Sub cluster strategy for better coordination of FSL partners in South Sudan

Presentation for capacity building & best practice in 2020
Content:

1. FSLC core functions P.3 - 17
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4. Sub national integration P.35 – 40
Cluster aims & hierarchical objectives:

**Overall Goal**: FSL cluster contributes towards a timely, effective & well-coordinated humanitarian response within the inter cluster HRP during the current humanitarian crisis in South Sudan (US$ 1.5 billion)

**Specific objective**: to provide strategic guidance and direction for FSL cluster partners to respond in a coordinated & prioritized manner to address the severity & causes of food & livelihood insecurity in South Sudan (US$ 645 million or 42% HRP)
Seven core functions

1. Service delivery & coordination
2. Information Management
3. Needs assessment & IPC
4. Strategy, planning & appeals
5. Quality, standards & capacity building
6. Accountability to affected Persons
7. Advocacy

FSL Cluster Secretariat

The Team:
- Cluster coordinator (FAO/ WFP) x1
- INGO Co coordinator (World Vision) x1
- NNGO Co coordinator (SPEDP) x1
- IMOs x2
- Food Security Assessment Officer x1
FSL Cluster Secretariat: Institutional mapping

FSL Cluster system in South Sudan

Lead Agency FSL Steering Committee

Global FSL Cluster

Secretariat: FSL Strategy + Core Functions

ICWG
IRNA + Response CP
Issues to HCT

TWG
Agriculture (FAO)
CWG
Livestock (NGO)
Fisheries

Technical Adviser (When Required)

1. Information Mgmt
2. Coordination
3. Needs Assessment
4. Strategy, planning and Resources
5. Quality & Standards
6. Advocacy

TORs
 IMO
 Lead Co= FAO/WFP
 Co-Cooord = WVI

ALDWG
• Donors:
  DFID/ SDC/ USAID/ EU/
  ECHO/ Germany/
  Japan/ Netherlands
• WFP/FAO

Sub-National Coordination
FSLC + Focal Points ToR
• Field Level Forum
• Context/ Needs/ Assess
• Coordination (5Ws)
• WFP/FAO ↔ Sub
• OCHA ↔ Sub

Strategy + Resources
• HNO-HRP = Process
• CHF Strategic Cluster review
  • 5 members
  • CC x 2; UN; NGO x 2
• CHF Technical Cluster review
  • TS + CC Only

Donors
SDC & DFID

Meetings
Weekly Meetings
Fortnightly National FSLC Meeting

Food Security + Market Analysis
(VAM/ AFIS/ REACH)

Partners Members Observers

SAG
Lead + Co
UN x 2
INGO x 2
NNGO x 2

TORs IMO
Lead Co= FAO/WFP
Co-Cooord = WVI

1. Information Mgmt
2. Coordination
3. Needs Assessment
4. Strategy, planning and Resources
5. Quality & Standards
6. Advocacy

HCT

Donors
DFID/ SDC/ USAID/ EU/
ECHO/ Germany/
Japan/ Netherlands

• WFP/FAO

• Quarterly report back to FSLC

1. Information Mgmt
2. Coordination
3. Needs Assessment
4. Strategy, planning and Resources
5. Quality & Standards
6. Advocacy

HCT
1. Service delivery & coordination for support to FSL service delivery

FSL cluster provides a platform to ensure service delivery is driven by agreed strategic priorities/mechanisms to avoid duplication.

Key activities

- Weekly team meetings/Monthly CLA meetings/At least quarterly SAG meetings
- Weekly ICCG/NAWG meetings: engage on issues/ensure partner prioritization reflected for optimal use of common services
- Fortnightly FSL cluster meetings – National
- Sub-national clusters – support missions
  - 13 WFP, 9 FAO sub-offices (FSL focal persons)
  - 8 OCHA state focal persons
  - 1 national cluster, 12 state sub-clusters
  - 30 county sub clusters/focal persons
2. Reporting & Monitoring (information management)

Inform & support strategic decision making through data analysis to identify needs, response, gaps, duplications & reporting implementation of cluster strategy & results

Key activities

• Partner training on 5Ws
• Monthly reporting on 5Ws
• Product development: gap analysis/ partner presence maps/ dashboards/ bulletins/ information sharing/ capacity building to partners
• Regular communication flow with partners
• Product uptake survey with partners: mid & year end
• Review state/ county locations where targets over reached
• Website: https://fscluster.org/south-sudan-rep
3. Needs assessment & IPC

Data collection & analysis for emergency response and informing food security situation (IRNAs, FSNMS & partner assessments that contribute to response planning and the IPC analysis).

Key activities

- Collation of needs assessment reports: input to IPC and Emergency response teams
- Participation in IRNA & other agency FSL assessment missions
- Support to FSNMS (capacity building & partner presence)
- IPC analysis
- Training on FS analysis & interpretation and IPC Level I in-country training;
- Share collated reports with WFP & FAO sub offices & sub clusters
Cluster plans in line with HC/ HCT priorities/ Clarify funding requirements, prioritization & cluster contributions (HRP, SSHF, CERF etc.)/ Participation in cluster/ ICWG planning & preparedness

Key activities
- HRP planning: September IPC → HNO → HRP = Annual plan & Log frame
- Famine & flood response strategies (2017 & 2019); SSHF strategies etc.
- South Sudan Humanitarian (Pool) Fund SA1 & SA2 for frontline & core pipeline + support partners with RRF (IOM/ OFDA)
- Capacity building on proposal/ concept writing
- Reserve allocation for pipeline only
- HRP MYR (July)
- Juba IDP contingency planning
5. Quality, standards & capacity building

Application & adherence to existing standards & guidelines/ training & capacity building

Key activities

• Awareness raising at FSL meeting & information sharing to ensure accountability to affected population (AAP) and GBV prevention (awareness, referral pathways, mainstreaming)
• Technical Working Group: Agriculture, Livestock (future Fisheries) and Food Security & Marketing Analysis (TBC)
• Maintain links with the Cash Working Group (now inter agency not specific FSLC)
• Capacity building: cash based programming/ FSNMS enumerator training/ LEGS/ IPC analysis level I and GBV prevention
6. Accountability to affected Persons (AAP)

Supporting mechanisms for the feedback & consultation with primary beneficiaries including complaint mechanisms; supporting other mainstreaming and context priorities around gender equality and protection from sexual exploitation (GBV) & abuse are raised and discussed;

Key activities:
• Partnership with WFP and Internews: assess and map feedback mechanisms used by FSLC partners; identify gaps & opportunities to improve; capacity building & practical support to partners;
• Funding of training on GBV/ PSEA for FSL cluster partners at State level cluster/ ICWG
• Promotion of the Core Humanitarian Standards: 9 core standards including complaints, coordination and inclusive participation (flow of information);
7. Advocacy

Identify advocacy concerns to HC/ HCT and Undertake advocacy activities on behalf of cluster participants & affected populations

Key Activities

- Close collaboration & support from the WFP & FAO communication teams for:
  - Advocacy points from FSNMS/ IPC analysis
  - Technical advocacy from TWGs
- Localization: support & empowerment of NNGOs – Grand Bargain: capacity building, SSHF recipients, Inclusion in SAG & other bodies etc.
- Continued engagement with ALDWG & PfRR for resilience type work: linking humanitarian & development interventions (NWOW)
- Top 20 INGO and NNGO meetings ‘finding a common voice’ for support & advocacy
### HRP 2020 Objectives, Activities & Indicators

<table>
<thead>
<tr>
<th>Cluster Objectives</th>
<th>Type of Activities</th>
<th>Indicator</th>
<th>Modality</th>
<th>Conditionality</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1: Provide food assistance</strong></td>
<td>- Unconditional General Food Distribution (UGFD))</td>
<td>- Number of beneficiaries reached - Quantity of food assistance distributed (tonnage)</td>
<td>Food</td>
<td>Unconditional</td>
</tr>
<tr>
<td></td>
<td>- Food for Assets (FFA)</td>
<td>- Number of beneficiaries reached with conditional food assistance - Quantity of food assistance distributed (tonnage)</td>
<td>Food</td>
<td>Conditional</td>
</tr>
<tr>
<td></td>
<td>- Unconditional Cash/Voucher food assistance</td>
<td>- Number of beneficiaries reached - Total cash value</td>
<td>Cash/Voucher</td>
<td>Unconditional</td>
</tr>
<tr>
<td></td>
<td>- Cash for Assets - Conditional Cash Transfers</td>
<td>- Number of beneficiaries reached with conditional cash/vouchers - Total cash value</td>
<td>Cash/Voucher</td>
<td>Conditional</td>
</tr>
<tr>
<td></td>
<td>Provision of feedback &amp; complaint mechanism</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2: Enhance emergency food production</strong></td>
<td>- Distribution of agricultural inputs (CK, VK &amp; FK) - Seed Fairs - Distribution of Rapid Response Kits - Livestock vaccination - Livestock treatment - Animal Restocking - Provision of feedback &amp; complaint mechanism</td>
<td>- Number of HH receiving agricultural inputs/vegetable &amp; fishing kits - Quantity of food produced - Number of animals vaccinated - Number of animals treated</td>
<td>Input Vouchers</td>
<td>Unconditional/Conditional</td>
</tr>
<tr>
<td></td>
<td>- Setting up of Kitchen gardens</td>
<td>- Number of Backyard Kitchen gardens set up</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Objective 3: Training</strong></td>
<td>- Agricultural Vocational Trainings - Community Animal Health Workers (CAHW) - Demo Plots - Farmer Field Schools (FFS) - Village Savings/Loans Associations &amp; Small Grants - FAW training - Income Generation Training - Value Chain Training - Pest &amp; Disease Management Training - Post Harvest Management Training - Nutritional Backyard Kitchen Garden Training - Provision of feedback &amp; complaint mechanism</td>
<td>- Number of HMIs receiving good agricultural practice and nutrition messaging and awareness - Number of Community Nutrition Volunteers trained</td>
<td>Training</td>
<td>N/A</td>
</tr>
</tbody>
</table>
IPC Map: May – July 2020
ICCG prioritization: fortnightly Needs Analysis Working Group (close monitoring & EWS function)
FSL Cluster Information Management Products
Monthly Dashboard – Food assistance (CO1)

South Sudan Food Security Cluster Dashboard
Food Assistance (CO1)

COUNTRY RESPONSE UPDATE

In January 2020, 55 cluster partners assisted over 1.2 million beneficiaries with emergency food assistance. 53% of the beneficiaries received in-kind food assistance while 18% received cash and vouchers support and 29% received hybrid intervention.

Since January, WFP and FSLP partners have reached over 2 million unique beneficiaries with emergency food assistance. On average, 1.2 million beneficiaries are receiving support month on month from a total of 14 different partners.

In the January 2020 IPC update, an estimated 3.29 million people (45% of the population) are facing Crisis (Phase 3) acute food insecurity or worse, out of which an estimated 1.11 million people are facing Emergency (Phase 4) acute food insecurity and 400,000 are in Catastrophe (Phase 5).<br>Countries need to respond to this IPC response.

KEY INDICATORS

- Number of beneficiaries reached with in-kind food assistance:
  - Dec: 643,326 people
  - Nov: 671,420 people
  - Oct: 662,320 people
  - Sep: 641,220 people
  - Aug: 621,120 people
  - Jul: 601,020 people
  - Jun: 580,920 people
  - May: 560,820 people
  - Apr: 540,720 people
  - Mar: 520,620 people
  - Feb: 500,520 people
  - Jan: 480,420 people

- Number of beneficiaries reached with cash / vouchers:
  - Dec: 217,120 people
  - Nov: 220,000 people
  - Oct: 223,800 people
  - Sep: 227,600 people
  - Aug: 231,400 people
  - Jul: 235,200 people
  - Jun: 239,000 people
  - May: 242,800 people
  - Apr: 246,600 people
  - Mar: 250,400 people
  - Feb: 254,200 people
  - Jan: 258,000 people

- Number of beneficiaries reached with hybrid intervention:
  - Dec: 348,119 people
  - Nov: 351,019 people
  - Oct: 353,919 people
  - Sep: 356,819 people
  - Aug: 359,719 people
  - Jun: 365,519 people
  - May: 368,419 people
  - Apr: 371,319 people
  - Mar: 374,219 people
  - Feb: 377,119 people
  - Jan: 380,019 people

MONTHLY RESPONSE TREND

Cluster Objectives:

- CO1: Provide Food Assistance

Financial Status:

- Requirement: US$605 million
- 2020 Annual Target: 3.8 million
- January Response:
  - 53% In-Kind
  - 18% Cash
  - 9% Voucher
  - 19% Hybrid

PARTNERS PRESENCE MAP – CO1

ANNUAL TARGET VS PARTNERS RESPONSE – CO1

IPC Population by State (in %): January 2020 Update

http://fscluster.org/southsudan
In 2019, Food Security and Livelihood Cluster under objective 4 supported 1.7 million people through various trainings to build capacity and reduce dependency on food and agricultural support. Out of these, more than 60% were women that were supported mainly through improved agricultural practices, pest and disease management, post-harvest handling and management as well as income generation activities.

In addition, Community Animal Health Workers were trained by partners to enhance their knowledge and skills on livestock disease control and management.
Cash Dashboard

COUNTRY RESPONSE UPDATE

As of December 2019, FSL cluster partners assisted a total of 1.3 million unique beneficiaries through cash-based interventions (cash and vouchers). Beneficiaries received unconditional and transitional food assistance (CCU & COD) as well as livelihood support (CCD). Notably, 91% of the total 1.6 million HPR 2019 targeted beneficiaries for cash-based transfer were reached.

ANNUAL RESPONSE BY OBJECTIVE

ANNUAL RESPONSE BY DELIVERY MODALITY

FSL, CASH-BASED INTERVENTIONS AND PARTNERS PRESENCE MAP

48 Partners

http://hvr.data.org/south-sudan-csp

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the UN.

Production date: Mar 2020. Prepared by FSL Team

Data sources: FSG, WFP & FSLC Partners

Contacts

info.southsudan@data.org
South Sudan Food Security and Livelihoods Cluster
SSHF Projects in 2019

Key Figures
- Total Beneficiaries: 1.7 M
- Partners: 31
- Total Counties: 20
- Total Funding: 7.4 M

SSHF Allocation by Organization Type
- INGO: 3 M USD (485,186 People)
- NGOs: 3 M USD (485,186 People)
- FAO: 1.3 M USD (218,103 People)

Map showing Counties covered by First Allocation, Second Allocation, both Allocation, and Reserve Allocation.

Table showing SSHF Projects with details such as Organization, Location, Budget, Results/Markets, and Reserve Allocations.
FSL Partners Resilience Programming in 2018
As of 31st December 2018

FACTS & FIGURES

2,600,133
* Number of beneficiaries assisted as at December, 2018 based on partner submissions of close to 3 Million people targeted (the figure doesn’t account for double counting). Represents ongoing and completed projects.

Disaggregated by State

148 M (USD)
Resources used for the implementation of activities based on partner inputs. Figures do not account for double counting.

36
Number of partners implementing activities on resilience programming as of Dec, 2018. This includes implementing partners for FAO, WFP and other organizations.

Summary overview of resilience programming

➢ The FSL Cluster’s objective 2: Protect, stabilize and safeguard rural and urban livelihoods to improve food availability and reduce the food gap. FSL Cluster partners have assisted over 2.6 million beneficiaries in 2018 with resilience type actions that enhances the ongoing food assistance and emergency livelihood support activities, addressing better some of the underlying causes of food insecurity, and strengthening the ability of beneficiaries to better absorb the effects of shocks.

➢ This support is also in line with the South Sudan HRP 2019 towards the use of greater conditionality, promoting less dependency and more self-reliance in transitioning towards more resilience and developmental interventions over time.

➢ From the data gathering exercise partners are providing resilience type interventions across all 10 states in 49 counties with an estimated USD 148 Million.

➢ Activities that were undertaken and considered for resilience programming in 2018 include but not limited to: conditional food for assets, good practices on vaccination and treatment, school feeding, restocking programmes, vocational training, deworming campaigns, livestock diversification, village savings and loans, micro finance activities, strengthening market connections and the provision of small business starter grants.

Total beneficiaries: 2,600,133
USD 148 Million

http://fscluster.org/south-sudan-rep
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the UN.

Production date: 05 April 2019, Prepared by FSL Team
Data sources: FAO, WFP & FSLC Partners

Contact: info.southsudan@fscluster.org
Monthly Bulletin

- Situation updates
- Innovative partner products
- Highlight partner projects
- Share beneficiary stories

We have a space for you every month!!!!

Send us your story.
Principles & practice of coordination
Objectives for 2020: two way flow of information:

State & County to National:
- Send contact details of ALL your members (update on a monthly basis)
- Send your monthly/bi monthly meeting minutes
- Ad hoc needs assessments from any crisis events

National to State & County:
- Regular sharing of information by email & website updates: https://fscluster.org/south-sudan-rep/documents
- State focal points: receive national ICCG update twice monthly
- Bi monthly share the Needs Analysis Working Group prioritization
- Monthly update of the 5W reported to national cluster
More detailed participatory mapping of the wider context e.g. context analysis map of NBEG (July 2017)
The essentials of coordination:

1. Agree on the **problem** – consensus; document & communicate needs

2. Agree on a **solution** - elaborate strategy & response plan;
   - This can also include supporting State ICWG and the newly established Solutions Working Groups (SWGs)

3. **Identify a partner(s)** who can respond: capacity & experience

4. Do you have the **resources & capacity** – identify the gap & seek support via the FSL cluster, CLA, your own agency or directly with donor(s)

5. **Monitor & report** on a regular basis including 5Ws via your own agency
Avoiding duplication & potential conflict:

- **Principle I**: where at all possible stay where you are and scale up where you are already known, have a good track record, know the context well and have established good relations with the authorities;

- **Principle II**: as a new entrant, coordinate with the national cluster (partner presence maps) and coordinate with ALL actors on the ground; who is doing what where – identify the gaps; work around existing actions and interventions to complement the work of others; work closely with the sub clusters;

- **Principle III**: currently needs are greater than any one actor to meet entirely; (the humanitarian principle is to save lives) if needs are unmet can you support/ fund/ provide capacity for existing actors to meet those needs? Where this is not possible work with existing partners & the sub cluster to scale up/ save lives by complementing the work of other actors
Coordination activities at State & County level

• Who is doing what and where:
  – Ask partners to submit their key bullet points and compile for the local cluster partners;
  – Regular updates

• Avoid duplication especially in context of resource scarcity (there is not enough so don’t waste what we have):
  – County level participatory mapping: who is doing what in each Payam;
  – For County sub clusters with fewer partners mapping at both Payam and even Boma;
  – Maps are your best tool for coordination;

• Map both humanitarian (food & livelihood support) & development / resilience activities:
  – Use a simple 2 x 2 matrix on a flip chart;

<table>
<thead>
<tr>
<th>Humanitarian actions by NGO/ UN</th>
<th>Integration of humanitarian actions with other sectors or NGOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resilience actions by NGO/ UN</td>
<td>Integration of resilience actions with other sectors or NGOs</td>
</tr>
</tbody>
</table>

# Evidence from the field: integration & transition mapping example

**Integration/ transition matrix presented:** example from field visit to Aweil (FSLC partners only included)

<table>
<thead>
<tr>
<th>Emergency response:</th>
<th>Emergency response:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• FAO ELRP: crops &amp; tools (via ITF modality), fish, vegetable kits (direct)</td>
<td>• Some integration with other WASH, HT &amp; Nut actors:</td>
</tr>
<tr>
<td>• HeRY (kits &amp; ITF)</td>
<td>• KUCDA: FSL &amp; WASH;</td>
</tr>
<tr>
<td>• SPEDP: CBT</td>
<td>• IRC: FSL, Nut &amp; Protection;</td>
</tr>
<tr>
<td>• VSFS: livestock &amp; DSR (fish &amp; veg kits)</td>
<td>• JAM: FSL &amp; Nut</td>
</tr>
<tr>
<td>• WFP: GFD with WV, JAM, WHH</td>
<td>• WV: FSL, ED &amp; protection</td>
</tr>
</tbody>
</table>

**Importance of cash & vouchers increasing!**

<table>
<thead>
<tr>
<th>Early recovery WFP/ FFA:</th>
<th>Early Recovery:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 2012 In kind → Cash</td>
<td>• CWW (Irish Aid): FSL (DRR: flood dykes/ dry spells via CFA) &amp; NRM (trees), WASH, HT;</td>
</tr>
<tr>
<td>2. 2013 BRACE I Cash &amp; CFA</td>
<td>• JAM- Household food security- restocking, kitchen gardens Aweil South – FAO/World Bank – DRR</td>
</tr>
<tr>
<td>3. 2016 BRACE II + FAO livelihood/ ITF</td>
<td>• WHH: FSL, ED (schools) &amp; Nut education;</td>
</tr>
</tbody>
</table>

**Resilience:**

<table>
<thead>
<tr>
<th>Resilience:</th>
<th>Resilience:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• SPEDP: FSL &amp; CBT</td>
<td>• CWW (DFID) BRACED: WASH, NRM/ DRR, Education, FSL (FFS)</td>
</tr>
<tr>
<td>• JAM: BRACE II: CFA &amp; kits/ ITF + DRR (dykes) &amp; Ag extension services</td>
<td>• WHH: FSL, DRR/ NRM &amp; fuel efficient stoves &amp; dykes; Education &amp; Water supply</td>
</tr>
<tr>
<td>• SCI: FSL? (details)</td>
<td>• SCI: WASH &amp; FSL through livestock</td>
</tr>
<tr>
<td>• WV: FSL? (details)</td>
<td></td>
</tr>
</tbody>
</table>
FSLC learning over past three years on sub cluster ‘best practice’

- State/county level function – liaise and meet with Government officials regularly
- Knows your sphere of influence: counties where partners know and report on (produce the maps)
- Partners know one another: collaborate and update who is doing what and where
- Regular meetings with spirit & vitality:
  - ‘Liven up the meetings’ with guest speaker; topical presentations; participatory exercises;
  - Draw topics for discussion from the National cluster meetings, the ICCG and the NAWG;
- Lead agency (WFP/FAO/NGO) must have authority to step in to avoid duplication;
- Espouse humanitarian values: impartiality, humanity, neutrality & independence;
- Espouse partnership principles: dignity & respect; get member ‘buy in’ & delegated roles e.g. minutes & informal TWGs
- Requires leadership: energy, vision, commitment, trust etc. inspire partners and ‘be there’ for them assisting them when you can;

Refer to the TOR for sub clusters & focal persons
Principles & practice of integration
Why integration?
Where? Every where across the country where there are FSL, Nutrition, WASH and Health needs!

Overlapping priority locations:
- IPC 4 (FSL) &
- Critical (AMN)
- Disease outbreaks e.g. cholera
What are we integrating?

Trying to break the cluster silos!

• **Minimum package** for the main four famine prevention clusters:
  
  – **FSL**: food assistance/ livelihood & livestock support
  – **WASH**: clean water/ hygiene/ sanitation
  – **Nutrition** services: SAM & MAM
  – **Health**: facility service delivery, vaccination campaigns etc.

• **Geographical convergence** often already taking place in many areas where there is delivery of FSL, Nutrition, WASH and Health services – beneficiaries receive services from ALL four famine clusters is what we are aiming for
Sub national coordination/ collaboration/ co-location

How then can we support greater integration on-the-ground that can make a difference to programming outcomes?

• Map **Health** (PHCU etc.) and **Nutrition** (OTP/ TSFP) facilities and as FSL actors provide services (based on vulnerability targeting) within the catchment area of these facilities.

• Establish **kitchen garden** demonstration sites at every Nutrition facility and when conducting training on improved agronomic practices for vegetable production ensure the **Community Nutrition Volunteer** (CNV) also attends.

• Map **WASH facilities** (boreholes) and encourage a division between human and livestock watering points; deliver services in the catchment areas of these boreholes; in communities without boreholes and hygiene promotion advocate for these services.

• Promote **Colocation/ Collaboration/ Coordination** at the lowest possible administrative level (Boma/ Payam) between to partners from ALL four clusters;
Combined National/ State/ County actions for integration

County:
• **Strengthen existing coordination** mechanisms to support integrated programming:
• Involve local authorities/Multi cluster county coordination with integration standing agenda;
• Map operational actors: use simple participatory map of 3W;
• If possible **joint monitoring**
• Ensure **information flow county to state** on integration gap analysis *(where are the gaps?)*

State:
• State ICCG and CC meetings to include integrated programming as a **standing item on agenda**
• **Agree simple strategies** to promote integration: produce a one-page fact sheet outlining entry points for other clusters; and Coordinators attend other cluster meetings
• Reinforce the **importance of multi sector assessment** on need/crisis event basis and ensure clusters do **analyse together** after assessment
• Identify how data from other each sector can assist other sectors and **share relevant data**
• **Is integrated programming happening:** case study/visits to any good examples & shared;
• National OCHA & CC **support visits** to State and County sub cluster / ICCGs

National:
• Share integration messaging & minimum package/strategy report → convert to PowerPoint
• Share multi cluster OCHA/HRP products showing multi cluster partners at county level;
• **Set priorities for integration** (locations e.g. based on famine prevention); **identify** champions for integration (case studies) for advocacy with donors;
• Integrated Needs Tracking (INT) and analysis set up (REACH) – how best to support integration (e.g. setting priorities)
• Document **existing integration activities/disseminate learning** & good practice
• Support **capacity building of partners**: minimum State & even County

**Commit to integration:** share follow up actions/responsibilities/ownership