

# GFSC WORKPLAN 2017-2019

Objective	Activities	2017				2018				2019				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Result 1: Strengthened effectiveness of Food Security coordination systems at country level</b>														
<b>Focus area 1: Supporting country cluster teams (coordinators, information managers) in delivering against 6 core cluster functions</b>														
<b>1.a. Specific actions targeting Cluster Coordinators</b>														
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).													
	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
	1.a.1.3. Development of briefing packages for CCs.	x		x										
	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) Analyze 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
1.a.2. Country clusters are adequately supported and backstopped	1.a.2.2. gFSC backstopping and support missions (demand driven), including cross-cutting dimensions.	x		x		x			x				x	
	1.a.2.3. Organise a CC retreat to facilitate exchange across FSCs.				x									x
<b>1.b. Specific actions Targeting Information Management Officers and IM systems</b>														
1.b.1. Support to country clusters: deployed and deployable information Managers are systematically trained on FSC IM processes	1.b.1.1. Revisions to the IM compendium as needed (guidance and templates).	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 aspects of IM:	x		x		x			x				x	
	• IMO and SBP training to take place in June 2016													
	• IMO and CC training specifically focussed on 'response planning' (still to be discussed with management).													
1.b.2. Continued technical support to country clusters for database management, analysis, mapping and visualisation	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	
	1.b.2.1. Develop protocol for 'help desk' services and the provision of "help desk services" to countries.	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	
	1.b.2.3. Preparation of the STF maps as required for WFP/FAO senior management meetings.	x		x		x			x				x	
1.b.3. Connectivity and networking is provided to country clusters	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	
	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	
<b>1.c. Generic support action targeting country clusters</b>														
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												
	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	X	X	X	X	X	
<b>Focus area 2: Supporting Cluster Lead Agencies in fulfilling their leadership and accountability role in managing clusters</b>																			
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	X	X	X	X	X	
	2.1.2. Deployments of CCs and IMO's 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 employees' performances.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	2.1.3. Deployments of CCs and IMO's 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	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	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	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	X	X	X	X	X	X
<b>Focus area 3: Monitoring performance for better delivery and managing knowledge</b>																			
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	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	X	X	X	X	X	X
<b>Result 2: Enhanced partnerships and collaborative initiatives at global level</b>																			
<b>Focus area 1: Facilitating mutual reinforcement between global partners and gFSC based on complementary expertise and comparative advantage</b>																			
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	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	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	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	X	X	X	X	X	X
	1.2.2. Development of SAG annual work plan	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	1.2.3. Conduct periodic SAG performance review	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.3. Strategic engagement of global partners with gFSC are defined	1.3.1. Establish and/or review modalities of partnership between global partners and GCCC (minimum commitments, mutual accountability, etc.)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	1.3.2. Building more strategic dialogue with non-traditional global institutions and South-based NGOs at global and country level.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
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	X	X	X	X	X	X
	1.4.2. Semi-annual global partners' meetings	X	X	X	X	X	X	X	X	X	X	X	X	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.											
	2.1.2. Map the requirements of gfSC-university engagement, review existing resources and the needs for outsourcing certain tasks.											
	2.1.3. Map potential universities for possible collaboration in the areas of mutual interest.											
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.											
	3.1.2. Assess needs and gaps, map available private sectors, and promote their engagement in cluster activities.											
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.											
	4.1.2. Cross-fertilise relevant strategic topics and share knowledge between country clusters through exchange of information and experiences.											
	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.											
	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											
	4.1.5. Map the different technical WGs active in the countries where FSC is 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).											
	1.1.2. Participation to GCCG retreat (yearly).											
	1.1.3. Dialogue with other clusters on joint initiatives that will contribute to the implementation of WHS commitments and Grand Bargain.											
	1.1.4. Strengthen gfSC role in global advocacy for resilience, preparedness and livelihood-based programming.											
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).											
	1.2.2. Participation to the inter-agencies Cash Working Group.											
	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.											
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.											
	2.1.2. Contribute to the implementation of EDG-level decisions whenever relevant to coordination matters.											

2.2. Maintain strong dialogue with STAIT	2.2.1. Share more systematically gFSC lessons learned and mission plan with STAIT. 2.2.2. Participation more systematically in STAIT Webinars. 2.2.3. Continue participation in STAIT field work (e.g. peer reviews).	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
<b>Focus area 3: Opening more systematic dialogue with donors on coordination effectiveness, resourcing and managing expectation</b>								
3.1. gFSC communication products are further refined and broadcasted	<p>3.1.1. Website is kept running and updated:</p> <ul style="list-style-type: none"> <li>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);</li> <li>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.</li> </ul> <p>3.1.2. Providing support for country clusters in using the website (skype calls, guidance, trouble shooting)</p> <p>3.1.3. Technical support for the website (new features, security updates, development work)</p> <p>3.1.4. Hosting of the website</p> <p>3.1.5. Social media is kept running and updated:</p> <ul style="list-style-type: none"> <li>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;</li> <li>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.</li> </ul> <p>3.1.6. Quarterly Newsletter are published with updates from gFSC, country clusters and partners, including highlights from IASC, gFSC, partners and countries.</p> <p>3.1.7. Email correspondence with global partners in addition to newsletter as needed (from <a href="mailto:info@fscluster.org">info@fscluster.org</a>)</p> <p>3.1.8. Additional communication products as needed (print products such as brochures, standard PPT presentations, web stories, information sessions, presentations etc.).</p> <p>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.</p> <p>3.1.10. FSC Branding: develop and maintain branding material (e.g. logo, brochure template, banner, binders, business cards, flash drives, pens, vests, etc.).</p> <p>3.1.11. Managing and updating FSC contact lists (Partners, country clusters, CLA regional offices, other clusters, etc.).</p>	x	x	x	x	x	x	x
3.2. gFSC work achievement and performance is communicated to partners and donors	<p>3.2.1. gFSC Annual Report is produced with both quantitative and qualitative information (against baseline).</p> <p>3.2.2. Yearly survey (by survey monkey) to monitor gFSC Support Team performance is conducted.</p>	x	x	x	x	x	x	x
3.3. More systematic dialogue with donors about coordination effectiveness	<p>3.3.1. Inclusion of coordination matters in the agenda of CLAs operational briefings to donors (quarterly).</p> <p>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).</p> <p>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.</p>	x	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). 3.4.2. Supporting country clusters in developing project profiles in HRP's with a realistic budget. 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	x	x	x	x	x	x	x	x	x	x
<b>Focus area 4: Accelerating working relationships with national governments</b>																
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. 4.1.2. Working towards the inclusion of cluster/coordination dimensions in CLAs trainings and simulation exercises conducted at country level for government authorities. 4.1.3. Establish a dialogue (using CLAs networks) with governments and review existing coordination mechanisms led by governments, including their 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	x	x	x	x
<b>Result 4: Fostered programmatic approach to coordination action</b>																
<b>Focus area 1: Enhanced engagement with humanitarian and development actors</b>																
4.1 Humanitarian – Development nexus	4.1.1. Facilitating linkages between the HRP and multi-year country strategic planning. 4.1.2. Lessons learned and guidance on the cluster transition phase, incl. concrete country examples. 4.1.3. Strategically place the FSC as a platform for cash transfer programming and provide guidance (incl. market analysis). 4.1.4. Capitalizing on existing early warning information systems in order to foster preparedness for country-level clusters. 4.1.5. Strengthen country cluster capacities to communicate on resilience building, early recovery, forecast-based financing, etc. 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. 4.1.7. Advocate for stronger livelihoods and seasonal joint planning. 4.1.8. Advocate for more flexible funding for medium-term programming.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
<b>Focus area 2: Decentralization and localization of preparedness</b>																
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). 4.2.2. Foster engagement of local actors to co-chair national clusters. 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). 4.2.4. Mapping on INGO landscape and their engagement with local actors.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
<b>Focus area 3: Improve joint and impartial needs analyses</b>																
4.3 Needs assessment and joint analysis	4.3.1. Advocate on the importance of joint needs assessments and analysis. 4.3.2. Mapping of lessons learned on inter-cluster needs assessments. 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	x	x	x

## INDICATORS

Result Areas	Indicator	Means of verification	Baseline	Target
<b>Result 1 – Strengthened effectiveness of food security coordination systems at the country level</b>				
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: <sup>1</sup> 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 CIAs requests, including surge support from gFSC and global partners <sup>2</sup>	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% <sup>3</sup> of country clusters conducting a regular/an annual CCPM	2019: 100% of country clusters conducting a regular/an annual CCPM
<b>Result 2 – Enhanced partnerships and collaborative initiatives at the global level</b>				
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 <sup>4</sup>	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
Focus area 2.3: Exploring strategic partnerships with business actors	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 2.4: Continuing and adjusting the work of technical working groups	Indicator and target to be defined (tbd) during the course of 2017	tbd	0	2019: tbd
	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



Result Areas	Indicator	Means of verification	Baseline	Target
<b>Result 3 – Scaled-up advocacy, communication, resource mobilization and humanitarian systems policy</b>				
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%
Focus area 3.4: Accelerating working relationships with national governments	% of funding requirements met for country-level clusters Number of disaster-prone countries trained in cluster coordination has increased	FSC budgets Training reports	50% 0	100% 6

<b>Result 4 – Fostered programmatic approach to coordination action</b>				
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 <sup>5</sup>	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

1. 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.  
2. Including standby partners, partnership deployments, secondments and co-lead agency deployments.  
3. 11 country FSCs out of 31 FSC/FSS (30 country FSC/FSS, plus the Pacific Island Region).  
4. The partnership requirements, including categories of partners and type of engagement, will be developed by mid-2017.  
5. Mapping to be conducted at the beginning of 2017.

## BUDGET PER RESULT

Objective	Budget 2017 (US\$)	Indicative budget 2018 (US\$)	Indicative budget 2019 (US\$)
<b>Result 1 – Strengthened effectiveness of food security coordination systems at the country level</b>	<b>1,331,934</b>	<b>1,000,000</b>	<b>1,000,000</b>
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
<b>Result 2 – Enhanced partnerships and collaborative initiatives at the global level</b>	<b>518,055</b>	<b>600,000</b>	<b>600,000</b>
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
<b>Result 3 – Scaled-up advocacy, communication, resource mobilization and humanitarian systems policy</b>	<b>438,600</b>	<b>400,000</b>	<b>400,000</b>
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
<b>Result 4 – Fostered programmatic approach to coordination action</b>	<b>499,283</b>	<b>600,000</b>	<b>600,000</b>
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
<b>TOTAL</b>	<b>2,787,872</b>	<b>2,600,000</b>	<b>2,600,000</b>