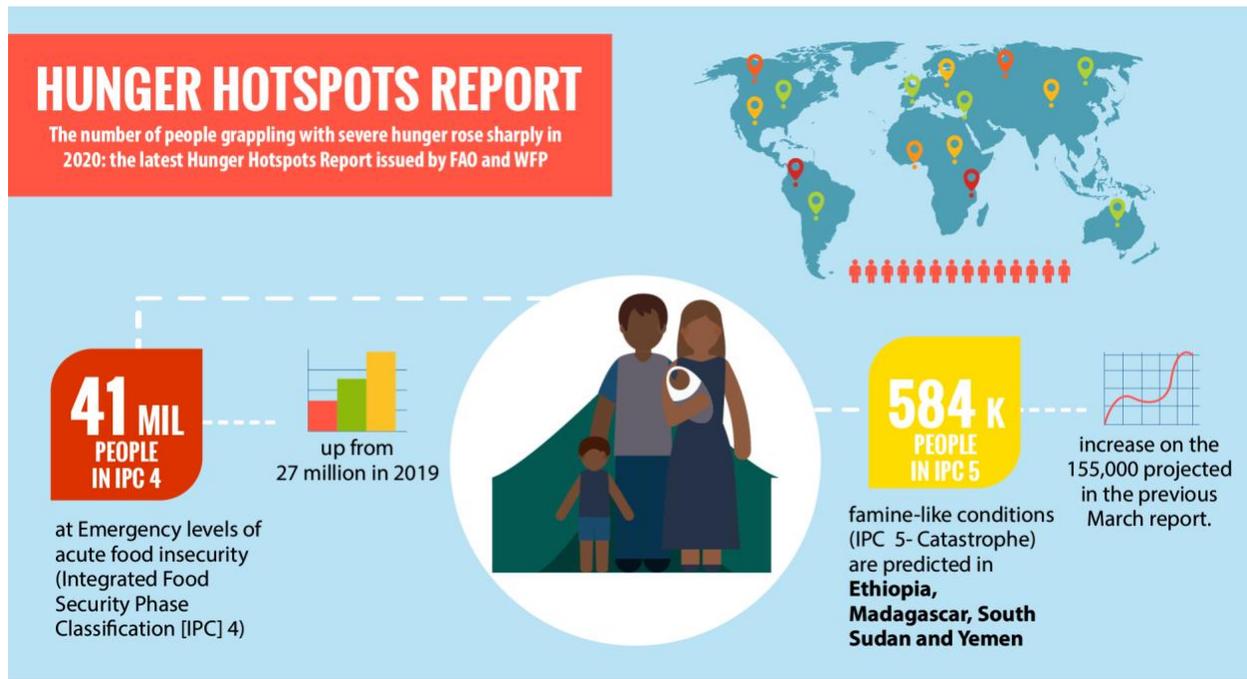




Global Food Security Cluster Strategic Plan 2020–2022: Mid-Term Review



SITUATION OVERVIEW



The window to avert famine and crushing levels of acute food insecurity in multiple countries is closing fast. With food security operations dangerously underfunded, we are watching **the worst-case scenario unfold as we speak.**¹

The Global Food Security Cluster's (gFSC) 2020-2022 Strategic Plan² was elaborated based on discussions with partners and their vision for future food security coordination. It builds on the achievements of the 2017-2019 Strategic Plan and is a collective product by all partners, implemented by the FSC teams in 33 countries, with the support of the Global Support Team (GST) and the guidance of the Strategic Advisory Group (SAG). Although global in scope, the Plan leaves room for responding to the needs of all country FSCs, partners and affected people.

The Strategic Plan foresees a Mid-Term Review, which was proposed and agreed to by both the SAG and the gFSC Global Coordinator. As the SAG supports achieving the Strategic Plan, the group highlighted new potential areas of direction for the GST and engaged in discussions regarding the Plan's implementation. This Mid-Term Review serves as an accountability and guidance document for the gFSC, Cluster Lead Agencies (CLAs) and partners.

¹ <https://fscluster.org/news/global-food-security-cluster-statement>

² <https://fscluster.org/page/about-food-security-cluster>

OVERVIEW

The gFSC Strategic Plan 2020–2022 represents the collective direction that global partners want food security coordination to take for a more effective and efficient humanitarian response. The SAG defined key areas of action in the last quarter of 2019, leading to the four Results and cross-cutting issues. Global partners are committed to support CLAs, the GST and FSC teams in implementing the strategy, including participating in the work of the SAG and the various working groups, stand-by partnerships and staff secondments.



RATIONALE

The Mid-Term Review allows the gFSC, FSC teams in the field and global partners to take stock of the Strategic Plan’s implementation from January 2020 to June 2021. It also introduces corrections in line with the evolution of humanitarian priorities, challenges and opportunities.

The Review serves dual objectives of accountability and learning, providing summary findings of gFSC achievements based on the first 18 months of implementation. It documents progress as well as bottlenecks and challenges and serves as a basis for discussions with key stakeholders.

PROCESS: REVIEW FRAMEWORK

The 2021 Mid-Term Review process included data collection from FSC field teams against the Plan’s indicators, a review of the data by the GST, recommendations, analysis of progress and challenges, bilateral discussions with FSC Coordinators and Information Management Officers (IMOs), consultations from Global Partners’ Meeting³, SAG strategic direction⁴, and CLAs’ endorsement. The review process and consultations started in May 2021 (including the Global Partners Meeting) and was published in July 2021.

³ <https://fscluster.org/document/gfsc-partners-meeting-may-2021>

⁴ <https://fscluster.org/page/gfsc-strategic-advisory-group-sag>

MID-TERM REVIEW ANALYSIS

Result One: Improve food security information for decision-making

Result One addresses three areas to improve information for decision making.

Firstly, it focuses on Early Warning Systems (EWS) and assessments to ensure early action and rapid response. Secondly, it supports implementation of Integrated Food Security Phase Classification (IPC), Cadre Harmonisé (CH) and other situational analysis tools/processes in country. This is particularly important for Clusters and partners, as the IPC is the backbone of the Humanitarian Programme Cycle (HPC) process, including Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs). The IPC is a consensus-based analytical system that enhances ownership of humanitarian response in a given country.

Thirdly, it contributes to multi-sector needs assessments (MSNAs) and supports joint analyses at the country and global level to identify gaps and needs.

FOCUS AREA	PROGRESS	CHALLENGES/OPPORTUNITIES
Focus Area 1: <i>Make use EWS and assessments to ensure early action and rapid response</i>	Improved data gathering, dissemination and use of EWS and weather forecasting - FSC teams share alerts received with partners for coordination, prepositioning/contingency planning and strategic response.	Link EWS with IPC analyses and technical/financial resources to trigger early action
	Strengthened relationships with relevant departments or agencies (e.g. weather forecasters, ministries, etc.) at local, regional and global levels.	<ul style="list-style-type: none"> EWS are often government-led and can be affected when changing policies or authorities. Encourage involvement of governments at national and regional levels in EW information flow Dissemination and use of EW information at field level and to populations in need. Embrace further technologies and approaches for anticipatory action and analytical approaches.
Focus Area 2: <i>Support implementation of IPC, CH and other situational analysis tools/processes in country.</i>	Strong data collection to support IPC/CH processes is ongoing in most FSC teams: in all IPC/CH countries, the FSC is an active member, participates and contributes (and in some cases facilitates) IPC/CH analyses and updates.	Ensure data on humanitarian food assistance (from/through the Cluster) is readily available and complete to support IPC/CH analyses.

	<p>FSC teams are instrumental for the overall IPC/CH process, including during COVID-19. Joint assessments and analyses have improved.</p>	<p>Ensure technical expertise in IPC analyses and local authorities endorsing the results.</p>
		<p>Many Clusters requested additional information, so assessments can be overloaded.</p>
		<p>Translating information into response: challenge of defining food gaps and targeting.</p>
		<p>There is often a time-lag between data gathering, IPC analysis and dissemination of results.</p>
	<p>IPC data collection expanded over time to include information on other sectors.</p>	<p>While joint assessments are ongoing, joint analyses (beyond IPC) are not working to the same degree: can be a challenge when the frequency/timeliness of IPC analyses is inadequate.</p>
		<p>Additional challenge of forecasting with IPC data, lack of consistent data, analyses and funding for anticipatory action.</p>
<p>Focus Area 3: <i>Contribute to MSNAs and support joint analyses to identify gaps and needs.</i></p>	<p>FSC teams actively contribute to multi-sector needs assessments and analyses (MSNAs - MIRA, HNO, etc.).</p>	<p>MSNAs done at inter-Cluster level may be delayed if not all Clusters are ready to provide inputs.</p>



RECOMMENDATIONS

WHAT	HOW	WHO	PRIORITY
<p>Ensure link to IPC updates when EW data flag deteriorating situations.</p>	<p>FSC teams liaise with field IPC teams and the GNAFC Global Support Unit, e.g. through the Joint Monitoring Framework (JMF).</p>	<p>FSC teams, IPC units, governments</p>	<p>2</p>
<p>Enhance data collection and management, promote joint analyses and guide EA.</p>	<p>Promote and facilitate joint analyses with FSC partners and other sectors using real-time monitoring of humanitarian situations and translating this into EA recommendations.</p>	<p>FSC teams, partners</p>	<p>2</p>
<p>Ensure use of EW preparatory and mitigation analyses and response measures in place (early rapid assessment toolkit, etc.).</p>	<p>FSC teams to involve all partners in preparatory work, establish ad hoc WG if necessary, review tools.</p>	<p>FSC teams, partners</p>	<p>2</p>

Strengthen EA capacity of local organizations and communities as first responders during disasters.	FSC teams to ensure information is shared from local partners and governments on local capacities.	FSC teams, partners, governments	3
Develop guidance and tools for collecting food assistance data for IPC analyses.	IPC Technical Working Group to develop guidance and tools; FSC teams to ensure these are used/followed ahead of IPC analyses.	FSC teams, IPC	1
Promote inclusiveness and plurality within IPC (also national and local actors).	FSC teams to ensure partners (and relevant Clusters such as Nutrition, Health, Wash) and local actors are involved in the process.	FSC teams, IPC unit in country	1
JMF: increase FSC role in promoting and facilitating the process to have a joint analysis of FS risks (using available assessments and EW information) to facilitate EA.	FSC teams to discuss with partners on joint analysis of the FS situation and link results to joint planning of anticipatory action and IPC updates.	FSC teams (GST and FSC partners for support and guidance)	2
Ensure consistent and timely data collection is in line with IPC analysis, including info on other sectors.	Elaborate a work-plan with all data collection activities in line and in time with IPC/CH and Crop and Food Security Assessment Missions (CFSAM). Create a repository for all assessments. FSC teams to coordinate with key sectors.	FSC teams, partners	1
Ensure IPC is linked to HPC process.	FSC teams to discuss with OCHA and inter-cluster colleagues on IPC calendar.	FSC teams, partners, IPC unit in country	1
Strengthen information dissemination to be used by all actors.	Ensure discussions held during Cluster meetings, at inter-cluster level and with donors. Ensure key data and information shared from country to global level and disseminated by gFSC (website, dashboards, reports).	FSC teams, gFSC	1
Transparency of data, source accessibility, ensure evidence.	Make data collection transparent and folders/online database accessible to partners (except where agreed on data protection).	FSC teams, gFSC	3
Identify opportunities for joint assessments with partners and other Clusters.	FSC teams to identify interested FS members, discuss at inter-cluster level or with key Clusters on joint communication, advocacy, field visits.	FSC teams, gFSC	3

Result Two - Steer coordination of food security response

Result 2 focuses on three areas to steer food security response. First, promoting minimum standards of food security assistance that are available to and respected by partners: all FSCs are expected to have agreed these minimum standards with partners, including on food baskets, minimum transfer values, agricultural and livelihoods packages. All partners are accountable for the standards being available and respected, including financial partners. Second, guiding consensus around technical issues for coordination: FSCs play a neutral role in coordinating FS response and advocate on behalf of FS partners. Third, promoting integration of food assistance with agriculture, livelihoods and resilience interventions and exploring collaboration with other sectors (WASH, Protection, Health, Nutrition, etc.)

FOCUS AREA	PROGRESS	CHALLENGES/OPPORTUNITIES
Focus Area 1: <i>Promote minimum standards</i>	In all countries FSC members agree on minimum standards within HRP and/or ad hoc responses (e.g. min. Kcal pp/pd, agriculture kits, cash packages). 14 out of 21 Clusters have developed minimum standards packages (Minimum Expenditure Baskets [MEB], harmonized food baskets, livelihoods, etc.).	Minimum standards for food transfers to be evidence based or appropriate to needs/vulnerability profiles.
Focus Area 2: <i>Guide consensus around technical issues for coordination</i>	<ul style="list-style-type: none"> 13 out of 21 Regular Gap Analyses conducted. 16 out of 21 contingency plans developed. Provide comprehensive analysis of the response (geographical scope, partners' presence, activities, achievements, etc.) 	Coordinate multi-purpose cash and link with the Cash WG.
	<ul style="list-style-type: none"> FSC teams serve as a platform for technical support, increasing visibility, and sharing information, best practices and lessons learned. FSCs play a neutral role in coordinating FSC response and advocate on behalf of FS partners. 	Should involve local actors more and translate documents into local languages.
Focus Area 3: <i>Promote integration of food assistance with agriculture, livelihoods and resilience, as well as other sectors' initiatives.</i>	Improved integration between FS domains (food assistance and livelihoods) and with other sectors, e.g. rapid response mechanisms, famine-prevention joint planning, integrated service provision (WASH in COVID-19 response), environment, protection (including child protection, GBV).	<ul style="list-style-type: none"> Ability to distinguish between severe food insecurity, transitional and hunger. Food assistance to be integrated with development initiatives. Strengthen integrated response planning and implementation with other sectors.



RECOMMENDATIONS

WHAT	HOW	WHO	PRIORITY
Reach out to donors to ensure adherence to agreed standards.	Closer coordination with donors to ensure projects are based on minimum standards set by the Cluster and partners.	FSC teams, partners, donors	1
Ensure strong coordination of food assistance and social protection.	FSC Coordinator to work with social protection providers to maximize coverage, avoid inconsistencies and promote inclusion of humanitarian food assistance beneficiaries into social protection schemes.	FSC teams, social protection partners, gFSC	2
Greater focus on data that can be useful for planning, rather than mainly reporting on what has already happened.	Increase data collection for planning/forecasts, dashboards, advocacy bulletins.	FSC teams, gFSC, CLAs	1
Ensure food assistance is nutritionally adequate.	Work in coordination with the Nutrition Cluster and partners, ensure ad hoc groups where needed for technical exchanges and agreements.	FSC teams, partners, donors	1
Representation from all partners (local, government, NGOs, UN).	FSC teams further engage representatives from local organizations and governments to take part in Cluster activities, accounting for any political or social tensions.	FSC, partners, CLAs	1
Include recommendations in the minimum standards for needs of people with disabilities; flexibility in food baskets.	FSC teams to coordinate with protection sector and protection focal points of FSC partners.	FSC, protection sector, protection focal points of CLAs and partners	2
Emphasize integrated programming for greater impact.	Compile good practices, preparing the ground for the next gFSC Strategic Plan (in coordination with the GCCG). Involve donors.	gFSC, SAG, FSC teams, partners, WGs	2
In conflict contexts, encourage coordination with Protection Cluster.	Discuss food security issues with Protection Cluster, establish a protection focal point, ensure regular Protection Cluster presentations at FSC meetings.	FSC teams, gFSC, Protection taskforce	2

Result Three: Improve monitoring and evaluation and accountability systems to enhance programme quality

Monitoring and evaluation are key for strengthening the quality and appropriateness of food security response. The role of the FSC is to monitor and evaluate the Cluster’s overall performance (rather than that of individual partners) within the food security response plan.

In terms of accountability, the role of the FSC is to incorporate community engagement in the humanitarian programme cycle. This helps to ensure the active participation of – and accountability to – crisis-affected populations and that protection principles are mainstreamed in all activities.

FOCUS AREA	PROGRESS	CHALLENGES/OPPORTUNITIES
Focus Area 1: <i>Improve performance and monitoring of food security response.</i>	FSC teams constantly monitor collective FS response through data collection and analysis.	Room for improvement: collective outcome monitoring (measuring response impact). One country has developed an outcome monitoring initiative led by the FSS, in which it collects key indicators that are statistically representative.
	The gFSC with the Programme Quality Working Group has developed an Indicator Handbook, available online.	Outcome monitoring initiatives require a dedicated staff member within FSC teams. Lack of resources is often a limitation for conducting outcome monitoring at Cluster level throughout the year.
	The FSS in Nigeria developed a case-study on joint needs and market assessments.	The FSC aims to collect disability and sex- and age-disaggregated data (SADD), however it is incompatible with systems used by some agencies (e.g. SCOPE).
Focus Area 2: <i>Monitor and manage operational risks, identify consensus-based solutions.</i>	Risk analysis, mitigation and solutions are included by FSC teams and partners into HNOs, SOPs, preparedness plans, etc.	Coordination, scenario building and risk analysis are not always easy, especially in very volatile contexts and with differing views among partners.
Focus Area 3: <i>Ensure accountability to affected populations (AAP).</i>	<ul style="list-style-type: none"> FSC teams support inter-agency complaint and feedback mechanisms (CFM), where these exist, and encourage partners to respect AAP standards and make use of referral mechanisms (including links with the Protection Cluster). Efforts to be scaled up across all countries and alternative systems established (e.g. SMS alerts) in areas where networks are weak. 	For AAP, it is difficult to provide a timely response. Partners have different approaches, and it is not always easy to harmonize them.

	Most programmes conducted by FSC partners have an AAP/crisis response management (CRM) mechanism (that is relatively developed).	Usually, FSC partners are good at establishing crisis management and recovery (CMR) but don't always close the loop of CRM.
	Good examples of joint approaches at country level, such as the hotline for UN agencies for basic assistance.	There is a lack of clarification or understanding between partner and Cluster-level AAP, hence pending a further Cluster AAP development process.
	Survey conducted on AAP/complaint feedback mechanisms (CFM) and capacity building at global level.	



WHAT	HOW	WHO	PRIORITY
Encourage joint monitoring and evaluation by partners in country and share data accordingly.	<ul style="list-style-type: none"> Collect best practices and develop guidance/lessons learned. Webinar with FSC teams to promote outcome monitoring initiatives where feasible (pilot countries). 	gFSC, FSC teams, CLAs	1
Joint risk analysis exercise and regular revisions.	<ul style="list-style-type: none"> FSC teams to implement risk analysis workshops with partners, including other Clusters. Produce joint risk analysis guidance. 	FSC teams, SAG, gFSC	2
The FSC should play a more active role in AAP and cross-cutting issues. Promote and provide awareness on AAP issues and ensure technical guidance is available to support countries on AAP, setting up systems, standards and reporting.	<ul style="list-style-type: none"> AAP indicator to be included in the strategy. Report the percentage of FSC partners who have set up a feedback and AAP mechanism. FSC teams to discuss AAP approaches, best practices and lessons learned regularly with partners and other Clusters. 	FSC teams, gFSC, WGs / Protection Task Force	3
Complaints management monitor to be included in PMR/HRP indicators	<ul style="list-style-type: none"> Collect lessons learned from FSC teams for sharing. gFSC to discuss this with other Clusters in the GCCG. 	GFSC, FSC teams, GCCG	3
Monitor WG products and use by FSC teams, partners, etc.	<ul style="list-style-type: none"> Monitor website use. Promote regular updates to products. Conduct surveys. 	gFSC, WGs	2

Result Four: Scale up advocacy, communications and resource mobilization to support the FSC strategy

Result 4 focuses on three main areas. The first is to improve communication of specific food security information for all stakeholders, not limiting this to FS partners only. The second is to reinforce active participation in inter-cluster and Inter-Agency Standing Committee (IASC) work that of its subsidiary bodies. Third, to enhance advocacy with national authorities, international humanitarian and development organizations and financial partners.

FOCUS AREA	PROGRESS	CHALLENGES/OPPORTUNITIES
Focus Area 1: <i>Strengthen communication of specific food security information for decision-making.</i>	Advocacy notes calling for action/funding drafted and published together with country FSCs.	<ul style="list-style-type: none"> Lack of dedicated time and/or available human resources in country. Relevant information per country not always easily available online (if you're not part of the specific Cluster).
	<ul style="list-style-type: none"> Disseminate partners' and CLAs' alerts, reports, SitReps, etc. at national level and among regional working groups. Dashboards published and disseminated through gFSC and partner websites. 	Better promote data collection from the field and at national level, especially analysis and the rationale for advocacy from the field.
Focus Area 2: <i>Reinforce active participation in inter-cluster, IASC work and of subsidiary bodies.</i>	<ul style="list-style-type: none"> Joint planning and communication efforts with other Clusters in a number of countries. Joint humanitarian pool appeals, multi-sectoral coordination. Call for action on famine (local and global level). 	Effective and active participation depends on aim of the group – ICCG at field level for example is not always clear in this regard.
	Collect stories from the field and mobilize partners to report on their projects and success stories.	FSCs to coordinate on messaging between UN and NGOs to showcase field activities (e.g. existing intersectoral mechanisms).
	gFSC led and drafted key messages, calls to action and a communication strategy for the COVID-19 WG, with topline messaging used at IASC Principals meeting as well as other high-level events.	<ul style="list-style-type: none"> Political and interagency sensitivities sometimes slow down clearance/issuing messages. Requests for support can arrive very last minute, ad hoc and without necessary resources to assist.
Focus Area 3: <i>Enhance advocacy</i>	Increased content and presence in WFP and FAO internal and external	Could work in better sync with CLAs - tools are already available. Find how the FSC

<i>with national authorities, international humanitarian and development organizations and financial partners.</i>	newsletters and on both CLA homepages.	represents added value and communicate this.
	Number of FSCs received funding for advocacy (ECHO in DRC) and are creating strategies for its use.	



RECOMMENDATIONS

WHAT	HOW	WHO	PRIORITY
Minimum requirements, updates and minutes could be shared per country Cluster online.	Post online relevant documents, gFSC website access and administration	FSC teams, gFSC	1
Translations for all documents published online by FSC teams and gFSC	Dedicate budgeted funds to translation or seek support in country (specific WGs at ICCG level) or from local organizations.	FSC teams, gFSC	2
Strengthen communication between the SAG and FS partners globally	Ensure SAG email is disseminated, SAG minutes online.	gFSC, SAG, Partners	2
Identify funding opportunities to help local actors scale up response.	Strengthen advocacy to ensure sustainability of funding, as part of national investment plans.	gFSC, Partners, SAG	2
Strengthen links and promote knowledge sharing initiatives with academic institutions and research centres.	<ul style="list-style-type: none"> Enhance coordination with research institutes in country and global level. Ensure alignment with ad hoc events (e.g. Food Systems summit, etc.) 	FSC teams, gFSC, SAG, WGs	2
Mobilize partners for joint advocacy messages coming from national, regional and global levels.	Explore opportunities for joint advocacy.	gFSC, FSC teams	1

CROSS-CUTTING ISSUES



1. Partnerships and capacity building

PROGRESS	RECOMMENDATIONS
<ul style="list-style-type: none"> Increased visibility of gFSC by promoting global initiatives to mobilize partners. Established and updated inclusive platforms for technical discussions (WGs, GPMs, webinars, etc.). Ensured access to key documents, meetings, webinars, minutes (including translations). 	<ul style="list-style-type: none"> Regular dissemination of information to all global partners (newsletters, advocacy statements, etc.). gFSC partners' active involvement in key meetings as presenters, panelists, chairs of WGs, etc. Translate key documents.
<ul style="list-style-type: none"> Regular implementation of partnership initiatives (GPM participation, Technical WGs governance, SAG, NGO consortia, academia, etc.), including inter-sector collaboration (e.g. joint advocacy, webinars, etc.). 	<ul style="list-style-type: none"> Partnership initiatives to continue according to the emerging needs. Identify additional resources to support partners (e.g. secondment from gFSC members). Increase collaboration with Nutrition, Health, Wash sectors and others relevant to the context (Protection, CCCM, Shelter/NFIs, etc.).
<ul style="list-style-type: none"> Capacity building and learning programme established at global and field level. 	<ul style="list-style-type: none"> Explore new approaches to training (virtual, e-learning opportunities). Draft IM/CC handbooks with webinars & step-by-step guidance. Promote mutual exchanges among FSC teams.
<ul style="list-style-type: none"> Engagement with the Global Network Against Food Crises⁵ (GNAFC). 	<ul style="list-style-type: none"> Continue to explore ways to operationalize GNAFC and raise visibility of this. Identify and ensure mutual dialogue on joint agendas to avoid duplication. Share good practices, lessons learned, products, etc. with the GST and FSC teams (webinars, retreats). Roll out GNAFC workplan – gFSC component.

⁵ <http://www.fightfoodcrises.net/>



2. Environment and climate change (footprint/green initiatives)

PROGRESS	RECOMMENDATIONS
<ul style="list-style-type: none"> Joint initiatives launched, e.g. with FSC & WASH for food distributions, waste management, cooking fuel provision. 	<ul style="list-style-type: none"> Establish joint initiatives with other sectors on specific issues (e.g. forestry/ climate change). Identify priority actions/areas.
<ul style="list-style-type: none"> FSC strategies/HRPs include environment/climate change elements (e.g. forest management, innovative irrigation systems, safe fuel). 	<ul style="list-style-type: none"> Increase engagement with key ministries and academia on environmental protection. Agree messaging on environmental protection and explore options for environmentally friendly food packaging.
<ul style="list-style-type: none"> Sustainable agriculture practices and natural resource conservation included in HRPs. 	<ul style="list-style-type: none"> Explore opportunities for collaboration with research centres.



3. Safe programming and gender-based violence (GBV)

PROGRESS	RECOMMENDATIONS
<ul style="list-style-type: none"> FSC teams involved in Protection mainstreaming initiatives and have dedicated focal points 	<ul style="list-style-type: none"> Ensure links with Protection teams at field and global level (including CLAs).
<ul style="list-style-type: none"> Developed SOPs (safe distributions, etc.) with Protection cluster, child protection, GBV units. 	<ul style="list-style-type: none"> Increase joint advocacy. Produce joint technical documents. Explore initiatives and field visits with Protection cluster (and sub-sectors).
<ul style="list-style-type: none"> Promoted gender empowerment and GBV risk mitigation initiatives for emergency contexts. 	<ul style="list-style-type: none"> Ensure inter-cluster collaboration on protection, including GBV subsector and initiatives under the HC/RC on PSEA, etc.
<ul style="list-style-type: none"> Protection taskforce at global level produced work-plan, child protection statement, tip-sheets. 	<ul style="list-style-type: none"> Protection taskforce to support FSC teams. Advocacy messaging at global level.

CONCLUSION AND NEXT STEPS

The Mid-Term Review confirms the overall validity of the gFSC 2020-2022 Strategic Plan, outlining key achievements made over the past 18 months. It reaffirms the essential role the Cluster plays in ensuring more effective food security coordination along the four Results.

However, with severe hunger numbers rising across the globe, the outlook for 2021 and 2022 is highly concerning. The FSC must be able to continue its critical work to coordinate partners and maximize resources in order to anticipate, respond to and monitor food security crises and their impacts.

The FSC and its partners are also accountable for ensuring quality and a harmonized response, with a view to affording food security and stability to all. Special attention must be paid to the most vulnerable, including women, children, the elderly and the disabled. The COVID-19 pandemic introduced an unwelcome layer of complexity and insecurity to food security: from stability to access, availability to use, FSC partners must be ready to respond to the medium- and longer-term consequences as well as the immediate emergency needs. The rippling impacts of today's pandemic span economic crises, social inequalities, increased social tension and soaring domestic violence, all of which and more must be factored into our current and future response plans.



In this context, the FSC will work increasingly on integration, strengthening its links with peace-development actors. It will also liaise closely at global and local levels with other clusters, notably Nutrition, Health and WASH, but also Protection and others as relevant to each context: inter-sector collaboration is a key approach to reaching joint outcomes.

The gFSC and FSC teams in the field should reinforce existing partnerships and seek new alliances across the board. In this regard, efforts to better engage with local actors, governments and grassroots organizations are urgently needed, for example by approaching local universities and research centres for technical support and knowledge sharing. To strengthen its global partnerships, the gFSC must maintain its engagement with governing bodies and processes such as the SAG, and seek to expand CLAs' engagement in the Cluster system.

The FSC and its partners will continue to closely monitor the evolving nature and drivers of food crises, from COVID-19, conflict and climate emergencies through to pest invasions and biodiversity loss. These disasters and more have all exposed underlying risks and vulnerabilities that must be urgently addressed and countered to mitigate the existential threat they pose to ecosystems and humanity as a whole.