

Follow-up FSC evaluation

November 2014 – May 2015



GLOBAL

FOOD SECURITY CLUSTER

Strengthening Humanitarian Response

Global Partners Meeting
Rome, 13-14 May 2015

Recommendation 1

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE FAO/WFP JOINT EVALUATION OF FOOD SECURITY CLUSTER COORDINATION IN HUMANITARIAN ACTION

Recommendations	Action by	Management response and action taken	Implementation deadline	6 months progress update
<p>Recommendation 1: Advocate with and support the IASC in revising standard system requirements to ensure they are lighter and more operationally focused.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> Provide the IASC principals and IASC working groups with feedback on experiences with the coordination protocols for level 3 emergencies and help to make these protocols lighter, more realistic and more focused on operational benefits. Advocate with the IASC to also revise the standard requirements for non-level 3 emergencies. 	<p>FAO&WFP senior management and emergency directors</p>	<p>Partially Agree.</p> <p>Further analysis would be required to determine specifically those protocols requiring lightening. With regard to specific proposed actions:</p> <ul style="list-style-type: none"> The Cluster Lead Agencies and the gFSC closely coordinate with relevant IASC fora, OCHA and the Global Clusters. Substantial input was provided during 2013/14 to the review of the Humanitarian Programming Cycle (HPC) and Transformative Agenda (TA) implementation which resulted in updated IASC protocols including Strategic Response Planning (SRP) guidance and the Cluster Coordination Reference Module aiming at greater effectiveness and operational relevance. Further review of the protocols may take place in the context of a system-wide L3 lessons learned exercise. The experience gained by the FSC in Level-3 and other responses has informed the HPC/SRP review process and will continue to capture lessons learned to improve effectiveness. Lead agencies are represented in the Senior Team on the TA implementation and related fora and will continue to advocate for improved coordination and protocols at the policy level. 	<p>End 2014</p> <p>Ongoing</p>	<p>Recommendation for Senior management of CLAs. However, through lessons learning and backstopping of country clusters, gFSC is informing Emergency Directors on the implementation process of policies (HPC process MIRA, Clusters activation, mainstreaming of Early Recovery, etc...)</p> <p>gFSC involved in HPC guidelines and CRM.</p> <p>Need (still) to reinforce EDG gFSC linkage</p>

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6 months progress update

Recommendation for Senior management of CLAs.

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gFSC involved in HPC guidelines and CRM.

Need (still) to reinforce EDG gFSC linkage

Recommendation 2

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE FAO/WFP JOINT EVALUATION OF FOOD SECURITY CLUSTER COORDINATION IN HUMANITARIAN ACTION

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<p>Recommendation 2: Strengthen mentoring for and capacities of coordination teams to focus on operationally relevant activities.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> • Ensure that coordination activities are based on demand, adopt a participatory approach, use adequate formats and follow a clearly defined agenda and purpose. • Strengthen activities related to: <ul style="list-style-type: none"> - the analysis and use of data (including needs assessment and analysis, response analysis, gap analysis and gap filling); - the cluster's normative role; - mutual/joint learning; and - networking/trust-building. • Strengthen mentoring and guidance for coordination teams at country and local level to help them cope with system-wide demands and focus on operationally relevant issues. 	<p>Coordination teams GST</p>	<p>Agree</p> <p>Management notes, however, that while coordination activities should be demand based, there is need for coordination to systematically produce a number of expected deliverables in line with the IASC Cluster Coordination Reference Module. To strengthen coordination capacities, the lead agencies will work closely with the global cluster support team to increase awareness of the cluster internally within various units/departments, Regional and Country Offices and with the donor community.</p> <p>The lead agencies will strengthen activities related to the analysis of data and needs assessments, drawing on tools, such as the Integrated Food Security Phase Classification (IPC). The current roll-out and training for the new FSC IM tool, aims to further strengthen needs-based strategic response planning, implementation and resource mobilization. The gFSC has established a dedicated working group that actively promotes access to and understanding of available tools for assessment and response analysis and the sharing of best practices in order to improve the relevance, quality and timeliness of food security and livelihoods responses.</p> <ul style="list-style-type: none"> • The learning tools developed by the cluster such as the e-learning module and the Cluster Coordinator trainings, will play a key role in clarifying the role of the Cluster to stakeholders. • Mutual and joint learning will continue through regular consultations between the gFSC and Lead Agencies. Frequent interactions with Coordinators and Information Managers aim to increase sharing of experiences and approaches. Bi-annual meetings and regular interactions with the gFSC Global Partners increase outreach, promote learning process and boost networking. • The above tools and approaches will support the mentoring of coordination teams, which includes essential briefing kits and GST backstopping support. It should be noted that the support offered by the GST is dependent on its actual capacity and resources. The Lead agencies will continue to reinforce analytical and programmatic support to the FSC as and when necessary. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>gFSC revised its training strategy for IM in order to provide a better-tailored response to country needs.</p> <p>However, gaps remain in capacity of country clusters to link FS and livelihood analysis to programming.</p> <p>Support to country clusters to define annual plans needs to be implemented.</p>

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6 months progress update

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However, gaps remain in capacity of country clusters to link FS and livelihood analysis to programming.

Support to country clusters to define annual plans needs to be implemented.

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<p>Recommendation 3: Enhance the GST's capacity and improve the preparation of deployed teams in order to further strengthen coordination capacity.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> Enhance the GST's capacity and ability to mentor country coordination teams and deploy its team members to emergencies by advocating for donor funding, dedicating lead agency core resources and mobilizing further secondments from partner organisations. Systematically provide newly deployed teams with briefings and a food security coordination starter kit. Reduce general trainings and strengthen mentoring and coaching, as well as targeted trainings. Develop a stronger human resource strategy for food security coordinators and information managers. Deploy coordination team members for longer periods of time and increase the involvement of national staff members in coordination. Strengthen learning among coordination teams. 	<p>Lead agencies GST WFP & FAO human resources departments</p>	<p>Agree.</p> <p>Lead agencies have already taken concrete action on most actions listed. However, a key challenge in strengthening coordination capacities is the volatility/unpredictability of funding at both the global and country office level which has a significant impact on capacity development and the length of deployments.</p> <ul style="list-style-type: none"> Regarding global support team financing, it should be noted that while agencies mainstreaming has taken place (about 50% of annual cost) and donor advocacy continues, donor support to the global support team remains a significant constraint. To strengthen the human resources available for the cluster, in 2014 Lead Agencies increased their involvement in the cluster through participation in cluster coordinator training and have been proactive in engaging the global food security cluster on emergencies in their region. This will widen the pool of human resources available for deployments and reduce reliance on consultants. . FSC briefing kits are available on-line. The GST started a more systematic briefing of deployed staff. The GST launched in 2014, a new format of targeted Cluster Coordinator training for Level-3 emergencies aiming at building a pool of qualified and deployable coordinators.. New IM training is starting. The GST will seek to further strengthen mentoring and coaching, with the caveats noted under Recommendation 2. The Lead Agencies and the GST are pursuing a more strategic approach to FSC human resourcing and coordination to build a roster of qualified Cluster Coordinators and Information Managers combined with targeted training. This is supplemented by development of partnerships, both with Global Partner and Stand-by Partners for surge deployments and staff secondments. The Lead Agencies will continue to offer support through their existing stand-by partnership arrangements and engage with new partners. The GST will continue to support learning among FSC teams, through its working groups, training, lessons learnt reviews, and other mechanisms. 	<p>Ongoing</p> <p>Ongoing</p> <p>2 trainings in 2014 one in 2015</p> <p>End 2014</p> <p>Ongoing</p>	<p>CLAs core funding remains stable in 2015 at USD 1.5 million;</p> <p>Several advocating events were organized in the past 6 months;</p> <p>New or renewed formal partnerships at global level</p> <p>More robust process for CC roster;</p> <p>The IM-related strategy focuses on building national capacities through in-country trainings and tutoring;</p> <p>Country cluster retreat scheduled.</p>

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6 months progress update

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<p>Recommendation 4: Strengthen nationally-led coordination mechanisms or increase the involvement of government actors in food security coordination mechanisms to enhance national ownership and sustainability.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> Strengthen the role of FSCs or the lead agencies in preparedness, including informal government capacity assessments and scenarios for scaling up coordination support. Better utilise existing contacts between the lead agencies and government offices to facilitate links with the food security coordination mechanism. Engage early in transition and exit planning, regularly review the coordination set-up and, where necessary, include capacity-building activities for national institutions. In cooperation with Humanitarian Coordinators and Humanitarian Country Teams, strengthen links with development actors and their activities, especially relating to capacity-building. 	<p>FAO & WFP country and regional offices Coordination teams</p>	<p>Agree.</p> <ul style="list-style-type: none"> Lead agencies in their individual capacities are already engaged in preparedness activities, in line with the IASC Emergency Response Preparedness Approach (ERP) and will seek to strengthen the FSC's role. Lead agencies will continue to ensure country offices collaborate and involve FSC in preparedness activities at country, regional or global level. They will facilitate relationships between the cluster, agency and government counterpart to ensure the cluster role in working with government is well understood and where conditions allow, to transition the role to governments. IASC guidance on transition and on integrating early recovery approaches will be supported, including capacity building. Longer-term capacity building requirements can be addressed within relevant agency and inter-agency country programming frameworks, Capacity-building activities are particularly constrained by funding. During the transition from humanitarian clusters to nationally -led mechanisms, lead agencies will pursue their supporting role for country-led efforts. FSC lead agencies will continue to be active in Humanitarian and UN Country Teams and advocate for stronger linkages between humanitarian and development actors. 	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Recommendation mainly addressed to CLAs; gFSC closing the gap with IASC Task Team on Resilience and Preparedness; gFSC country-based training as part of capacity building. Deactivation process to further discuss.</p>

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Recommendation 5

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<p>Recommendation 5: Engage national and local civil society organisations and non-traditional humanitarian actors more closely in food security coordination.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> • Strengthen outreach to non-traditional humanitarian actors at headquarter and regional level. • Better utilise existing contacts of lead agencies and members with civil society and non-traditional humanitarian actors. • Adopt a more field-based, bottom-up approach to coordination to identify relevant actors. • Offer concrete, demand-based benefits to local civil society organisations and non-traditional humanitarian actors and ask them for specific inputs or contributions. • Adapt coordination formats and communication channels to the needs and preferences of local civil society and non-traditional actors. 	<p>WFP & FAO partnership/ donor relations branches WFP & FAO regional offices Coordination teams</p>	<p>Agree.</p> <p>The broadening of collaboration with non – traditional humanitarian actors should be focussed and realistic and in accordance with International Humanitarian Law (IHL) and Principles.</p> <ul style="list-style-type: none"> • To strengthen the outreach to non-traditional actors, lead agencies will involve their relevant partnership/ resource mobilization units at regional and headquarters level and Liaison Offices. • At country level, the FSC will continue to explore appropriate coordination solutions, considering sub-national and inter-cluster coordination demands. • The Lead Agencies as well as the gFSC will support clusters with tools and guidance for adopting people-centric approaches and programming, to address specific vulnerabilities and needs related to gender, protection, age, disability and accountability to affected populations across all stages of the emergency response. 	<p>End 2015</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Recommendation communicated to CLAs country and regional offices for implementation</p> <p>To include Recommendation 5 and management response in the gFSC briefing package</p>

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6 months progress update

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Recommendation 6

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<p>Recommendation 6: Take action to ensure a more consistent commitment and capacity of lead agencies to support food security coordination and advocate for enhanced donor commitment to food security coordination.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> • Increase efforts to ensure that lead agencies' regional and country offices take responsibility for ensuring the availability of adequate human resources for coordination and for adopting a coordinated approach in their own operations, for example by including these aspects more strongly in performance appraisals and including coordination on the agenda of regional and global retreats. • Strengthen FAO's country and field presence in emergencies, if necessary by developing or strengthening advance finance facilities. • Advocate with donors to consider analyses, priorities and standards developed by food security coordination mechanisms more strongly in their own decisions. • Advocate with donors to provide financial support for food security coordination teams, flexible coordination solutions and coordination activities where the situation requires. • Develop standard coordination cost scenarios for different contexts. 	<p>Lead agencies senior management Regional and country office directors GST</p>	<p>Agree.</p> <p>Subject to available funding:</p> <ul style="list-style-type: none"> • Lead agencies will seek to increase awareness of country /regional offices on responsibilities for cluster coordination and support needs (resources, personnel, advocacy, communication etc.). Cluster performances are now included in relevant performance appraisal mechanisms. • Concerning the specific actions suggested to FAO, it should be noted that FAO has greatly strengthened its emergency capacity by decentralizing its operations to field offices and through the issuance of a DG bulletin on on Level 3 emergencies which streamlines responsibilities, surge capacity and financing. The Special Fund for Emergency and Rehabilitation Activities (SFERA), is regularly drawn on to support priority cluster activities. • Lead agencies will continue to seek donor support and working with the GST on strategic approaches to resource mobilization. • Lead agencies will seek to ensure the required number of coordination staff (CC, subnational CC, IMO, reporting, GIS) based on identified needs and in proportion to the scale of response to ensure clusters deliver on their core functions. The FSC Standard Operating Procedures will consider standard coordination cost scenarios. 	<p>Ongoing/ Completed (with respect to cluster performance)</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 2015</p>	<p>More systematic briefing and inter-actions with FAORs and WFP CDs and revision of briefing tools; Clusters included in FAORs and WFP CDs evaluations; Dashboard system established for advocacy purpose.</p>

Recommendation 6

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6 months progress update

**More systematic briefing and inter-actions with FAORs and WFP CDs and revision of briefing tools;
Clusters included in FAORs and WFP CDs evaluations;**

Dashboard system established for advocacy purpose.

Recommendation 7

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<p>Recommendation 7: Work with the IASC, OCHA and other clusters to further clarify roles and responsibilities in the coordination architecture and promote more efficient coordination solutions.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> Develop models for linking sector-based and area-based coordination models (e.g. activation of clusters at national level, small number of merged clusters at hub level, integrated, area-based coordination at local level). Continue to strengthen links between food security and nutrition coordination mechanisms (as well as with other clusters such as WASH and Health) and ensure that information-management tools of different clusters are compatible (e.g. 4Ws). Allocate responsibilities for coordinating livelihoods activities and cash and voucher programming under different scenarios. Strengthen compliance with guidance on early recovery as a cross-cutting issue. 	<p>WFP and FAO IASC principals Emergency directors GST</p>	<p>Agree. IASC Emergency Directors are pursuing more structured approaches to inter-cluster coordination and the feasibility of regular meetings at global level.</p> <ul style="list-style-type: none"> The gFSC will continue to explore different context-specific cluster coordination models and arrangements. Inter-cluster coordination is being strengthened, in particular with Nutrition, Health and WASH and country practices (e.g. South Sudan) are being reviewed. The new FSC Information Management Tool has been developed in coordination with OCHA and other clusters, taking into account taking data compatibility and reporting issues. Responsibilities for livelihoods activities and cash and voucher programming are often context specific and should be taken up holistically at within the FSC and at inter-cluster level. The gFSC and Lead Agencies are coordinating with the Global Cluster on Early Recovery, to implement the IASC Principals Recommendations on strengthening Early Recovery and the coordination architecture. Both Lead Agencies are Members of the Early Recovery Global Cluster Strategic Advisory Board, and will continue to support mainstreaming of compliance and guidance in Early Recovery cluster activities. 	<p>Ongoing</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Being based in Rome does not always facilitate interaction with GCCs. However, gFSC participates actively in GCC activities (e.g. calling for GCCG retreat in January 2015; cluster inter-operability and joint programming).</p> <p>gFSC is also establishing a more regular working relationship with STAIT (e.g. panelist in webinars and a mission).</p> <p>Establishing more solid partnership with the IASC task Team on Preparedness and Resilience</p>

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