay in launching the CCPM later in the year is related to the ongoing review of the CCPM tool.

Result 2: Partnerships and collaborative initiatives at the global level

This result aims at strengthening country level and global partnerships to foster the cluster approach. gFSC planned to look beyond NGOs, donors and government actors and aimed at exploring 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.

Reinforcing global partnerships based on complementary expertise and comparative advantage (Focus Area 2.1)

gFSC indicator monitoring: has shown that partners have been involved in twelve different activities during the reporting timeframe. Those have been the SAG meetings, global partner meetings, the five WG face-to-face meetings, cluster coordinator and IMO trainings, regional retreats, SBP deployments and IPC trainings. The aim is to have partners actively involved in 20 gFSC activities or events by the end of 2019.

Achievements and progress

In 2017 and 2018, the gFSC continued to provide opportunities and systems for enhancing country-level and global partnerships. The partnerships include FAO and WFP as cluster lead agencies, other United Nations agencies, global clusters, international NGOs, civil society, donors and academia. Partnerships were maintained and strengthened with 60 organizations at the global level and with 1,700 partners in countries with Food Security Clusters/Sectors, of which 60 percent were national NGOs and 40 percent international NGOs.

The partnership between the gFSC and Integrated Food Security Phase Classification (IPC) was further strengthened; in many countries, the IPC is the foundation of the Humanitarian Needs Overview guiding the draft of the Humanitarian Response Plan. The gFSC and the IPC global support unit redefined their areas of collaboration in 2017 accordingly: gFSC regularly participates in all Steering Committee meetings as well as Technical Advisory Group Meetings that primarily focused on the revision of the IPC manual in 2018. gFSC provides ongoing country support for the IPC analysis and organizes a yearly IPC training for Food Security Cluster Coordinators, Co-Coordinators and Information Management Officers to increasing the evidence-based needs analysis skills of in-country Food Security Cluster/Sector teams.

From January 2017 to June 2018, the gFSC organized two traditional meetings of global partners attended by approximately 60 participants – United Nations agencies, international NGOs, global clusters, the Red Cross Red Crescent Movement, academia and donors. The topics discussed reflected challenges of in-country coordination and the operationalization of Grand Bargain commitments with a view to finding ways to respond to humanitarian challenges promptly and effectively. In addition, the gFSC in consultation with the SAG and Working Group chairs and co-chairs decided to develop a new format for one of the two partner meetings per year, the so-called "Thematic Global Partners Meeting". The meeting was held in May 2018 at WFP Headquarters in Rome with around 50 partners, including Cluster Coordinators and Co-Chairs, NGOs, the Strategic

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[6] The countries were: Burundi, Chad, DRC, Mali, Nigeria, Pakistan, Somalia, South Sudan.

Advisory Group (SAG), FAO and WFP and the gFSC Global Support Team. Its objectives were to increase linkages between global Working Groups and in-country clusters and to operationalize in-country Food Security Cluster/Sector requests and gFSC key thematic areas (in line with feedback from cluster teams, gFSC Strategy 2017-19). The feedback from meeting participants was very positive as they felt these changes allowed more productive exchange.
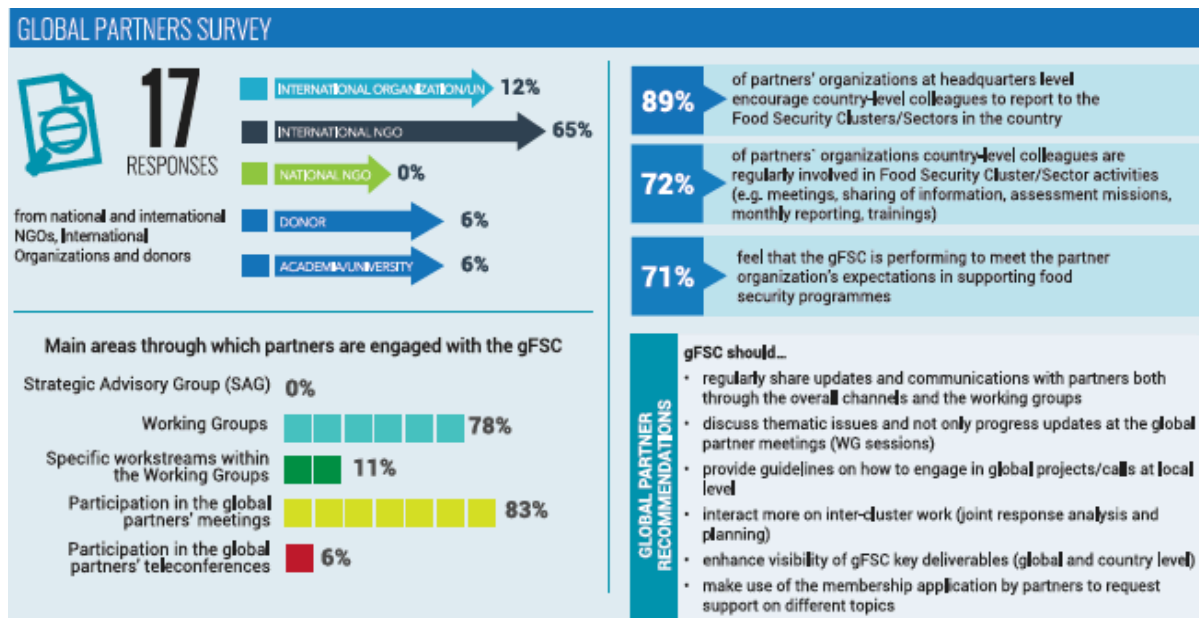
Figure 2: Extract from Global Partners survey Nov 2018

Challenges and bottlenecks

Records have been mixed with regards to the SAG. SAG meetings and teleconferences were organized on a regular basis, but the SAG was affected by a high turnover of the members in 2017 and irregular engagement of some of the members. In 2018, the work of the SAG has been hindered by lack of clarity related to its role and further turnover of support functions in the gFSC. For example, fewer meetings were held no annual SAG workplan was developed in 2018 . No performance review of the SAG has been conducted in the reporting period.

As agreed at the Partners' meeting in May 2018, the renewal of half of the non-permanent SAG members was postponed to November 2018.

A further area of concern is linked to the strategic engagement of global partners with gFSC. Modalities of partnership between global partners and GCCG have not been established or reviewed and no strategic dialogue with non-traditional global institutions and South-based NGOs was built at global and country level.

Regular strategic dialogue with global partners was mainly limited to the semi-annual global partners` meetings as the monthly teleconferences were discontinued in 2017 due to continuous low participation rates and low demand.

Action Points and recommendations:

Building on the above diagnostic, partners were consulted during the Partners meeting in November 2018 and agreed on the following priorities: SAG's ToR and Work Plan need to be reviewed and elaborated in a way that SAG's strategic role is placed at the centre of its ToR and workplan. To

ensure this a list of priority topics for the SAG members is under development by SAG secretariat. Here below a preliminary list as agreed by SAG members:

a. Support gFSC in the drafting of the gFSC strategic plan 2020.
b. gFSC's partners positioning vis-à-vis the "closure of early recovery cluster".
c. Famine Action Mechanism (FAM) and the Global Network against food crisis: World Bank and network positioning, role and commitments. What are the implications for the gFSC?
d. Monitor UN reform and its implication in gFSC role.
e. Establish rules and guidance to mitigate the risk of unfair competition among humand resources and strengthen partners involvement in surge and mid-term collaboration with cluster.
f. Advise on the role and relevance of WG.
g. Supports the gFSC for monitoring the performance of Food Security Clusters at the country level
h. assists the gFSC in mobilizing resources
i. assists the gFSC in defining strategic partnerships with relevant partners

Regarding the communication issue between GCCG and global partners it was agreed that gFSC will look into possible way for improving this, starting from how other clusters organize this. At the next GCCG OCHA will take more engagement/communication to cluster partners.

Developing strategic partnerships with universities and academia (Focus Area 2.2)

gFSC indicator monitoring: In 2018 there has been only one gFSC activity to which a number of universities/academia have actively contributed, namely the urban working group. The support provided by gFSC to universities/academia was limited to two interventions. The aim is to count five activities from gFSC workplan that are supported by universities and academia by 2019 and five gFSC interventions in favour of universities/academia.

Achievements and progress

Partnership with academic and private-sector organizations was discussed during 2017 at meetings of the gFSC global partners and Strategic Advisory Group. The gFSC team gave lectures on Food Security and Cluster Coordination at Roma Tre University and the Centre for Education and Research in Humanitarian Action, a joint Centre of the Graduate Institute of International and Development Studies and the University of Geneva. New York University Phd students presented their urban Food Security work at one Urban WG meeting in 2017. Regular exchange of data and information has been ongoing with the US universities of Indiana and Arizona on urban Food Security assessments, e.g. joint side event at the CFS 2018 as well as with the University of South Hampton in the UK (e.g. World Pop Project for urban population counting). Additionally, the university of Bocconi of Milan, Bochum Germany and Tulane University have regularly attended the 2017/2018 global partners meetings.

Challenges and bottlenecks

Although there have been attempts to develop partnerships with universities and academia results have been limited to university lectures and academia attending global partner meetings. gFSC did not deliver on mapping the requirements of gFSC-university engagement and on mapping potential universities for possible collaboration in the areas of mutual interest. In order to develop a more clear and strategic engagement with academia and universities a problem statement accompanied by gFSC priority research areas need to be identified.

Action Points and recommendations:

Academia were identified as strategic partners and gFSC is requested, together with SAG, to set a strategy for engagement with them: this will start by spelling out problem statement and collaboration priorities. This will have to define exactly what is expected to be achieved and how. Universities can support further in identifying what role is possible for private sector.

Exploring partnerships with business actors and non-traditional partners (Focus Area 2.3)

gFSC indicator monitoring: As per gFSC indicator framework, this indicator and target were to be defined during the course of 2017, but definition is still pending.

Achievements and progress

Partnership with academic and private-sector organizations was discussed during 2017 at meetings of the gFSC global partners and Strategic Advisory Group. Coordination with the private sector was discussed through the Connecting Business Initiative of the Office for the Coordination of Humanitarian Affairs (OCHA) to explore opportunities for private-sector partnerships.

Challenges and bottlenecks

gFSC had not delivered much on partnerships with the private sector. No awareness raising activities on the work of Food Security Clusters/Sectors have happened at either the global or the country level with private sector entities. gFSC did also not identify thematic needs that are not fulfilled by the CLAs, but that could be covered by business or non-traditional actors.

Action Points and recommendations:

Regarding non-traditional partners and private sector, gFSC partners decided to keep this activity as a priority. gFSC will have to issue recommendations on how to better engage with them. It is understood that a multitude of roles for the private sector are available. This diversity, combined with preconceived barriers for collaboration towards private sector are important barriers for collaboration. Contribution from private sector needs to be organized and SAG needs to provide strategic advice on this, starting from spelling the problem statement, and collaboration priorities.

Providing guidance and information through Technical Working Groups (Focus Area 2.4)

gFSC indicator monitoring: Mid-term review progress has shown that 6 out of the targeted 10 country clusters are using gFSC-WG products as per the annual performance survey.[7] In terms of WG products used for global policy dialogue or advocacy the "Cash-Transfer briefing package for food security cluster coordinators" was used by other global clusters to develop their own guidance and

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[7] Which of the following gFSC products do you believe are useful in your work and/or you would like to see improved and further developed? - very useful ones chosen

the "Guidance Note on Urban Coordination in Emergencies" developed by the gFSC Urban and the IASC Urban Reference Group.

Achievements and progress

Twenty partners provided technical support for gFSC in 2017. Five working groups documented best practices in food security interventions. However, achievements and activities differed among the working groups.

Challenges and bottlenecks

Given the mixed records of the global working groups and mixed performance results as per gFSC annual satisfaction survey questioning the relevance of the global WGs` work to the in-country clusters, a special discussion space was dedicated to the global Food Security Cluster's Working Groups (WGs) preceding the global partner meeting in December 2017. The interaction between the Working Groups and in-country Food Security Cluster/Sector teams depends on interest, availability and knowledge on how to connect. This resulted in a new format for one of the two partner meetings per year, the so-called "Thematic Global Partners Meeting" organized in May 2018 for the first time. The meeting tried to bring together global partners and cluster coordinators to review the workplans of the WGs and to respond to the needs in the field that were identified through a survey conducted with FSC/FSS Cluster Coordinators and the input received by CCs during the partner meeting. At the end of the workshop, Working Groups presented final work plans to be implemented in the upcoming 6-12 months. The progress of Working Groups' workplans will be presented and assessed during the next global partners meeting in November 2018 to ensure partner commitment to contribute to the products.

Action Points and recommendations:

Cluster Coordinators need to get regular updates on what Working Groups are working on and what they can provide to facilitate coordination. The option of having WG chair's in the Cluster Coordinators retreat should be considered.

A system to strengthen WG's accountability to cluster partners need to be defined.

Result 3: Advocacy, communication, resource mobilization and humanitarian systems

This result tries to ensure the mainstream of a comprehensive approach to food security in order to foster all food-security dimensions in humanitarian programmes; as crises become more protracted and frequent, the need for coordination is paramount. Because the gFSC also supports countries in which clusters are not active, the cluster system is stretched, and resource mobilization is hence fundamental to humanitarian responses. This result area aims at securing predictable resources for coordination and at contributing to humanitarian systems policy discussions related to coordination arrangements in protracted crises.

Increasing the investment in inter-cluster work (Focus Areas 3.1)

gFSC indicator monitoring: gFSC contributed to 3 GCCG workstreams, the cash workstream and JIAG and regular participation to GCCG calls and retreats. The aim for the end of 2019 is contributing to 7 GCCG workstreams.

Achievements and progress

The gFSC regularly participated in fora such as the GCCG, the global cash working group and inter-cluster cash task team, the Grand Bargain cash workstream. The gFSC Global Support Team guided

country Cluster Coordinators and cluster partners during the Humanitarian Needs Overview and Humanitarian Response Plan process for 2018 and for 2019.

In collaboration with the Global Nutrition Cluster (GNC) gFSC provided inputs at its meetings, hosted the Inter-Cluster Nutrition Working Group and reviewed inter-cluster operational responses in the countries at risk of famine and jointly organized a global meeting on to promote an integrated famine response package. The meeting supported the *Call for Action on the Inter-Cluster Operational Responses* by promoting an integrated famine-prevention package; Cluster Coordinators also agreed to develop joint work plans for in-country responses. The coordination was also fostered with the WASH and Global Health Clusters on this initiative. In addition to the efforts made through the Call for Action, the gFSC and GNC developed and tested a joint training course with the nutrition cluster.

The gFSC is also actively involved in all HPC discussions and leading the group on inter-sector needs and response analysis. In this regard, the gFSC is implementing an ECHO project on inter-sector needs analysis on behalf of the GCCG.

The gFSC started implementing HDN activities and engaged in negotiation with the Early Recovery Cluster (ERC) to cover all livelihood activities once the ERC will be deactivated.

Challenges and bottlenecks

The gFSC role in global advocacy for resilience, preparedness and livelihood-based programming and implementing the WHS commitment and Grand Bargain has been limited so far. Inter-Cluster work was mainly fostered with the Global Nutrition Cluster as well as the Global WASH and Health Cluster through the Call for Action on the Inter-Cluster Operational Responses. Discussions have started with the Early Recovery Cluster on consolidating the integration of livelihoods components into the Food Security Sector. The Joint Inter-sectoral Analysis Group was launched after the first 18 months of the strategic plan implementation. There seems to be more room for improved inter-sector work in upcoming years.

Action Points and recommendations:

Cash and livelihoods interventions still represent a pivotal element of intercluster collaboration: gFSC needs to increase efforts for livelihoods advocacy resolution of cash coordination issues.

Strengthening linkages with the IASC (Focus Areas 3.2)

gFSC indicator monitoring: gFSC involved in four IASC workstreams and already fulfilled its target to strengthen linkages with IASC work.

Achievements and progress

The gFSC regularly supported the work of the CLA`s Emergency Directors by developing briefing packages and to contribute to decision-making.

The gFSC regularly participated in the IASC task team on accountability to affected populations and protection from sexual exploitation and abuse, the IASC urban reference group and the IASC humanitarian costing sub-group; it also engaged with agency partners in the IASC information management working group, streamlining Country Cluster Performance Monitoring and redrafting Country-Level Operational Guidance.

Challenges and bottlenecks

Dialogue with Senior Transformative Agenda Implementation Team (STAIT) occurred until 2017. Since STAIT evolved in to Peer to Peer support project no Peer to Peer review missions with gFSC were organized in 2018. In 2017, gFSC participated in 2 STAIT missions to DRC and Niger. No requests for gFSC support from Peer to Peer support project occurred since its creation.

Action Points and recommendations:

Strong need for better preparedness is identified: for this reason, gFSC is required to pro-actively engage with IASC in this regard. Preventive action imposes to the cluster to act before an emergency is declared.

Advocacy and communication (Focus Area 3.3)

gFSC indicator monitoring:

73% of funding requirements met for gFSC – 100% in 2017

45% of funding requirements met for country-level clusters as of October 2018, to be updated by end of 2018 and 58% end of 2017 against a baseline of 50% and a target of 100%[8]

Achievements and progress

The gFSC produced several advocacy products on food security coordination that were disseminated through its quarterly newsletters with over 1,000 readers, the gFSC website and Twitter. In 2017, the website was visited by thousands of visitors each month similarly to 2018 and the gFSC Twitter account grew by 80 percent in terms of followers. Twitter account and the newsletter are mostly appreciated by partners' management while the newsletter, despite an update in the distribution list is required, is particularly appreciated as communication tool and in support of harmonized advocacy.

The key communication products published on a yearly basis are the annual reports and respective fact sheets, global dashboards and the Food Security Component Global Humanitarian Overview and Global Food Security Coordination Overview. gFSC regularly provides input on coordination matters in the agenda of CLAs operational briefings and donor briefings. The products appreciated the most by cluster coordinators are the gFSC website, lessons learned exercises and gFSC dashboards which reflects more or less the feedback from partners.

Challenges and bottlenecks

In 2018, due to a low response rate to the annual gFSC performance survey this has been launched twice. The response rate of partners was weak. Only 17 partners participated in 2018 and 21 partners in 2017.

A further point for improvement is related to advocacy and to developing a systematic approach for donor relations and fundraising.

Action Points and recommendations:

The gFSC is recommended to develop a concept note template for fundraising.

Provide stronger evidence to partners and donors about gFSC's work, achievements and related benefits. This needs to start by increasing the evidence around the importance of livelihoods activities in emergency. Concepts as Value for Money and Return of investment (ROI) can play a key role in this regard. gFSC should provide a frame and guidance to partners on how to collect and gather evidence on the convenience on livelihoods investments in emergency.

Accelerating working relationships with national governments (Focus Area 3.4)

gFSC indicator monitoring: 53 disaster-prone countries trained in cluster coordination – 53 trained in 2 trainings, meaning an overachievement against target of 6.

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[8] As per FTS, 26 October 2018, including all appeals and response plans.

Achievements and progress

Progress was mainly made in 2017 by mapping needs for strengthening coordination capacities of national governments. Based on the mapping, a special cluster coordinator training and simulation was tailored and contextualized for government stakeholders including representatives of NDMOs, Ministry of Agriculture and of Social Services. This training was conducted in the Pacific and in the Caribbean Regions respectively in January and July 2018 and participants provided excellent feedback on the training. In addition to the tailor-made trainings for national governments, government representatives also participated in regular cluster coordinator trainings in 2018. gFSC also worked towards the inclusion of cluster coordination elements in the CLAs trainings and simulation exercises. A FSC component is regularly included in the WFP FASTER training and dialogue became more structured with WFP preparedness team and Logistics Cluster on joint trainings. Similar to the WFP FASTER training FAO launched simulation exercises in 2018 targeting national staff, in which FSC components were included.

Challenges and bottlenecks

Achievements under this focus area were delayed and partnerships with national governments started to be strengthened in 2018. However, geographical support to national governments has been limited to two regions, the Pacific and the Caribbean. The mapping of priority countries for national capacity building was not updated in 2018 and remained purely at regional level when done in 2017.

Result 4: Programmatic coordination action

The World Humanitarian Summit and the Grand Bargain call for a revision of humanitarian working practices. The gFSC has clear comparative advantages and hence potential as an agent of change in terms of linking humanitarian and development actors, decentralizing preparedness and improving joint needs analyses.

Engagement with humanitarian and development actors

gFSC indicator monitoring: Indicator to be aligned with relevant Grand Bargain work-stream indicators when available, still to be defined

Achievements and progress

The gFSC and its partners support the humanitarian-development-peace nexus and have agreed that the food security concept must take the nexus into account to link short-term and long-term activities. First steps have been taken to facilitate linkages between the HRP and multi-year country strategic programming, but discussions happen mainly at country level (e.g. Afghanistan, Libya, Pakistan, Ukraine). A major achievement was the mobilisation of resources for a three-year project starting in 2019 to be funded by the EU through FAO with the objective to reinforce the HDPN and resilience programming at country level. The results of this project will however only be visible in a couple's year time.

Challenges and bottlenecks

A few in-country clusters have been discussing cluster transition, but no lessons learned, or guidance were developed on the cluster transition phase. More work also needs to be done on making use of existing early warning information systems to foster preparedness of country-level clusters. Initial steps were taken to strengthen advocacy of country cluster capacity on resilience building and early recovery, but no tangible deliverables were produced by June 2018. There was a clear gap in the areas of resilience building, early recovery and preparedness during the reviewed period.

Challenges may stem mainly from the innovative nature and the required level of consensus around definitions and modalities. During the first half of the Strategic Plan implementation period CLAs led humanitarian and development environment analysis as well as the evolving nature of the occurring problematic in order to define an action plan encompassing humanitarian, development and peace dynamics.

Action Points and recommendations:

Partners stress the need for guidance/SOP on cluster deactivation. This needs to leave proper space for country level adaptation and must be coupled by a comprehensive lesson learnt collection about the effects/impacts of cluster deactivation.

gFSC needs to be prepared to fill the gap sometimes created by the absence of the cash working group, as this is not always set in time.

World Bank engagement in humanitarian action has the potential for high impact on the current way of working. For this reason, gFSC needs to better engage and inform partners on WB-Famine Action Mechanism tool.

gFSC needs to clarify the FSC Mandate and role in terms of how the HDP nexus needs to be coordinated by, as well, building a programmatic approach for joint planning.

gFSC should better position in relation to resilience, livelihoods, early recovery and forecast-based financing. This is made more impellent since the announced closure at global level of the "early-recovery" cluster as well as the growing programmatic importance of resilience. This should be done at first by clarifying gFSC role and then providing solid guidance to partners on issues such as livelihoods programming, resilience and generally early recovery. The above-mentioned topics are very interlinked and WG work need to be carefully organized in order to avoid duplication and inefficiencies.

Partners need to elaborate collective and harmonized messages and evidence in order to better advocate for livelihoods in emergencies funding as well as medium- and long-term funding for protracted emergencies. The gFSC is expected to provide in future stronger framework to support such advocacy.

Decentralization and localization of preparedness

gFSC indicator monitoring: 3 local actors actively engaged in cluster coordination and co-chairing/co-facilitating cluster solutions (Haiti government, Fiji government and Cox Bazar local NGO); indicator baseline and target still to be determined

Achievements and progress

Localization is a gFSC focus: 60 percent of the 1,700 partners of the country-level food security clusters and sectors are national-level organizations.

With financial support from the German Federal Foreign Office, in June 2017 gFSC and Welthungerhilfe published three videos on partnerships from Bangladesh, Iraq and Mali that show the importance of coordinating with local actors during humanitarian crises and present coordination solutions for sudden-onset disasters and protracted crises. Clusters, sectors and partners have shown the videos to raise awareness and advocate for engagement with local actors with a view to enhancing their capacities and empowering them. gFSC achievements on localization focused mainly on advocacy and awareness raising as well as mappings of in-country clusters and their engagement with local actors.

Challenges and bottlenecks

gFSC has not been directly involved in fostering the engagement of local actors to co-chair national clusters. This has depended on the in-country clusters. One positive example is Bangladesh where a national NGO is co-chairing the Food Security Cluster in Cox Bazar. Building of the capacities of in-country clusters to include local actors throughout the HPC through on-the-job trainings and tailored cluster coordinator trainings has been limited and mainly initiated directly by in-country clusters (e.g. Haiti: CNSA/government on-the-job training funded by ECHO.

Improving joint needs analysis

gFSC indicator monitoring: No country has been conducting joint needs analyses versus target of 15 countries by the end of 2019

Achievements and progress

The global clusters started scaling up their engagement in Grand Bargain workstream 5 on joint and impartial needs assessments in 2018, with financial support from European Civil Protection and Humanitarian Aid Operations (ECHO). This involves participation in the joint inter-sector needs analysis group convened by OCHA and ECHO and led by gFSC to formulate and pilot an inter-sector needs analysis framework. The conceptual framework of the JIAG was finalized in May 2018.

Challenges and bottlenecks

The piloting phase of the joint needs analysis tool was conducted in August-September 2018 in three countries (Mali, Nigeria, CAR). The late start is due to the efforts to align with the HNO 2019 cycle.

5. Annex

5. Annex

ANNEX: GFSC STRATEGIC PLAN 2017-2019: WORKPLAN, INDICATORS AND BUDGET

ANNEX 1: GFSC WORKPLAN 2017-2019

Objective	Activities	2017				2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Result 1: Strengthened effectiveness of Food Security coordination systems at country level													
Focus area 1: Supporting country cluster teams (coordinators, information managers) in delivering against 6 core cluster functions													
1.a. Specific actions targeting Cluster Coordinators													
1.a.1. Cluster coordinators skills are broadened	1.a.1.1. Conduct L3 Cluster Coordinator core trainings (one in English and one in French).		EN		FR		EN		FR		EN		FR
	1.a.1.2. Conduct Cluster Coordinator technical trainings (at least 2 per year), including programme quality-related trainings: IPC, CBI.		x		x		x		x		x		x
	1.a.1.3. Development of briefing packages for CCs.		x	x									
1.a.2. Country clusters are adequately supported and backstopped	1.a.2.1. Maintain regular contacts with cluster teams and lead agencies in priority countries in order to (i) Exchange information and identify areas/activities requiring advice and/or support (reminder: define the services that that GST can/cannot offer to countries); (ii) Analyse requests for advice and/or support, make research as necessary, and propose and carry out actions to address them; (iii) Support countries' HPC process.	x	x	x	x	x	x	x	x	x	x	x	x
	1.a.2.2. gFSC backstopping and support missions (demand driven), including cross-cutting dimensions.	x	x	x	x	x	x	x	x	x	x	x	x
	1.a.2.3. Organise a CC retreat to facilitate exchange across FSCs.			x				x					x
1.b. Specific actions Targeting Information Management Officers and IM systems													
1.b.1. Support to country clusters: deployed and deployable	1.b.1.1. Revisions to the IM compendium as needed (guidance and templates).	x	x	x	x	x	x	x	x	x	x	x	x
	1.b.1.2. Development of specific guidance related to beneficiary counting and reporting.		x										
	1.b.1.3. Develop a face-to-face training programme and webinars on specific	x	x	x	x	x	x	x	x	x	x	x	x

processes	1.b.1.4. Develop standard written test for IMOs, ToRs, and Interview Questions for Country Clusters.		x										
	1.b.1.5. Conduct orientation meeting with all incoming IMOs and the provision of hands-on support to all country clusters.	x	x	x	x	x	x	x	x	x	x	x	x
1.b.2. Continued technical support to country clusters for database management, analysis, mapping and visualisation	1.b.2.1. Develop protocol for 'help desk' services and the provision of "help desk services" to countries.	x	x	x	x	x	x	x	x	x	x	x	x
	1.b.2.2. Direct engagement with country clusters on the mapping and visualisation of their monthly 4/5W data.	x	x	x	x	x	x	x	x	x	x	x	x
	1.b.2.3. Preparation of the STF maps as required for WFP/FAO senior management meetings.	x	x	x	x	x	x	x	x	x	x	x	x
	1.b.2.4. Global quarterly call (or as often as needed) with country-level IMOs and the gFSC IM Team.	x	x	x	x	x	x	x	x	x	x	x	x
1.b.3. Connectivity and networking is provided to country clusters	1.b.3.1. Provide fscluster.org email address for country-cluster use (trouble shooting when problems, liaising with WFP/FAO IT and provider company, setting up new accounts, providing guidance on setting up new accounts).	x	x	x	x	x	x	x	x	x	x	x	x
1.c. Generic support action targeting country clusters													
1.c.1. Global guidance tools are updated and disseminated	1.c.1.1. Disseminate, update and translate as necessary the e-learning.			x									
	1.c.1.2. Revision of the handbook.		x	x									
	1.c.1.3. Revise existing SOPs to highlight additional aspects and guidance including all phases of the IM.		x										
1.c.2. Country clusters are exposed to good practices and lessons learned	1.c.2.1. Identify and share lessons learned / good practices across different country-clusters. Consolidate lessons learned on cluster functions and stages of an emergency. Find new approaches for disseminating good practices (webinars, etc.). Lessons learned on the SRP process (all L3 countries?).	x	x	x	x	x	x	x	x	x	x	x	x
Focus area 2: Supporting Cluster Lead Agencies in fulfilling their leadership and accountability role in managing clusters													
2.1. Country clusters staffing needs are timely met	2.1.1. Surge deployments in response to humanitarian crises (L3 mainly).	x	x	x	x	x	x	x	x	x	x	x	x
	2.1.2. Deployments of CCs and IMOs to humanitarian crisis (L3 and L2) from gFSC roster (identify candidates, propose to country offices, brief and debrief) and maintain a systematic tracking of deployments, incl. the development of a systematic approach towards end of mission appraisal for review of deployees' performances.	x	x	x	x	x	x	x	x	x	x	x	x

	2.1.3. Deployments of CCs and IMOs to humanitarian crisis (L3 and L2) from Stand-by Partners rosters (facilitate requests to SBP and contact with country offices, brief and debrief), partners and lead agencies (facilitate requests, participate to the selection process when possible, brief and debrief), and maintain a systematic tracking of deployments.	x	x	x	x	x	x	x	x	x	x	x	x
2.2. Rosters are developed and maintained	2.2.1. gFSC roster: identify roster CC and IMO candidates for selection, conduct interviews, update availabilities, follow up deployments.	x	x	x	x	x	x	x	x	x	x	x	x
	2.2.2. Lead agencies emergency rosters: coordinate with gFSC roster, participate in screening of CC and IM candidates, participate in interviews, provide briefings as necessary.	x	x	x	x	x	x	x	x	x	x	x	x
	2.2.3. Implement a systematic approach towards end of mission appraisal.	x	x	x	x	x	x	x	x	x	x	x	x
Focus area 3: Monitoring performance for better delivery and managing knowledge													
3.1. Country-cluster performances are adequately monitored	3.1.1. Country-cluster performance monitor tool (development, hosting) and provided to country-cluster use. GST to provide administrative services and trouble shooting in case of technical issues.	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.2. CCPM are conducted yearly in all countries supported by gFSC	x	x	x	x	x	x	x	x	x	x	x	x
Result 2: 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													
1.1. The existing collaboration with IPC global support team is further enhanced	1.1.1. Contribute to the IPC strategic guidance as part of the steering committee member quarterly steering committee meetings).	x	x	x	x	x	x	x	x	x	x	x	x
	1.1.2. Provide technical inputs to IPC (Food Security and Nutrition) as part of the working group	x	x	x	x	x	x	x	x	x	x	x	x
	1.1.3. Following the joint guidance note developed in 2016 by IPC-GSU and gFSC, continue advocating for the use of IPC by country clusters in informing HPC and sector programming.	x	x	x	x	x	x	x	x	x	x	x	x
1.2. SAG is supported and managed adequately	1.2.1. Hold the SAG Secretariat and organize SAG meetings (2 teleconferences and 2 Face-to-Face meetings, and ad-hoc meetings as necessary).	x	x	x	x	x	x	x	x	x	x	x	x
	1.2.2. Development of SAG annual work plan	x				x				x			
	1.2.3. Conduct periodic SAG performance review			x				x					x
1.3. Strategic engagement of global partners with	1.3.1. Establish and/or review modalities of partnership between global partners and GCCG (minimum commitments, mutual accountability, etc.)		x				x				x		
	1.3.2. Building more strategic dialogue with non-traditional global institutions and	x	x	x	x	x	x	x	x	x	x	x	x

gFSC are defined	South-based NGOs at global and country level.												
1.4. Regular strategic dialogue with global partners and mutual accountability	1.4.1. Monthly teleconferences	x	x	x	x	x	x	x	x	x	x	x	x
	1.4.2. Semi-annual global partners' meetings		x		x		x		x		x		x
Focus area 2: Developing strategic partnerships with universities and academia													
2.1. Enhance operational collaboration with academia	2.1.1. Foster closer working relationship with academia to complement gFSC's capacities and areas of expertise: e.g. through guest lectures, support to the works of the technical working groups, internships, course modules for the Masters' students and enrolment of partner university graduates in gFSC trainings.	x	x	x	x	x	x	x	x	x	x	x	x
	2.1.2. Map the requirements of gFSC-university engagement, review existing resources and the needs for outsourcing certain tasks.		x				x					x	
	2.1.3. Map potential universities for possible collaboration in the areas of mutual interest.	x	x	x	x	x	x	x	x	x	x	x	x
Focus area 3: Exploring strategic partnerships with business actors and non-traditional partners													
3.1. Identify thematic needs that are not fulfilled by CLAs and global partners	3.1.1. Raise awareness of the works of FSC at global and country level with the private sector.	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.2. Assess needs and gaps, map available private sectors, and promote their engagement in cluster activities.		x				x					x	
Focus area 4: Continuing and adjusting the work of technical working groups													
4.1. Global partners will continue leading technical working groups and cross-fertilisation between countries on strategic topics is facilitated by gFSC	4.1.1. Document good practices from country level and share with wider humanitarian and development community.	x	x	x	x	x	x	x	x	x	x	x	x
	4.1.2. Cross-fertilise relevant strategic topics and share knowledge between country clusters through exchange of information and experiences.	x	x	x	x	x	x	x	x	x	x	x	x
	4.1.3. Strengthen and expand the activities of all Working Groups (Inter-cluster FS-Nutrition, Urban, Programme Quality also with support of the Technology and Innovation Task Force, Cash and Markets, and Preparedness and Resilience) with relevant TOR.	x	x	x	x	x	x	x	x	x	x	x	x
	4.1.4. Facilitation of discussion with Cluster Coordinators and Global Partners on emerging needs and topics that might require temporary collective learning or development of guidelines	x	x	x	x	x	x	x	x	x	x	x	x
	4.1.5. Map the different technical WGs active in the countries where FSC is		x				x					x	

ANNEX: GFSC STRATEGIC PLAN 2017-2019: WORKPLAN, INDICATORS AND BUDGET

	operational												
Result 3: Scaled-up advocacy, communication, resource mobilization and humanitarian systems policy													
Focus area 1: Increasing investment in Inter-cluster work													
1.1. Strengthen gFSC role in GCCG discussions	1.1.1. Systematic contribution to defining GCCG meeting agenda and participation to meetings (dial-in mainly but at least quarterly physical attendance in Geneva).	x	x	x	x	x	x	x	x	x	x	x	x
	1.1.2. Participation to GCCG retreat (yearly).	x			x				x				
	1.1.3. Dialogue with other clusters on joint initiatives that will contribute to the implementation of WHS commitments and Grand Bargain.	x	x	x	x	x	x	x	x	x	x	x	x
	1.1.4. Strengthen gFSC role in global advocacy for resilience, preparedness and livelihood-based programming.	x	x	x	x	x	x	x	x	x	x	x	x
1.2. Fostering gFSC participation to specific working groups	1.2.1. Participation to the inter-cluster/inter-agencies Information Management Working Group (OCHA IMWG and WFP IMWG).	x	x	x	x	x	x	x	x	x	x	x	x
	1.2.2. Participation to the inter-agencies Cash Working Group.	x	x	x	x	x	x	x	x	x	x	x	x
	1.2.3. Participation to HPC/Humanitarian Planning dialogue with OCHA or inter-cluster/inter-agency (IASC), including lessons learning from one year to the next, discussion about needs assessments and severity ranking, cluster financing, etc.	x			x				x				
Focus area 2: Strengthening linkages with IASC work (including EDG, STAIT, and IASC subsidiary bodies)													
2.1. Systematically support the work of CLA's Emergency Directors with the Emergency Directors Group	2.1.1. Develop briefing packages in preparation of EDG meetings and field missions.	x	x	x	x	x	x	x	x	x	x	x	x
	2.1.2. Contribute to the implementation of EDG-level decisions whenever relevant to coordination matters.	x	x	x	x	x	x	x	x	x	x	x	x
2.2. Maintain strong dialogue with STAIT	2.2.1. Share more systematically gFSC lessons learned and mission plan with STAIT.		x		x		x		x		x		x
	2.2.2. Participation more systematically in STAIT Webinars.	x	x	x	x	x	x	x	x	x	x	x	x
	2.2.3. Continue participation in STAIT field work (e.g. peer reviews).	x	x	x	x	x	x	x	x	x	x	x	x
2.3. Strengthen involvement in IASC subsidiary bodies	2.3.1. Engage with 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; IASC Reference Group on Meeting Humanitarian Challenges in Urban Areas.	x	x	x	x	x	x	x	x	x	x	x	x

Focus area 3: Opening more systematic dialogue with donors on coordination effectiveness, resourcing and managing expectation														
3.1. gFSC communication products are further refined and broadcasted	3.1.1. Website is kept running and updated: • Provide global admin services for the website (updating front page, creating new country profiles, creating new user profiles, managing taxonomy, liaising with hosting and technical support for any issues); • Increased number of news stories highlighting the impact food security clusters are having around the world, more photos and visually engaging material to introduce the FSC work.	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.2. Providing support for country clusters in using the website (skype calls, guidance, trouble shooting)	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.3. Technical support for the website (new features, security updates, development work)	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.4. Hosting of the website	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.5. Social media is kept running and updated: • Twitter for general FSC information management, additional media interfaces to assess. Providing guidance for country clusters on the use of twitter, finalizing FSC guidelines on twitter; • Increased number of news stories highlighting the impact food security clusters are having around the world, more photos and visually engaging material to introduce the FSC work.	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.6. Quarterly Newsletter are published with updates from gFSC, country clusters and partners, including highlights from IASC, gFSC, partners and countries.	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.7. Email correspondence with global partners in addition to newsletter as needed (from info@fscluster.org)	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.8. Additional communication products as needed (print products such as brochures, standard PPT presentations, web stories, information sessions, presentations etc.).	x	x	x	x	x	x	x	x	x	x	x	x
	3.1.9. Global Dashboard is produced twice a year (presenting global and country cluster description) and global mapping of FS sector requirements as part of global humanitarian appeal.		x		x		x		x		x		x
	3.1.10. FSC Branding: develop and maintain branding material (e.g. logo, brochure template, banner, binders, business cards, flash drives, pens, vests, etc.).	x	x	x	x	x	x	x	x	x	x	x	x

	3.1.11. Managing and updating FSC contact lists (Partners, country clusters, CLA regional offices, other clusters, etc.).	x	x	x	x	x	x	x	x	x	x	x	x
3.2. gFSC work achievement and performance is communicated to partners and donors	3.2.1. gFSC Annual Report is produced with both quantitative and qualitative information (against baseline).	x			x	x			x	x			x
	3.2.2. Yearly survey (by survey monkey) to monitor gFSC Support Team performance is conducted.	x				x				x			
3.3. More systematic dialogue with donors about coordination effectiveness	3.3.1. Inclusion of coordination matters in the agenda of CLAs operational briefings to donors (quarterly).	x	x	x	x	x	x	x	x	x	x	x	x
	3.3.2. Participation to GCCG dialogue with donors on coordination work (e.g. Cluster description mapping, what coordination can and cannot do), humanitarian policy matters (e.g. post WHS clusters alignment).		x		x		x		x		x		x
	3.3.3. Advocacy Note: Develop a minimum of 5 key messages on what coordination is about, its cost, what Cluster Lead Agencies and partners can get out of the cluster at country and global level will be developed. The notes will also discuss responsibilities and accountabilities to the humanitarian community.		x		x		x		x		x		x
3.4. Resource Mobilization Strategy is developed and implemented	3.4.1. Developing a gFSC budget per result yearly and providing a regular update on funding allocations and gaps (CLAs mainstreaming, CLAs extra-budgetary, Partners contribution).	x			x	x			x	x			x
	3.4.2. Supporting country clusters in developing project profiles in HRPs with a realistic budget.				x				x				x
	3.4.3. Develop a clear/systematic approach for addressing donors and partners and mobilize support, primarily for the gFSC, and advocate for support of FSC activities at country level (in collaboration with Head of agencies, CCs, regional offices, etc.).		x	x		x			x	x			
Focus area 4: Accelerating working relationships with national governments													
4.1. Strengthen partnership with national governments	4.1.1. Mapping of priority countries targeted by CLAs for national capacity building and identification of planned training by CLAs.		x	x	x	x	x	x	x	x	x	x	
	4.1.2. Working towards the inclusion of cluster/coordination dimensions in CLAs trainings and simulation exercises conducted at country level for government authorities.		x	x	x	x	x	x	x	x	x	x	x
	4.1.3. Establish a dialogue (using CLAs networks) with governments and review existing coordination mechanisms led by governments, including their		x	x	x	x	x	x	x	x	x	x	x

		1	2	3	4	5	6	7	8	9	10	11
	performance and discuss processes of cluster activation, transition and de-activation.											
	4.1.4. Conduct complementary tailored trainings, simulation exercises and sensitize governments on coordination functions and accountability.	x	x	x	x	x	x	x	x	x	x	x
Result 4: Fostered programmatic approach to coordination action												
Focus area 1: Enhanced engagement with humanitarian and development actors												
4.1 Humanitarian – Development nexus	4.1.1. Facilitating linkages between the HRP and multi-year country strategic planning.			x	x			x	x		x	x
	4.1.2. Lessons learned and guidance on the cluster transition phase, incl. concrete country examples.	x	x									
	4.1.3. Strategically place the FSC as a platform for cash transfer programming and provide guidance (incl. market analysis).	x	x	x								
	4.1.4. Capitalizing on existing early warning information systems in order to foster preparedness for country-level clusters.		x	x	x							
	4.1.5. Strengthen country cluster capacities to communicate on resilience building, early recovery, forecast-based financing, etc.			x								
	4.1.6. Define and implement preparedness and resilience activities to improve efficiency in responding to emergencies and to strengthen resilience-building activities at country level.		x	x								
	4.1.7. Advocate for stronger livelihoods and seasonal joint planning.			x								
	4.1.8. Advocate for more flexible funding for medium-term programming.			x	x	x	x	x	x	x	x	x
Focus area 2: Decentralization and localization of preparedness												
4.2 Decentralization and localization	4.2.1. Awareness raising and advocacy for the importance of local actors in the coordination process through various tools and processes (e.g. gFSC/WHH joint video project).	x	x	x	x	x	x	x	x	x	x	x
	4.2.2. Foster engagement of local actors to co-chair national clusters.		x	x	x	x	x	x	x	x	x	x
	4.2.3. Building capacities of in-country clusters to include local actors throughout the HPC (incl. through on-the-job training and tailored Cluster Coordinator trainings).		x	x	x	x	x	x	x	x	x	x
	4.2.4. Mapping on INGO landscape and their engagement with local actors.		x	x			x	x			x	x
Focus area 3: Improve joint and impartial needs analyses												

ANNEX: GFSC STRATEGIC PLAN 2017-2019: WORKPLAN, INDICATORS AND BUDGET

4.3 Needs assessment and joint analysis	4.3.1. Advocate on the importance of joint needs assessments and analysis.	x	x	x	x									
	4.3.2. Mapping of lessons learned on inter-cluster needs assessments.			x	x	x	x	x	x					
	4.3.3. Engage with the GCCG projects on needs assessments, the Global Network on Food Crises and other similar initiatives (e.g. Global Humanitarian Summit).	x	x	x	x	x	x	x	x	x	x	x	x	

ANNEX 2: INDICATOR FRAMEWORK of the gFSC Strategic Plan 2017-2019

Result Areas	Indicator	Means of verification	Baseline	Target
Result 1 – Strengthened effectiveness of food security coordination systems at the country level				
Focus area 1.1: Supporting country clusters (coordinators, information managers) in delivering against six core cluster functions	Cluster Coordination Performance Monitoring (CCPM) results against the six core cluster functions and delivery on AAP have improved	CCPM	CCPM 2016:[9] CF0-AAP: 46% CF1: 84% CF2: 62% CF3: 62% CF4: 69% CF5: 54% CF6: 30%	2019: CF0-AAP: > 60% CF1: > 85% CF2: > 80% CF3: > 80% CF4: > 80% CF5: > 70% CF6: > 60%
Focus area 1.2: Supporting cluster lead agencies in fulfilling their leadership and accountability role in managing clusters	% of Cluster Coordinators (CCs) and Information Management Officers (IMOs) deployed according to CLAs requests, including surge support from gFSC and global partners[10]	Deployment records	70% of CCs and IMOs deployed according to requests	2019: > 95% of CCs and IMOs deployed according to requests
Focus area 1.3: Monitoring performance for better delivery and managing knowledge	% of country clusters conducting a regular/an annual CCPM and taking follow-up action to improve delivery	CCPM tracking record	35.5%[11] of country clusters conducting a regular/an annual CCPM	2019: 100% of country clusters conducting a regular/an annual CCPM

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[9] The baseline was derived from the CCPMs conducted in 2016. In 2016, the CCPM reports were generated for 11 country FSCs, including Afghanistan, Central African Republic, Chad, Colombia, Democratic Republic of the Congo, Iraq, Mali, South Sudan, Sudan, Ukraine, and Whole of Syria.

[10] Including standby partners, partnership deployments, secondments and co-lead agency deployments.

[11] 11 country FSCs out of 31 FSC/FSS (30 country FSC/FSS, plus the Pacific Island Region).

Result 2 – Enhanced partnerships and collaborative initiatives at the global level				
Focus area 2.1: Facilitating mutual reinforcement between global partners and gFSC based on complementary expertise and comparative advantage	Number of activities in which partners are actively engaged[12]	Meeting minutes from Strategic Advisory Group, working groups (WGs), teleconferences, and report from the global partners' meetings, etc.	No baseline	2019: NGOs actively involved in 20 gFSC work plan activities
Focus area 2.2: Developing strategic partnerships with universities and academia	Number of gFSC activities to which a number of universities/academia are actively contributing	Meeting minutes from WGs, teleconferences and report from the global partners' meetings, etc.	0	2019: five activities from gFSC work plan supported by universities/academia
	Number and type of support provided by gFSC to universities/academia	Meeting minutes from WGs, teleconferences and report from the global partners' meetings, etc.	0	Universities/academia: five gFSC interventions in favour of universities/academia
Focus area 2.3: Exploring strategic partnerships with business actors	Indicator and target to be defined (tbd) during the course of 2017	tbd	0	2019: tbd
Focus area 2.4: Continuing and adjusting the work of technical working groups	Number of country clusters using gFSC WG products	Meeting minutes from WGs and FSC; WG products/services; WG survey	tbd in 2017	2019: > 10 countries
	Number of WG products used for global policy dialogue or advocacy	Meeting minutes from WGs and FSC; WG products/services; WG survey	tbd in 2017	10 WG products supporting gFSC global policy dialogue or advocacy

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[12] The partnership requirements, including categories of partners and type of engagement, will be developed by mid-2017.

Result 3 – Scaled-up advocacy, communication, resource mobilization and humanitarian systems policy				
Focus area 3.1: Increasing investment in inter-cluster work	Number of GCCG work streams with gFSC contribution	GCCG meeting minutes	0	7
Focus area 3.2: Strengthening linkages with IASC work (including the Emergency Directors Group, STAIT and IASC subsidiary bodies)	Number of IASC activities with gFSC involvement	GCCG meeting minutes, STAIT reports, and minutes from IASC Task Team	1	4
Focus area 3.3: Opening more systematic dialogue with donors on coordination effectiveness, resourcing and managing expectation	% of funding requirements met for gFSC	gFSC budget	70%	100%
	% of funding requirements met for country-level clusters	FSC budgets	50%	100%
Focus area 3.4: Accelerating working relationships with national governments	Number of disaster-prone countries trained in cluster coordination has increased	Training reports	0	6
Result 4 – Fostered programmatic approach to coordination action				
Focus area 4.1: Enhanced engagement with humanitarian and development actors	Indicator to be aligned with relevant Grand Bargain work-stream indicators when available			
Focus area 4.2: Decentralization and localization of preparedness	Number of local actors actively engaged in cluster coordination and co-chairing/co-facilitating cluster solutions	FSC meeting minutes and partners' mapping[13]	tbd in 2017	tbd in 2017
Focus area 4.3: Improve joint and impartial needs analyses	Number of countries conducting joint needs analyses	Project proposal and reports	0	15

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[13] Mapping to be conducted at the beginning of 2017.

ANNEX 3: BUDGET PER RESULT

Objective	Budget 2017 (US$)	Indicative budget 2018 (US$)	Indicative budget 2019 (US$)
Result 1 – Strengthened effectiveness of food security coordination systems at the country level	**1,331,934**	**1,000,000**	**1,000,000**
Focus area 1: Supporting country clusters (coordinators, information managers) in delivering against six core cluster functions	1,093,340	TBC	TBC
Focus area 2: Supporting cluster lead agencies in fulfilling their leadership and accountability role in managing clusters	210,148	TBC	TBC
Focus area 3: Monitoring performance for better delivery and managing knowledge	28,446	TBC	TBC
Result 2 – Enhanced partnerships and collaborative initiatives at the global level	**518,055**	**600,000**	**600,000**
Focus area 1: Facilitating mutual reinforcement between global partners and gFSC based on complementary expertise and comparative advantage	197,029	TBC	TBC
Focus area 2: Developing strategic partnerships with universities and academia	22,724	TBC	TBC
Focus area 3: Exploring strategic partnerships with business actors	11,201	TBC	TBC
Focus area 4: Continuing and adjusting the work of technical working groups	287,100	TBC	TBC
Result 3 – Scaled-up advocacy, communication, resource mobilization and humanitarian systems policy	**438,600**	**400,000**	**400,000**
Focus area 1: Increasing investment in inter-cluster work	77,230	TBC	TBC
Focus area 2: Strengthening linkages with IASC work (including the Emergency Directors Group, STAIT and IASC subsidiary bodies)	70,241	TBC	TBC
Focus area 3: Opening more systematic dialogue with donors on coordination effectiveness, resourcing and managing expectation	238,182	TBC	TBC
Focus area 4: Accelerating working relationships with national governments	52,947	TBC	TBC

ANNEX: GFSC STRATEGIC PLAN 2017-2019: WORKPLAN, INDICATORS AND BUDGET

Result 4 – Fostered programmatic approach to coordination action	**499,283**	**600,000**	**600,000**
Focus area 1: Enhanced engagement with humanitarian and development actors	184,384	TBC	TBC
Focus area 2: Decentralization and localization of preparedness	132,697	TBC	TBC
Focus area 3: Improve joint and impartial needs analyses	182,202	TBC	TBC
TOTAL	**2,787,872**	**2,600,000**	**2,600,000**

ANNEX: GFSC STRATEGIC PLAN 2017-2019: WORKPLAN, INDICATORS AND BUDGET

ANNEX 4: Results of the gFSC annual performance surveys with global partners and cluster coordinators