TERMS OF REFERENCE (FINAL 25/9/2013)
FAO/WFP JOINT EVALUATION OF FOOD SECURITY CLUSTER COORDINATION IN HUMANITARIAN ACTION

COMMISSIONED BY THE OFFICES OF EVALUATION AT WFP & FAO

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1. Background

1.1. Introduction

1. Strategic Evaluations focus on strategic and systemic issues of corporate relevance, including new WFP strategic direction and associated policy, operations and activities. They evaluate the quality of the work being done related to the new strategic direction, its results, and seek to explain why and how these results occurred.

2. The Terms of Reference (TOR) was prepared jointly by the FAO and WFP Offices of Evaluation (OE) based on a preliminary document review and initial discussions with a number of stakeholders involved in the coordination of humanitarian action.

3. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations of the evaluation team. The TOR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 defines the scope of the evaluation; Section 4 identifies the approach, key questions, and methodology; and Section 5 indicates how the evaluation will be organized.

4. The annexes provide additional information on information including a list of persons consulted with in the preparation phase of the evaluation, a diagram illustrating the initial definition of the theory of change that will underpin the evaluation framework, a mapping of 2010-2013 Food Security Cluster (FSC) coverage by country, the Global Food Security Cluster 2013-2014 strategy, a bibliography of materials reviewed during the preparation phase including relevant normative work produced by the two lead agencies, and information on the TOR and composition of the evaluation Reference Group.

1.2. Context

5. The 2005 humanitarian reform, within which the cluster approach is a major component, seeks to improve the effectiveness and timeliness of humanitarian response by ensuring greater predictability, accountability and partnership. As one of the three pillars of the reform, the cluster approach was introduced, comprising sectoral coordination with designated lead organizations[1]. The other two pillars were enhanced leadership by humanitarian coordinators and humanitarian financing. All of the pillars rely on the principle of strong partnerships between UN and non-UN actors and are mutually reinforcing. OCHA[2] provides the overall leadership for the implementation of the humanitarian reform agenda.

6. The cluster approach, launched in 2006/7, initially included 10 thematic or services areas[3], with global level clusters generally providing support, guidance, and

[1] (Steets et al., 2010) UN, IASC Cluster Approach Evaluation 2, p 8.(Steets et al., 2010)

[2] OCHAs mandate covers large scale emergencies caused by natural and man made disasters resulting in displacement and loss. UNHCR is a cluster lead for protection and camp management in IDP contexts resulting from conflict. However, in refugee operations, UNHCR, has the overall mandate for coordinating all assistance to refugees and cluster protocols do not apply. Source: Tim Morris, Forced Migration Review. 2006

[3] The 10 clusters as originally established including their leads are as follows: Agriculture Cluster (FAO), CCCM Cluster (UNHCR/IOM), Early Recovery Cluster (UNDP), Education Cluster (UNICEF/Save the Children), Emergency Shelter Cluster (UNHCR/IFRC), Health Cluster (WHO),

standard setting while the country level clusters support operational coordination. In principle each cluster has a designated lead (or co-lead). Guidance recommends that Government chair/co-chair cluster meetings wherever possible. NGOs may also be nominated to co-chair e.g. on a rotating basis[4]. Each humanitarian organization participating in the cluster also retains its own agency responsibilities; thus the collective responsibility (the cluster approach) is one among many of the stakeholders' responsibilities in humanitarian preparedness and response.

7. To date two global evaluations of the humanitarian cluster system have been conducted ((Steets et al., 2010; Stoddard, Harmer, Haver, Salomons, & Wheeler, 2007)). Cluster lead agencies have conducted cluster specific evaluations including most recently a joint evaluation (WFP/UNICEF/Government of Netherlands) of the Logistics Cluster[5] and an evaluation of UNICEF's Cluster Lead Agency Role (CLARE).[6]

8. The 2010 IASC Cluster Approach Evaluation Phase II - pointed to the gains made by the introduction of the cluster approach – and the need to continue assessing its success. Generalizing on progress made after 5 years for all of the clusters together, the evaluation noted that "the investments were beginning to pay off as the benefits generated by the cluster approach to date had slightly outweighed its costs and shortcomings. Provided that improvements are made, the cluster approach has significant potential for further improving humanitarian response and thereby enhancing the well-being of affected populations" (Steets et al., 2010, p. 67).

Definitions:

Global cluster lead agency: an agency/organization at global level that has been designated by the IASC as cluster lead agency for a particular sector.

County level cluster lead agency: an agency or organization that has been designated by the Resident and/or Humanitarian Coordinator (RC/HC) as cluster lead agency for a particular sector at the country level, following consultations with the Humanitarian Country Team. (A cluster lead agency at the country level need not necessarily be the same agency/organization as the Global Cluster Lead Agency for that sector).

Global cluster coordinator: This is a person who has been designated as global cluster coordinator by the Global Cluster Lead Agency. This person is responsible for the day-to-day coordination and facilitation of the work of the global cluster.

Country level cluster coordinator: this is a person who has been designated as cluster coordinator by the cluster lead agency at the country level. This person is responsible for the day-to-day coordination and facilitation of the work of the cluster.

Source: http://oneresponse.info/ Coordination/ ClusterApproach/

9. More recent reforms introduced in the context of the IASC[7] Transformative Agenda (TA) have further formalized roles and responsibilities for humanitarian response, focusing on three key areas: leadership, coordination and accountability. The Humanitarian

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Nutrition Cluster (UNICEF), Protection Cluster (UNHCR), WASH Cluster (UNICEF) and service clusters Emergency Telecommunications Cluster (OCHA/WFP/UNICEF) and Logistics Cluster (WFP).

[4] WFP and FAO co-lead the FSC, which implies accountability to the HC. Other organizations may chair the FSC, which is principally a facilitating role.

[5] http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062162.pdf

[6] http://www.unicef.org/evaluation/files/UNICEF_CLARE_-_ToR_FINAL.pdf

[7] The Inter-Agency Standing Committee (IASC) is the primary mechanism for inter-agency coordination of humanitarian assistance. It is a unique forum involving the key UN and non-UN humanitarian partners. The Transformative Agenda Protocols (2012) establish parameters for improved collective action in humanitarian emergencies. http://www.humanitarianinfo.org/iasc/

Coordinator (HC), the Humanitarian Country Team (HCT), country clusters and cluster lead agencies remain the prime actors supporting national response efforts.

10. The Cluster Approach Evaluation Phase II (2010) recommended that a co-led Food Security Cluster be established "integrating food aid, agricultural issues and other livelihood interventions and addressing related institutional and policy issues at the political level". The Inter-Agency Standing Committee (IASC) designated the Food and Agriculture Organization (FAO) and World Food Programme (WFP) as co-leads of the global Food Security Cluster (gFSC).

11. The main objective of the gFSC is to strengthen the impact of life-saving, food security responses in crisis situations and to mainstream early recovery approaches from the very outset by improving coordination of food security responses. Such efforts are intended to specifically strengthen country capacity to plan and implement proportionate, appropriate and timely food security responses in humanitarian crisis situations. In particular, strengthened food security clusters at the country level was seen as a way to "ensure that food assistance and agricultural livelihood-based programmes are linked as part of a coordinated response that gives food security a stronger position in country-level planning and execution".[8]

2. Reasons for the Evaluation

2.1. Rationale

12. The evaluation was proposed to and agreed by both the Programme Committee of FAO and the Executive Board of WFP. It responds to the call for accountability embodied as an important pillar within the IASC Transformative Agenda. The evaluation will assess the performance and results of food security clusters (FSCs) at country-level, providing conclusions and recommendations relevant to the two global cluster lead agencies, the global support team, and to gFSC partners at national and global levels.

13. The evaluation considers a single clusters' performance and is designed to build on and provide additional evaluation insights beyond inter-agency evaluations of the cluster system as a whole. This focus is, however, without prejudice to the need for the evaluation to consider how effectively FSC efforts coordinate inter-sectorally and in accordance with the priorities and needs of individual countries.

14. Finally, significant resources (human and financial) have been channelled into food security cluster coordination over the period 2009-2013 at country and more recently global levels and it is an opportune time to take stock of good practices and lessons learned.

2.2. Objectives

15. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

a. Assess and report on the performance and results of food security cluster coordination[9] at country level since the inception of the gFSC in 2010 (accountability), and;

b. Determine the reasons why certain changes occurred – or did not occur – as a result of food security cluster-related activities[10] over the 2009-2013 period, before and after the gFSC was established and during the roll-out of the Transformative Agenda, to draw lessons that will help in further implementation (learning).

16. Due to the fact that FSC coordination work has only recently been formalized for the two organizations, and given the considerable diversity observed in the contexts, set up and operations of FSC in the different regions, the overall aim of the evaluation is more formative than summative.

2.3. Stakeholders and Users of the Evaluation

17. It is expected that the evaluation team will undertake a full stakeholder analysis during the inception phase of the evaluation. Primary and secondary stakeholders have been initially identified as follows:

Primary stakeholders: Primary audiences for the evaluation are senior management within both WFP and FAO at global and country levels, including the FAO Programme Committee and the WFP Executive Board, who have both supported food security cluster coordination. Other important primary stakeholders of the evaluation are global and country level FSC staff and the numerous partners who have provided both financial and in kind contributions to cluster management – and who are frequently key participants in country-level food security cluster activities. These stakeholders will inform the evaluation throughout the evaluation process through information provided in interviews as well as through formal consultative mechanisms such as the evaluation Reference Group.

Secondary stakeholders: Other stakeholders who have an interest in and may benefit from the evaluation include OCHA and, at country level, Humanitarian Country Teams and parts of Governments with whom the FSC interacts. The multi-lateral and bi-lateral donors that support food security activities are also indirect stakeholders, with interests in the relevance, strategy, and performance of the food security clusters.

[9] Benchmarking performance against IASC cluster coordination standards as outlined in the reference modules.

[10] Prior to the establishment of the gFSC in 2010 there were ad hoc and country-specific coordination mechanisms that addressed food security coordination.

3. Subject of the Evaluation

3.1. Background

18. FAO and WFP each have mandates to respond to humanitarian needs for food assistance and livelihood recovery during and in the aftermath of a crisis. For FAO, this mandate is framed within one of its twelve strategic objectives "improved preparedness for, and effective response to, food and agricultural threats and emergencies"[11] FAO's role specifically in food security cluster/sector coordination is linked to its work in early warning and assessment, contingency planning, and in particular the organization result 2.2 which specifically relates to the application of the cluster approach. WFP's 2008-2013 Strategic Plan Strategic Objective 1 (SO1) of *saving lives and protecting livelihoods in emergencies* provides the overall framework for WFP's cluster leadership[12]. WFP's food security cluster responsibilities are linked to its emergency response and humanitarian food assistance mandates. **humanitarian emergencies.**

19. The IASC mandated global Food Security Cluster (gFSC) is co-led by WFP and FAO. The gFSC engages directly with the IASC cluster system architecture and provides support, norms, and guidance to country-level Food Security Clusters (FSCs). The objective[13] of the global Food Security Cluster (gFSC) is to promote responses that are proportionate, appropriate and timely[14].

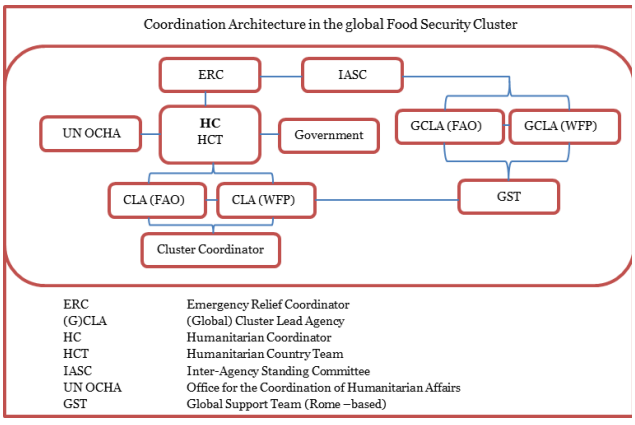
20. Country-level FSCs are also often co-led by WFP and FAO and are responsible, with support of the lead agencies, for supporting coordinated service delivery, informing and supporting strategic decision making by the humanitarian country team (HCT),

A note on terminology:

The cluster approach: The cluster approach has a common architecture across **the 11** IASC mandated global clusters (see illustration below). The architecture includes global level and country level systems for coordination. At global level, global cluster lead agencies (GCLA) are mandated by IASC, through the emergency relief coordinator (ERC), and supported by OCHA to implement the cluster approach at country level and provide support to country-level clusters. At country level, the cluster is activated by the HC/HCT with support from OCHA and Government. The cluster lead agency/ies (CLA) support the cluster and the heads of the CLAs are accountable to the HC/HCT. Clusters typically have a cluster coordinator (CC) responsible for managing the cluster activities.

Global Food Security Cluster (gFSC): IASC mandated global cluster for coordination of food security responses in humanitarian emergencies. Comprised of two global cluster lead agencies (FAO and WFP) that are responsible for supporting country-level coordination.

Food Security Cluster (FSC): a country-level cluster, activated by the humanitarian coordinator /country team (HC/HCT), that is responsible for coordinating the food security response in humanitarian emergencies.



Source: adapted from http://clusters.humanitarianresponse.info/about-clusters/who-does-what

[11] FAO is transitioning to a new strategic framework within which emergency work will be framed under a global resilience strengthening objective. Under both the old and new frameworks, the Emergency and Rehabilitation Division (TCE) leads FAO's corporate efforts, including its participation in Food Security Cluster Coordination.

[12] The recently approved 2014-2017 WFP Strategic Plan also lists WFP's cluster responsibilities under Strategic Objective 1, *saving lives and protecting livelihoods in emergencies*.

[13] See http://foodsecuritycluster.org/home

[14] See Food Security Cluster ToR, Draft. 2011.

planning and strategy development, advocacy, monitoring implementation, capacity building, contingency planning, and a provider of last resort[15].

21. Following upon the 2010 IASC decision to formally establish the gFSC, in 2011 WFP and FAO began to set up a global support team (GST) to support country clusters, jointly staffed and located within WFP headquarters in Rome. Over the past 2.5 years, the GST has grown substantially. The GST also provides support to four working groups[16]. The GST receives crucial support from the global partners forum – who meet twice year. The GST includes a staffing of a dozen staff (including seconded staff from GenCap, ProCap, the IFRC and HelpAge) and an annual budget of approximately US$2.5 million which funds GST activities funded through three main mechanisms: contributions from WFP and FAO; contributions in cash/kind from gFSC partners[17]; and extra-budgetary funding from resource partners. The main areas of work undertaken by the GST include capacity development in support of national clusters, information management, surge support, advocacy, communication and partnership building.[18]

22. Prior to 2010, agriculture clusters (led by FAO) and food aid coordination forums (led by WFP) existed in a number of countries. However, even at an early stage[19] some countries developed broader food security clusters (see mapping Annex 3). Today there are 26 active FSCs in Africa, Asia, the Near East and Latin America. The contexts in which clusters exist vary tremendously and even their names are not consistent from country to country. They have been set up in response to large scale natural disasters as well as complex man-made emergencies. In several cases, the emergency is regional (e.g. HoA, Sahel or most recently Syria) and there is a supra-national dimension to the coordination efforts underway (not called a cluster) with regional analysis, planning and appeal processes led by IASC partners. Governments are participating significantly in some countries – and less in others.

3.2. Scope of the Evaluation

23. The scope of the evaluation focuses primarily on country-level FSC performance and results, with a secondary focus on the role and function of the gFSC in support of the country-level FSC deliverables. Where they exist, the role and contribution of regional food security coordination mechanisms will also be examined.

24. The evaluation is focused on the performance and results of the country-level FSCs in terms of the timeliness, coverage20, quality and connectedness of food security interventions in humanitarian response. These outcomes are supported by the coordination, information sharing, planning and strategy development, advocacy, capacity building, and M&E roles and responsibilities of the FSC. The measurable inputs to FSC activities are recognized as collective responsibilities of the cluster

[15] Food Security Cluster Coordination Handbook. June 2012.
[16] Current working groups include: Assessment Working Group, gFSC Inter-Cluster Working Group on Food Security and Nutrition, and the Urban Food Security and Livelihoods working group.
[17] There are 35 partner institutions associated with the gFSC. www.foodsecuritycluster.net
[18] gFSC Strategic Plan 2013_2014.
[19] By the end of 2010, 19 country-level food security clusters already existed. Source: IASC Principles Meeting. Proposal to establish a Global Food Security Cluster. Dec 2010.
[20] This includes how FSC have contributed to improved targeting that reaches the most needy (including females and marginalized groups), reducing duplication and gaps within existing resources.

members; the evaluation will assess the extent to which these inputs have been provided and facilitated the achievement of these results. These inputs include cluster lead agency (CLA) support at country, funding, staffing, engagement of cluster partners, etc.

25. The period covered by the evaluation is 2009-2013, to include the period prior to the official gFSC formation. This provides scope for the evaluation to compare, in selected contexts, changes that result from establishing the gFSC. In some cases, ad hoc mechanisms of cooperation in food security coordination were present and in others two clusters (food aid, led by WFP, and agriculture, led by FAO) were present; in both cases, the longitudinal assessment of performance and results will allow comparison before/after the gFSC was established.

26. The evaluation will not assess the impact of food security interventions by individual cluster members , i.e. effects at population level, as this is beyond the scope of the evaluation and mandate of the commissioning agencies. A theory of change has been prepared to provide a framework for the evaluation (see Annex 2) and illustrates the outcomes, outputs and inputs that are a focus of the evaluation. The theory of change will be refined during the inception phase.

27. At secondary level, the evaluation will cover the inputs from the gFSC, including the activities undertaken by the GST and its management by FAO and WFP in their GCLA roles. The evaluation will place emphasis on the *standards and policy setting agenda* of the gFSC and the GST's *capacity building* and *surge support* functions.

4. Evaluation Approach, Questions and Methodology

4.1. Overview of Evaluation Approach

28. The evaluation is proposed as a theory-based evaluation, using a theory of change (see Annex 2 for draft theory of change) to guide the evaluation design, approach, and key questions. The methodological approach, and associated tools, will to the extent possible look to compare a series of cases (country-level FSCs) on a range of key results and performance measures[21]. The evaluation will also examine the contribution of the gFSC to the country cases. Within the overall limitations to evaluability, the evaluation will use a mix of methods to answer the key evaluation questions.

29. The overall approach to the evaluation will be inductive or bottom up. The main reason for this choice is that work done in the initial preparatory phase suggests that there is more variability than commonality in food security cluster work at country level and that, while a general theory of change can be constructed, in practice each country level example will need to be evaluated given its own context. This approach implies that, with respect to the selection of countries to be visited by the mission, the so-called "sampling approach" will deliberately seek to capture diversity and will of necessity involve a larger sample of countries than would be necessary if a greater level of homogeneity was evident.

[21] The evaluation approach is also informed by those of prior evaluations of the IASC cluster system (see Steets (2010) and Stoddard (2007)) and by the WFP Office of Evaluation's strategic evaluation theme of emergency preparedness and response.

4.2. Evaluability Assessment

Evaluability *is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

30. In searching for a comparison (i.e. a statement of what the humanitarian response would look like in the absence of food security clusters), the evaluation needs to consider a) countries where there is no FSC – with the understanding that another coordination mechanism will likely be in place, b) the period before the gFSC was established and what changed after 2011 as a result of its work, and c) countries where the establishment of the FSC is very recent and where stakeholders may be able to report back to the situation before the FSC was established. Benchmarking FSC performance against the performance of other clusters operating at country level may also be useful where data is available.

31. The outcomes of coordination (improved coverage, timeliness, enhanced national capacity, greater connectedness, etc.) are inherently difficult to measure and baseline data is generally lacking. The GST has only recently begun to develop a FSC monitoring tool. An added complication is that, in humanitarian crisis, the turnover in agency personnel is significant which means that even collecting information based on recall may be a challenge. The evaluation has constructed a theory of change[22] which will allow the evaluation to identify indicators and frame the evaluation questions. However, some of the areas of change will be hard to measure – and the role/contribution of the FSC to this change even more difficult. In the view of the commissioning evaluation offices, the evaluation will require a skilled evaluation team to draw together and systematically analyse across highly variable contexts, stakeholder perceptions, data quality and availability. The inception phase and inception result shall detail how the evaluability challenges will be addressed[23].

4.3. Evaluation Questions.

32. UN Evaluation Group norms and standards for evaluation will be followed, including the use of standard evaluation questions related to the OECD DAC criteria (relevance, effectiveness, efficiency, impact and sustainability) and integrating human rights and gender equality dimensions. From an initial review of the literature and scoping interviews, the following 4 key questions have been developed for the evaluation, linked to the theory of change (Annex 2). Additional sub-

[22] The draft theory of change is based on a significant body of cluster related documentation and has been adapted from the Phase II Cluster Evaluation Framework, 2010. It was validated by the commissioning offices during a biannual meeting of the gFSC partners in April 2013.

[23] The inception report is expected to elaborate upon the draft theory of change (Annex 2) and develop an evaluation matrix as a framework for addressing the evaluation questions. The assumptions in the theory of change and the range of data sources within the evaluation matrix should be developed to explicitly address the evaluability challenges.

questions will be further elaborated and refined by the evaluation team during the inception phase of the evaluation.

Key question 1: To what extent have the FSC activities contributed to a timely, appropriate, and proportionate food security response in emergency affected countries? (effectiveness)

Key question 2: To what extent have the FSC activities been relevant to the coordination, planning, information sharing, and capacity building needs (and change over time) of national and international humanitarian actors in emergency affected countries/regions? (relevance, coherence)

Key question 3: To what extent have FSC efforts engaged national actors (public and private), building upon national structures and systems and extending their capacities to lead and participate in a coordinated response that links immediate relief to recovery/resilience building efforts? (sustainability/connectedness)

Key question 4: As co-lead agencies, have FAO and WFP provided the necessary inputs at global and country levels? To what extent have the policies and standards, capacity building, and surge support functions of the gFSC, including the GST, enabled FSC activities in emergency affected countries? To what extent have the resources available been used efficiently?

4.4. Methodology

33. The evaluation will utilize a mixed-method approach, utilizing both quantitative and qualitative tools and a range of secondary and primary data sources. Tools and methods identified below are indicative and will be finalized during the inception phase.

34. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency, effectiveness, impact, sustainability and connectedness.

35. The methodology:

- Is built around the TOC and related evaluation questions presented above;
- Seeks to be inclusive, to build understanding and to contribute to forward looking thinking;
- Takes into account the limitations to evaluability pointed out above as well as the agreed inter-agency budget and timeline for the evaluation;
- Uses and triangulates multiple sources of data (both qualitative and quantitative).

36. With respect to the analysis of existing secondary data, the evaluation team will undertake a systematic review of the following information:

- Evaluation reports (in particular WFP and FAO Country Evaluation reports for countries in which there was a significant crisis – as well as inter-agency evaluations such as RTEs,the cluster system evaluations, the WFP global logistics cluster evaluation, and the UNICEF cluster lead agency evaluation).

- gFSC reports and training materials.
- FSC country monitoring data (questionnaire based information available for several countries).
- FSC websites (where outputs of the FSC are archived) and OCHA websites (multi-sectoral analysis and appeals)
- Guidelines and normative work on FSC prepared by the two agencies (see Annex 5 for a preliminary list).
- Financial data on resource commitments to global and country level food security clusters.

37. With respect to primary data gathering, the evaluation will include interviews (face-to-face and telephone) and surveys designed to reach a wide range of stakeholders (see stakeholder mapping above) in a systematic way. In applying an inductive approach to measuring results that are hard to quantify, tools such as Most Significant Change and Outcome Harvesting may be used. The evaluation may also request FSC Coordinators to maintain "impact logs" or a 3 month journal where they note any changes that they observe in the behaviour or decisions of FSC stakeholders which appear to occur in the context of cluster coordination activities. These registers will be particularly important for countries that the mission will visit – allowing evaluation team members to hone in on specific areas of changes and causal pathways.

38. A number of country case study missions (anticipated 8-9) will be undertaken to allow for in-depth interviewing. The criteria for selecting the countries should ensure that variability is captured in terms of a) type of emergency: natural disaster/complex , b) maturity of the cluster, c) characteristics of the lead/chairing arrangements, d) geographic representation over the main regions where large scale food related emergency responses have occurred over the past 5 years, and e) by scale of need (affected population) and funding response. Interviews in country case studies will involve discussions with a wide range of institutional stakeholders. As the evaluation will not attempt to look beyond the results of coordination, no community/household level data gathering is envisioned.

39. As a key part of the methodological refinement, the inception report (IR) will contain: literature review; secondary data analysis; a refined theory of change to serve as the final evaluation framework which will be the basis of detailed sub-questions and a rationale for any proposed changes to the terms of reference questions; a detailed analytical plan articulating the specific methods and indicators to be used to answer each of the questions, how attribution will be gauged and counterfactuals established; a risk management plan; a detailed stakeholder analysis; a case study sampling plan (including the criteria to be used); and an evaluation matrix expanding upon the key questions articulating sub-questions, verifiable indicators and means of verification/data collection. It is expected that the evaluation matrix include specific sub-questions on the extent to which gender equity has informed the FSC outputs and outcomes.

40. A reference group comprising a cross-section of key food security practitioners from FAO, WFP and Partners will provide comment on the draft inception and evaluation reports (see Annex 6).

4.5. Quality Assurance

41. WFP's evaluation quality assurance system (EQAS)24 is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation managers will conduct the first level quality assurance, while the OE Directors will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

42. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5. Organization of the Evaluation

5.1. Phases and Deliverables

43. A summary timeline of the five evaluation phases is indicated in Table 1. A more detailed timeline (see Annex 7) will be developed with the evaluation team and provided in the inception report.

Table 1: Timeline summary of the key evaluation milestones and deliverables

		Key Dates
Phase 1 - Preparation		
	Initial desk review, concept note, scoping interviews and development and dissemination of the draft TOR. Call for Expressions of Interest for the Independent Team Leader and Team Members.	Apr/June 2013
	Finalise TOR Recruitment of the Team Leader	Aug 2013 Aug 2013
Phase 2 - Inception and Recruitment of Team Members		Sept-Nov 2013
Recruitment of Team members		Sept 2013

[24] WFP, Office of Evaluation. 2013. Evaluation Quality Assurance System, Strategic Evaluations. Guidance for Process & Content.
http://docustore.wfp.org/stellent/groups/public/documents/reports/wfp230917.pdf.

Inception Mission	Oct 2013
gFSC Partners meeting	Nov 2013
Inception report	Nov 13, 2013
Phase 3 - Evaluation Missions and Primary & Secondary Data Analysis	Nov2013-Feb 2014
Field mission 1	Nov/Dec 2013
Field mission 2	Jan 2014
Field mission 3	Feb 2014
Aide-memoires (country specific)	After each field mission
Phase 4 - Reporting (30 June submission by TL of final report to OED/OEV.)	Mar-Jun 2014
Analysis workshop	March 2014
Learning workshop	April 2014
Draft 0	May 10
Draft 1	
Draft 2	
Draft 3 + summary reports	June 30, 2014

Phase 5 Executive Board/Programme Committee and follow-up		
	Preparation of evaluation brief and dissemination of reports	July 2014
	Editing / translation of summary report	Jul/Aug 2014
	Preparation of Management response	Jul/Aug 2014
	Presentation of management response to the FAO PC	**Oct 2014**
	Presentation of eval summary report to the WFP EB/14	**Nov 2014**

5.2. Evaluation Component

44. An evaluation team composed of one team leader and 3 team members with appropriate evaluation and technical capacities will be engaged for this evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The team leader requires strong evaluation and leadership skills, experience with evaluation of humanitarian preparedness and response (ideally with UN humanitarian reform) and technical expertise in one of the technical areas listed below. His/her primary responsibilities will be (a) further elaborating upon the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports in line with agreed OE standards (EQAS) and agreed timelines.

45. The three additional ***evaluation team members*** will bring together a complementary combination of technical expertise and experience in the fields of: (a) humanitarian food security assessment (b) communications and information management, (c) capacity development (organizational and individual), (d) food security planning and programme management. Back office support in data analysis will be required to support the evaluation team members and will be provided by the OEs.

46. None of the team members will have had primary responsibility for global or country-level Food Security Clusters, the outputs, or any of the major interventions, to avoid conflict of interest.

47. The evaluation team leader and members will contribute to the design of the evaluation methodology in their area of expertise; undertake document reviews prior to fieldwork; undertaket primary data collection at HQ, regional and country level to generate additional evidence from a cross-section of stakeholders, including carrying out site visits as necessary to speak with local organizations/stakeholders; participate in team meetings, including with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report. All members of the evaluation team will abide by the Code of Conduct for evaluators ensuring they maintain impartiality and professionalism.

5.3. Roles and Responsibilities

48. The evaluation will be jointly managed by an evaluation manager from each organization and is governed by . The Evaluation Managers have not worked on issues associated with the subject of evaluation in the past. Within the given budget and time, they will manage the entire evaluation process from consultation on draft terms of reference through to dissemination and follow-up to the final evaluation report. FAO/OED will lead the management of the process, but all communications will be sent out together and all milestone decisions concerning the responsibilities set out below will be taken jointly on the basis of inputs from both agencies:

a) prepare Terms of Reference in consultation with core stakeholders;
b) identify and recruit the evaluation team;

c) act as the main interlocutor between the evaluation team, represented by the team leader, and WFP/FAO and other agencies' counterparts to ensure a smooth implementation process;
d) brief the team and participate in the inception interviews to WFP and FAO HQ;
e) review and exercise first level quality assurance on the evaluation tools and products;
f) ensure that the evaluation team is enabled to carry out its work by supervising logistical arrangements and preparing and managing the budget;
g) supervise the collection and organization of all relevant documentation from within and outside WFP and FAO/other agencies and make this information available to the evaluation team.

49. A Reference Group, composed of 8-10 stakeholders[25] will be assembled. The reference group will act as a point of contact for their own organization, review and provide mainly technical feedback on three core evaluation outputs (TOR, IR, draft report), make suggestions for countries which would serve as case studies, suggest additional key reference documents, and participate in focus groups, interviews or workshops. See details including roles in Annex 6.

50. The Evaluation Managers will share the responsibility for evaluation quality assurance using WFP's process for strategic evaluations.[26] Both Evaluation Managers will be invited to attend consultant briefing/stakeholder debriefing sessions. The Evaluation Managers report directly to the Heads of Evaluation in FAO and WFP, who will provide: a) strategic orientation and direction at critical junctures; b) second level quality assurance, and c) final approval of the evaluation ToR, draft and final reports.

51. To enhance the credibility of the evaluation, WFP/FAO OE staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. Communication

52. The evaluation managers will ensure consultation with the Reference Group on each of the key evaluation deliverables. In all cases these stakeholders' role is advisory.

53. The evaluation will be coordinated with WFP's Office of Evaluation strategic communication plan, which includes key points of liaison with WFP senior management throughout the evaluation process.

54. Briefings and de-briefings will include participants from country, regional and headquarters level. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A communication plan for the findings and evaluation report will be drawn up during the inception phase, based on the operational plan for the evaluation contained in the Inception Report. The evaluation report will be posted on both FAO's and WFP's external websites once complete. The

[25] Comprised of representatives from WFP, FAO, OCHA, a donor representative, another Cluster Lead Agency (most likely Nutrition), ALNAP and several NGO representatives from the global FSC partners forum.
[26] WFP, Office of Evaluation. 2013. Evaluation Quality Assurance System, Strategic Evaluations.

two agencies will be required to prepare a joint management response to the evaluation recommendations.

55. Key outputs will be produced in English. During the inception phase, decisions will be taken on the usefulness and possibilities for holding a workshop to discuss the evaluation report recommendations. Should translators be required for fieldwork, they will be provided.

56. The Summary Evaluation Report will be prepared by the Team Leader and presented to WFP's Executive Board and FAO's Programme Committee in all official UN languages.

5.5. Budget

57. The evaluation will be jointly financed from the Programme Support and Administrative budget of both FAO and WFP. Based on the team composition presented in section 5.2, the associated remuneration (daily fees) and the cost of international and domestic travel, the total budget for the evaluation is estimated at US$ 350,000.

Annexes

Annex 1: List of Persons Met – TOR Preparation Phase

Scoping interviews

Name	Title	Organization
Etienne Labande	Deputy Chief, Emergency Preparedness and Response Coordination Branch	WFP
Dominique Burgeon	Director, Emergency and Rehabilitation Division	FAO
Marjolaine Martin-Greene	Senior Programme Adviser	gFSC
Graham Farmer	Global Coordinator	gFSC
George Aelion	Senior Programme Adviser	gFSC
Emma Fitzpatrick	Communications Officer	gFSC
Vanessa Bonsignore	Junior Consultant	gFSC
Niels Scott	Chief, Humanitarian Coordination Support Section, Programme Support Branch	OCHA
Scott Green	Chief, Evaluation and Guidance	OCHA
Jeff Tschirley	Chief, Rehabilitation and Humanitarian Policies Unit	FAO
David Kaatrud	Director of Emergencies	WFP
Andrea Berloffa	Deputy Head of Office and FSC Coordinator, Syria	FAO
Machiel Salamons	Policy Development and Evaluation Service	UNHCR
Marian Schilpenoort	Chief Public Health and HIV	UNHCR
Sarah Khan	Consultant Pillar II Protection operational support *Observer, gFSC Partners Forum*	UNHCR
Kate Hart	Humanitarian Adviser, Conflict, Humanitarian and Security Department (CHASE)	DFID

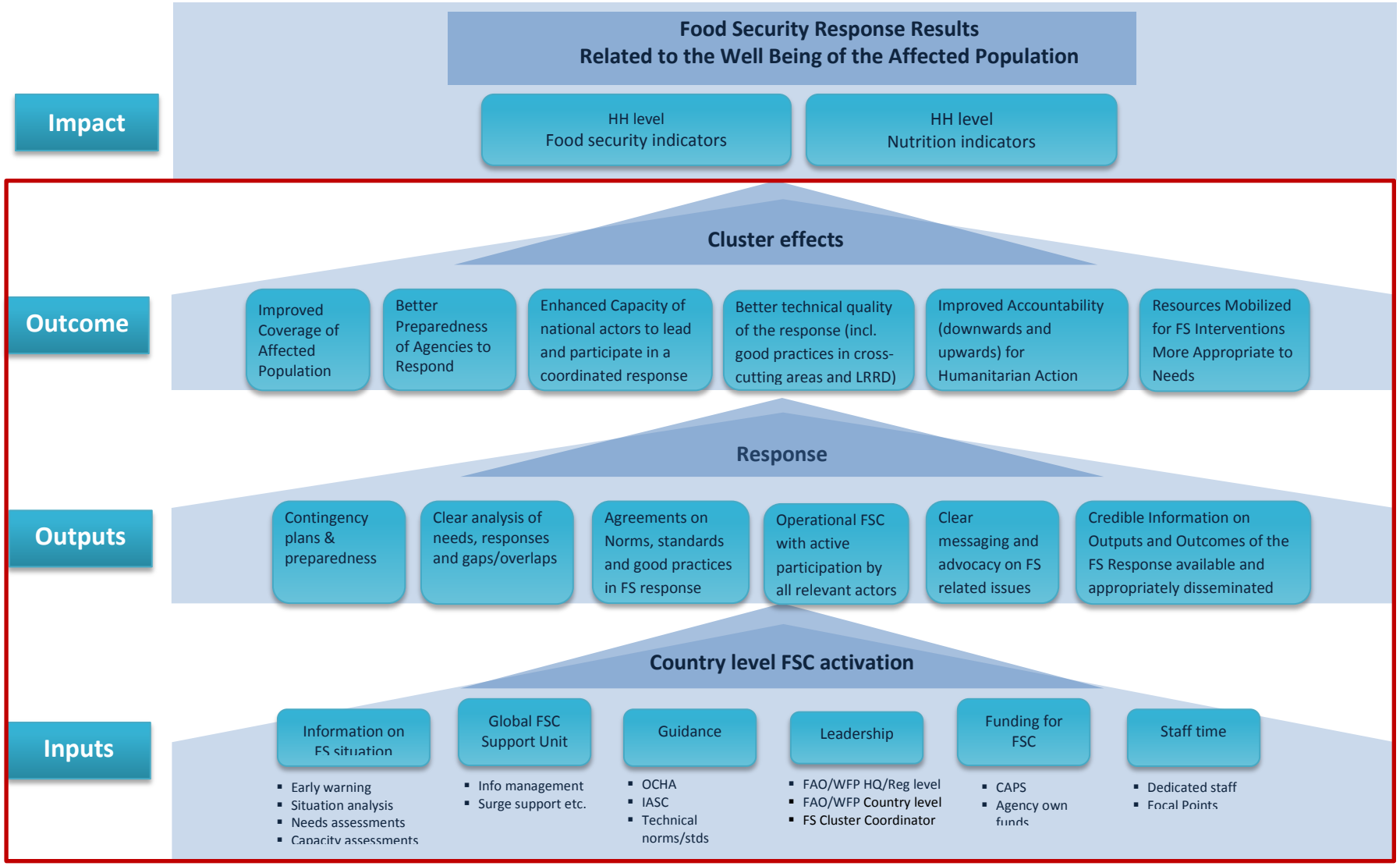
Global Meeting of Food Security Cluster Partners, 17-18 April 2013 – List of Participants

Global Partners Representatives			
1	Helene	Deret	Action Contre la Faim
2	Alberta	Guerra	Action Aid
3	Donna	Muwonge	Action Aid
4	Faheem	Khan	CARE US

5	Adriana	Opromolla	Caritas Internationalis
6	Floriana	Polito	Caritas Internationalis
7	Megan	McGlinchy	Catholic Relief Services
8	Gabrielle	Smith	Concern Worldwide
9	Kate	Hart	DIFD
10	Susanne	Mallaun	ECHO
11	Piero Calvi	Parisetti	Helpage International
12	Marcus	Skinner	Helpage International
13	Agnès	Dhur	ICRC
14	Hilary	Motsiri	IFRC
15	Vincent	Annoni	Impact Initiatives
16	Caroline	Abla	International Medical Corps
17	Frances	Kimmins	IRC
18	Schlott	Roland	Lutheran World Federation
19	Quentin	Le Gallo	NRC
20	Philippa	Young	Oxfam
21	Emily	Henderson	Oxfam
22	Allister	Clewlow	Samaritan's Purse
23	Matt	Ellingson	Samaritan's Purse
24	Ruco	Van Der Merwe	Samaritan's Purse
25	Miles	Murray	Save the Children
26	Jessica	Saulle	Save the Children
27	Claire	Hancock	Tearfund
28	Therese	Fliesen-De Vuyst	Terre Des Hommes
29	Anne	Thurin	UN HABITAT
30	Hanna	Mattinen	UNHCR
31	Vivienne	Forsythe	UNICEF
32	Bettina	Iseli	Welthungerhlife
33	Michelle	Clark	World Society for the Protection of Animals
34	Lindsay	Fyffe	World Society for the Protection of Animals
Country Food Security Cluster Participants			
35	Eric	Branckaert	Ethiopia
36	Marie Joelle	Jean Charles	Haiti
37	Rana	Hannoun	oPt
38	Beatrice	Tapawan	Philippines
39	Francesco	Baldo	Somalia
40	Mark	Gordon	Somalia
41	Eric	Kenefick	Sudan
Cluster Lead Agencies			
Food and Agriculture Organization			

42	Lori	Bell	FAO
43	Martina	Buonincontri--Hernandez	FAO
44	Dominique	Burgeon	FAO
45	Roberta	Canulla	FAO
46	Charlotte	Dufour	FAO
47	Neil	Marsland	FAO
48	Mathias	Mollet	FAO
49	Jeff	Tschirley	FAO
World Food Programme			
50	Jean-Martin	Baure	WFP
51	Annalisa	Conte	WFP
52	Alexis	Hoskins	WFP
Global Food Security Cluster Support Team			
56	George	Aelion	gFSC
57	Marina	Angeloni	gFSC
58	Deborah	Armeni	gFSC
59	Vanessa	Bonsignore	gFSC
60	Samantha	Chattaraj	gFSC
61	Patricia	Colbert	gFSC
62	Graham	Farmer	gFSC
63	Emma	Fitzpatrick	gFSC
64	Yvonne	Klynman	gFSC
65	Marjolaine	Martin Greentree	gFSC
66	Marisa	Muraskiewicz	gFSC
67	Miguel	Rodriguez Fernandez	gFSC
68	Romain	Sirois	gFSC

Annex 2: Draft theory of change[27]



[27] The draft theory of change has been developed by the evaluation managers drawing on inputs from the evaluation Reference Group, key informant interviews during the scoping phase, and previous IASC-cluster-related evaluations.

Annex 3: Map of the FS Clusters (as at May 2013, adapted)

	Country	Year established	OCHA Cluster Status	Number of Cluster Partners	Is it a Joint or Split Coordination Mechanism?	Type of Emergency	Other Food Coordination Mechanism	Lead(s)
1	Afghanistan	2008	Active	100	Joint	Complex emergency	Food Security and Agriculture	WFP/FAO/ AfghanAid
2	Bangladesh	2012	Active	20	Joint	Sudden-onset natural disaster	Food Assistance Joint Working Group	WFP/FAO
3	Benin	2010	Not active	11	Joint	Sudden-onset natural disasters	Food Security	WFP
4	Burundi		Not active		Joint	Complex emergency	Agriculture and Food Security	FAO
5	Burkina-Faso	2012	Active	13	Split	Complex emergency	2. Secteur aide alimentaire; 3. Secteur Nutrition	2. Co-lead: PAM – CRS; 3. Co-lead: UNICEF/ACF
6	Central African Republic	2007	Active	30	Joint	Complex emergency	Food Security	FAO/ACF
7	Chad	2007	Active	20	Joint	Complex emergency	Food Security	WFP/FAO/ACF
8	Colombia	2007	Active	2	Joint	Complex emergency	Food Security	WFP/FAO

9	Cote d'Ivoire	2003	Not Active	10	Joint	Complex emergency	Food Security	WFP/FAO
10	Democratic Rep of the Congo	2005	Active	20	Joint	Complex emergency	Food Security	FAO/WFP/ACF
11	Djibouti	2011	Active	38	Split	Sudden-onset natural disaster	Food Aid	WFP
12	Dominican Republic		Not active		Split	Sudden-onset natural disaster	Food Assistance	WFP
13	El Salvador	2007	Not Active	29	Split	Sudden-onset natural disaster	Food Assistance	WFP/Save the Children
14	Ethiopia	2011	Not Active	26	Split	Slow onset nat/eco shock	Food Management Task Force	Government/WFP
15	Gambia	2011	Not Active	12	Joint	Complex emergency	1. Food Security and Agriculture Task Force	WFP/FAO
16	Georgia		Not active		Joint	Complex emergency	Food Security Sub-Group	WFP/FAO
17	Guatemala		Not active		Split	Sudden-onset natural disaster	Food	WFP
18	Guinea	2005	Active	17	Joint	Complex emergency	Food Security	FAO/WFP
19	Haiti	2012	Not Active	51	Split	Sudden-onset natural disaster	Food Aid	WFP
20	Honduras		Not active		Split	Sudden-onset natural disaster	Food Assistance and Nutrition	WFP
21	Indonesia		Not Active		Split	Sudden-onset natural disaster	Food and nutrition	WFP/UNICEF

22	Iraq		Not Active		Joint	Complex emergency	Agriculture and Food Security	WFP/FAO
23	Kenya		Active		Split	Sudden-onset natural disaster	Food Aid Estimates Working Group	Government/WFP
24	Kyrgyztan		Not active		Joint	n/a	Food Security and Agriculture Sector	WFP/FAO
25	Lao	2009	Active	9	Joint	Sudden-onset natural disaster	Food Security	WFP/FAO
26	Lebanon		Active		Joint	Complex emergency	Food Security Sector	WFP/UNHCR
27	Liberia		Not active		Joint	Complex emergency	Food Security	WFP/FAO
28	Libya / North Africa		Not active		Joint	Complex emergency	Food Security	WFP/FAO
29	Mali	2012	Active	34	Joint	Complex emergency	Food Security	WFP/FAO
30	Mauritania	2012	Active	25	Split	Complex emergency	Food Security	WFP/FAO
31	Madagascar	2009	Not Active	8	Joint	Sudden-onset natural disaster	Food Security and Livelihoods	WFP/FAO
32	Mongolia		Not active		Joint	Sudden-onset natural disaster	Agriculture	FAO
33	Mozambique	2007	Not Active	20	Joint	Sudden-onset natural disaster	Food Security	WFP/FAO

34	Myanmar		Not active		Split	Sudden-onset natural disaster	Food	WFP
35	Namibia		Not active		Joint	Sudden-onset natural disaster	Food	WFP
36	Nepal	2011	Active	42	Joint	Complex emergency	Food Security	WFP/FAO Government
37	Niger	2010	Active	19	Joint	Slow onset nat/eco shock	Food Security	WFP/FAO
38	Occupied Palestinian Territories	2012	Not Active	35	Split	Complex emergency	Food Security Sector	WFP/FAO/UNRWA (cash for work)
39	Pakistan	2010	Active	23	Split	Complex emergency	Food	WFP
40	Philippines	2008	Active	5	Split	Sudden-onset natural disaster	Food and non-food (government level)	Government/WFP
41	Senegal	2012	Active	12	Joint	Complex emergency	Joint Food Security coordination sectorial Group(recently set up)	WFP/FAO
42	Somalia	2006	Active	35+70	Joint	Complex emergency	Food Security	WFP/FAO
43	Sri Lanka	2011	Not Active	54	Joint	Transition/Recovery	Food Security, Agriculture and Livelihoods Sector	WFP/FAO
44	Sudan North	2008	Active	More than 100	Joint	Complex emergency	Food Security and	WFP/FAO

							Livelihoods	
45	South Sudan	2011	Active	58	Joint	Complex emergency	Food Security and Livelihoods	WFP/FAO/ Danish RC/ Vétérinaires sans frontières
46	Tajikistan	2008	Active	7	Joint	Slow onset nat/eco shock	Food Security	WFP
47	Timor-Leste	2008	Active	5	Joint	Complex emergency	Food Security	WFP/FAO
48	Uganda		Not active		Joint	There is no emergency (country is in recovery phase)	Food Security, Agriculture and Livelihoods Sector Support Working Group	Ministry of Agriculture, Animal Industry and Fisheries supported by FAO and WFP
49	Yemen	2010	Active	30	Joint	Complex emergency	Food and Agriculture	WFP, FAO, ACF
50	Zimbabwe	2008	Active	10	Split	Complex emergency	Food	WFP

Annex 4: Global Food Security Cluster 2013-2014 Strategic Plan

Global Food Security 2013-2014 Strategic Cluster Plan

The global Food Security Cluster (gFSC) became operational in April 2011 as the eleventh Global Cluster of the Inter-Agency Standing Committee (IASC). The gFSC is led jointly by the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP) and represents a partnership of approximately 35 institutions from the UN, NGO and International Red Cross and Red Crescent Movement. More details of the FSC can be found on www.foodsecuritycluster.net.

Vision, Mission Statement and Values

The **Vision** of the global Food Security Cluster is that "**Food security needs for individuals and communities in humanitarian crises are met**."

The Vision is supported by a **Mission Statement** "**To ensure improved, coordination of preparedness, response and recovery actions at national and global levels**."

The gFSC aim is to strengthen food security responses in crisis situations, mainstream early recovery approaches and enhance national capacity to:

- deliver predictable and accountable leadership and coordination on food security responses;
- strengthen existing national and local humanitarian management and coordination systems, building on local capacities through the active participation of women and men from the affected population
- optimize collaboration and partnerships with governments, UN agencies, NGOs, The Red Cross and Red Crescent Movement, donors and other stakeholders to ensure a holistic response.

The gFSC is committed to ensuring that planning and implementation of humanitarian response takes into account appropriate standards, indicators and cross-cutting issues, as well as to ensuring that the services provided increase the positive impact for the most vulnerable within affected populations. The gFSC will bring food security related, key cross-cutting issues into policy, decision making processes and operational implementation of humanitarian response.

Structure of the gFSC

Partners, Observers and Associates

Partnership is at the core of the work of the gFSC. Each partner is unique and the overall diversity allows us to address the broad spectrum of food security in a coordinated manner. The gFSC uses three levels of engagement; partners, observers and associates. Focal points of those institutions are involved in technical areas,

responsible for keeping colleagues updated on developments and committed to encouraging their national focal points to participate in the national FSCs.

Partners are Organisations, including; International and National Non-Governmental Organisations, International Organisations and United Nations Agencies who have an operational mandate that includes assisting vulnerable people to; prepare for, respond to or recover from the impacts on food security of natural or man-made disasters, and;

- actively deliver against their mandate in five or more countries, and;
- have a commitment to humanitarian principles and the Principles of Partnership[1], and;
- participate in actions that specifically improve accountability to affected populations, and;
- participate regularly within the cluster and consistently engage in the gFSC's collective work, and;
- have capacity and willingness to contribute to the gFSC Strategic Plan, and;
- work cooperatively with other GWC partners to ensure effective use of available resources, including sharing information and organisational talents, and;
- request to be considered partners of the GWC.

Observers are organisations who would otherwise be Partners of the gFSC but choose Observer status over that of Partner.

Associates are organisations, including; International and National Non-Governmental Organisations and Consortia thereof, International Organisations, United Nations Agencies, instrumentalities of national governments, educational and research entities who are not directly engaged in food security activities as per the Partner description, yet intersect strongly with the work of such Partners, and request to be considered Associates of the gFSC.

Global Support Team

The Global Support Team (GST) is an implementation unit, drawn from gFSC organisations. The leader of the GST is the Global Cluster Coordinator (GCC), who with the GST is housed at WFP Headquarters, Rome. Currently the GST consists of 12-15 individuals drawn from FAO, GenCap, HelpAge, IFRC, ProCap and WFP. The GST's role is to support and enable country clusters as well as the network of gFSC partners to achieve the vision, mission and implementation of identified priorities.

Working Groups

As a specific strategic response to provide technical direction to the gFSC on key areas of humanitarian food security related responses, the gFSC has established four working groups: Communications and Advocacy; Assessments; Inter-cluster Food

[1] Equality, transparency, results-oriented approach, responsibility and complementarity as defined in the statement of commitment contained in www.globalhumanitarianplatform.org

Security and Nutrition; and Food Security and Livelihoods in Urban Settings. They are reviewed every six months by the gFSC organisations.

Four strategic pillars for 2013-2014

In October 2012, gFSC organisations identified four priority pillars which will represent the core areas of work requiring direct action from 1 January 2013 until 31 December 2014. These four pillars are:

1. **Capacity Development in Support of National Clusters.** This involves training at country level and for individuals. It includes development and application of specific tools, offering guidance and support to ensure delivery of quality programmes.
2. **Information Management and Learning.** This includes management of relevant data, learning and knowledge and compilation and sharing of best practices.
3. **Operational and Surge Support to National Clusters.** This pillar includes support missions; surge development and response mechanisms.
4. **Advocacy, Communication and Partnership.** This pillar involves internal and external communications to influence policy and resource mobilisation to enhance coordination systems and building partnerships.

Specific strategic directions for each gFSC Pillar

Pillar 1 Capacity Development in Support of National Clusters

Primary Objective

The objective of this pillar is to ensure that the gFSC is a learning hub that is able to reach all of its stakeholders. In 2012-2014, the global Food Security Cluster's capacity building efforts will focus on reaching a broader country level target audience through national level training, regional training and e-learning courses. As new entry points to learning, the gFSC will introduce national level training as well as e-learning modules that will open opportunities to broader spectrum of stakeholders.

Primary Results

By providing relevant training and access to information to all stakeholders, the accountabilities and leadership of the global and country clusters can be strengthened resulting in more efficient and effective food security preparedness, response and transition out of humanitarian emergencies.

Primary Activities

Ten in country trainings for country level clusters – an e-learning syllabus is being developed that will support delivery at country level and empower a broad cross-section of partners to participate productively in the food security coordination process. Representatives of cluster-lead agencies, cluster members, national and local government, representatives of civil society and donors will be part of these

workshops. This approach will also result in all stakeholders having a common understanding of the cluster system

Eight in country trainings supporting quality programming – these will draw specifically on the cross-cutting skills available from the GST and Cluster Partners, showing how aspects of gender, protection, age and so on, can be directly applied to operational delivery of cluster partners at country level, enhancing effectivess and improving accountability to affected populations.

Four face to face trainings for Cluster Coordinators and Information Managers – building on experience from 2011-2012, two trainings will be held per year, one in English and one in French. A third training in Spanish will be held if sufficient demand is identified and resources are available. These training sessions will have an operational focus including assessment methodology, information that allows for a wide range of response activities and includes gender, protection, age, disability and environment in the design and development of programs

Development of an e-learning curriculum – by the end of 2013 and as an instrument for ensuring a common conceptual understanding and for developing awareness around responsibilities, skills and attitudes of specific target groups. The curriculum will be based on a review of key activities and sub-activities of the major stakeholders and the identification of the knowledge, skills and attitudes required to perform the activities.

PILLAR 2: Information Management and Learning

Primary Objective

All relevant information about cluster activities will be collected, stored and analysed, enabling partners to retain and build from the institutional memory of the gFSC. Work on lessons learning and good practices contributes to improvement of response, helps in the generation of new ideas and increases quality of food security preparedness, response and transition.

Primary Results

The accountabilities and leadership of the global and country clusters will be strengthened, resulting in more efficient and effective food security preparedness, response and transition out of humanitarian emergencies .

Primary Activities

Website *foodsecuritycluster.net* - the website will be maintained and regularly updated to provide in-depth information, tools and guidance to country Food Security Clusters and global partners. This will include a repository for and tools and guidance notes. The website will remain the key tool for information sharing and dissemination of standardised tools and reporting templates.

Lessons Learning and Good Practice - In close cooperation with country-level clusters, information managers and partners, the Global Support Team will collect lessons learned and good practices of national and sub-national food security cluster coordination. Challenges and good practices will be used in capacity development modules in trainings and e-learning provided by the F SC.

Tools - building on existing expertise and knowledge around reporting and information management, a standard reporting tool for country-level clusters will be developed. Gaps in country level needs will be identified and developed in co-operation with the country clusters.

Support to gFSC Working Groups – the Working Groups provide a platform for the community of practicioners to develop technical direction for the gFSC as a whole on key areas of humanitarian food security related responses. The number and content of Workng Groups will be reviewed at each bi-annual Global Partners Meeting.

Pillar 3: Operational and Surge Support to National Clusters

Primary objective

The GST and Cluster Partners will provide appropriate and timely backstopping and surge support to country food security clusters and sectors in response to anticipated or identified needs. This contributes significantly to improving humanitarian food security delivery.

Primary Results

There will be improved capacity at country level and in the gFSC as a whole for support to quality programming, allowing all gFSC partners to hone their experience and perspective on providing a joint response.

By providing appropriate, timely and quality-oriented operational and surge support, the gFSC will:

- strengthen the accountabilities and leadership of the global and country clusters resulting in enhanced coordination and efficient humanitarian responses;
- improve humanitarian food security strategies and coordinated programming at global and national levels
- provide support needed to country-level clusters for preparedness, response and transition.

Primary Activities

Deployments - budgetary estimates for these activities are based on experience over the first eighteen months of gFSC operations. The actual situation in 2013-2014 will depend on frequency of emergency episodes, especially in relation to surge events.

Ten support missions (70 person days) – relatively short missions, backstopping and/or problem solving in nature.

Six medium-term deployments (126 person days) – missions of up to three weeks in duration, for example at the start of a new emergency, thereby allowing preparation time for a longer deployment

Six surge deployments (12 person months) – extended missions, for example at the onset of a natural disaster where coordination / information management capacity is not already in place. This is particularly the case for an IASC system-wide Level 3 Emergency, where the Cluster has to be ready to deploy on a no-regrets policy.

Expanding the pool of mission-ready people – Most often the Global Support Team (GST) has the personnel, expertise and experience to address short-term mission needs. In the case of medium to long-term missions, the GST will maintain and use list of qualified, available practitioners, as well as through strengthening of and increasing bilateral standby agreements with partners, such as :

- bilateral agreements with partners such as ACF, DRC, HelpAge, IFRC, Samaritan's Purse, NRC
- use of initiatives such as ProCap and GenCap;
- establishment of a mentoring system to provide on the job guidance for less experienced colleagues in large humanitarian responses.

Support to Quality Programming - Sex and age are universal determinants of access to and control over resources and opportunities, but there is a need to step up its systematic reflection in all phases of the programme cycle of humanitarian response and make sure it is highlighted in the appropriate assessments, response analysis, targeting and impact analysis.

Support to quality programming is linked to Pillar 1 and is taken here as the process of ensuring that in humanitarian response programmatic planning and implementation take account of all aspects (standards, indicators and cross cutting issues) that make up the project cycle and ensure that the services provided have the ultimate goal of increased positive impact for all vulnerable people within affected populations.

Pillar 4: Advocacy, Communication and Partnership

Primary Objective

A major role of the gFSC is to disseminate timely, accurate information and messages to all relevant stakeholders. The gFSC will work with partners at the global and country levels to provide support to country-level food security clusters, so that they may in turn provide standards, guide on policy and build response capacity and operational support. Most importantly, such responses will emanate from a people-centred approach, that recognises, analyses and responds to the different needs of different people.

In order to achieve this, it is important for the gFSC to gather and share information, expertise and good practice on food security in humanitarian contexts among partners and stakeholders. The gFSC will develop, maintain and refine specific systems to facilitate exchange of information and coordination of responses in ways which maximise use of available resources and expertise.

Primary Results

Work under this pillar will enhance support, awareness and links between and among global and national food security partners, observers and associates as well donors other clusters and the wider IASC community.

By ensuring transparency and reinforcing communication systems, the accountabilities and leadership of the global and country clusters can be strengthened, resulting in enhanced coordination and efficient humanitarian responses.

Primary Activities

Four Global Partner meetings – Bi-annual meetings of gFSC Partners, Observers and Associates provide a platform for information sharing, progress review and strategic discussion. Meeting content will be enhanced through the participation of selected country cluster personnel, providing direct discussion around best practices and areas of needed support.

Twenty Partner Teleconferences - monthly teleconferences with partners will continue to provide opportunity for discussion of progress against agreed priorities and reporting and sharing information on areas of concern. The GST will also call *ad hoc* teleconferences to discuss major policy issues likely to have a direct effect on the global and country clusters, such as policy discussions at the IASC Principals level that require gFSC input.

Teleconferences with Country Clusters - regular teleconferences will continue to be held between the GST and country cluster coordinators to discuss key issues and identified areas of needed support. Minutes of each teleconference will be circulated to all participants – present or not present.

Documentation and Information - Essential documentation, agendas, briefings papers, minutes, etc. relating to gFSC meetings will be prepared and disseminated as appropriate. gFSC Partners are also encouraged to use the GST as a networking agent for items of information or issues of concern. The aim will be to maintain a balance between overloading and ensuring that all relevant information is shared. Electronic notification of the source of information will be on-going, using the web page and general email exchanges. The gFSC website will be used as an online repository for all information shared.

Resourcing Requirements

The Strategic Plan for 2013-2014 described herein has an estimated cost of USD 4.6 million, which includes all staffing requirements, an extensive training component, backstopping and surge to national operations, advocacy and communications. Some funds have already been identified for 2013-2014, largely from Cluster Lead Agency mainstreaming and gFSC Partner cost-sharing, as well as from donors. As of End-January 2013 there is a resource gap ofor 2013 of around USD 870,000. Funds to fill that gap, as well as in to 2014, are being aggressively chased by the Cluster Lead Agencies

To determine the full contribution of cluster partners, the FSC is compiling a database of financial and personnel contributions. This will then be compared to the value of the emergency food security sector and, as a further step, the benefits accrued through improved coordination. A similar approach will then be taken in selected countries, all with the goal of adding quantitative data to the perceived wisdom that coordination improves effectiveness and efficiency.

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Stoddard, A., Harmer, A., Haver, K., Salomons, D., & Wheeler, V. (2007). Cluster Approach Evaluation: OCHA Evaluation and Studies Section.

Online resources:

Title	Agency	URL	Notes
Global Food Security Cluster	FAO/WFP	http://foodsecuritycluster.net	Official website of the Global Food Security Cluster
Global Health Cluster	WHO	http://www.who.int/hac/global_health_cluster/en/	Official website of the Global Health Cluster
Global Nutrition Cluster	UNICEF	http://www.unicef.org/nutritioncluster/	Official website of the Global Nutrition Cluster
Global WASH Cluster	UNICEF	http://www.washcluster.info/	Official website of the Global WASH Cluster
Global Logistics Cluster	WFP	http://www.logcluster.org	Official website of the Global Logistics Cluster
Camp Coordination and Camp Management Cluster	IOM	http://cccm.humanitarianresponse.info/	Official website of the Camp Coordination and Camp Management Cluster
Cluster Working Group on Early Recovery	UNDP	http://er.humanitarianresponse.info/	Official website of the Cluster Working Group on Early Recovery
Global Education Cluster	UNICEF/ Save the Children	http://education.humanitarianresponse.info/	Official website of the Global Education Cluster
Global Shelter Cluster	IFRC/UNHCR	https://www.sheltercluster.org/Pages/default.aspx	Official website of the Global Shelter Cluster
Emergency Telecommunications Cluster	WFP	http://ictemergency.wfp.org/web/ictepr/emergency-telecommunications-cluster	Official website of the Emergency Telecommunications Cluster
Global Protection Cluster	UNHCR	http://www.globalprotectioncluster.org/	Official website of the Global Protection Cluster
Humanitarian Response	OCHA	http://www.humanitarianresponse.info	Provides access to country sites and a "one-stop-shop" for global information coordination resources, e.g. normative products including guidance notes and policies, cluster specific information and data, toolboxes and internet links.
Cluster Coordination	OCHA	http://www.unocha.org/what-we-do/coordination-tools/cluster-coordination	Provides information on Cluster Coordination and links to Coordination Tools.

Evaluations of Humanitarian Response	OCHA	http://www.unocha.org/what-we-do/policy/thematic-areas/evaluations-of-humanitarian-response/reports	Contains OCHA-specific and Inter-Agency Evaluation Reports of Humanitarian Responsefrom 2001 to 2012.
Financial Tracking Service	OCHA	http://fts.unocha.org/	Contains a web-based searchable database of humanitarian requirements and contributions. It is the only system in the world that provides information on global humanitarian aid flows in real- time.
ReliefWeb	OCHA	http://reliefweb.int/	Provides disaster and crisis updates and analysis including disaster and crisis updates and analysis
WFP Office of Evaluation	WFP	http://www.wfp.org/about/evaluation	Contains all WFP evaluations and Evaluation Quality Assurance System guidance
FAO Office of Evaluation	FAO	http://www.fao.org/evaluation/oed-about/en/	Contains all FAO evaluations and Evaluation Quality Assurance System guidance.

Relevant Normative Work – WFP/FAO

On Cluster Coordination

FAO Cluster Coordination Guidance 2010

FAO Emergency Handbook 2007

Update on WFP's role in the Humanitarian Assistance System 2013

On Good Practices in Humanitarian Response in the FS Sector

IPC Technical Manual (FAO 2012) and Livelihood Assessment Toolkit (FAO 2011)

Seeds in Emergencies (FAO 2010)

Livestock in Emergencies Guidelines and Standards (2009)

FAO DRM Systems Analysis Guidebook (FAO 2008)

SEAGA for Emergency and Rehabilitation Programmes (FAO/WFP)

Annex 6. Evaluation Reference Group

The Reference Group will be comprised of key stakeholders to the evaluation and serves to guide the evaluation and help ensure its relevance, independence and transparency. The group will act in an advisory capacity without management responsibilities.

The group will provide background information and contextual knowledge, so as to help ensure that evaluation is relevant, appropriate and adds value to the existing body of work, and also that s\the evaluation positions Food Security Cluster work within the overall humanitarian and cluster coordination architecture.

Members will serve as focal points within their organizations, collecting and disseminating information, particularly with respect to countries selected for review within the evaluation. Members will also assist the Evaluation Managers with the coordination of field missions on behalf of the Evaluation Team. The Reference Group will be expected to review and provide appropriate and timely feedback on draft evaluation products (i.e. ToR, Inception Report, Final Report).

Tasks

Areas of engagement and responsibilities with which the Reference Group is tasked are:

- Provide substantive advice and feedback at all phases of the evaluative process;
- Provide advice and technical guidance on the development of evaluation Terms of Reference (ToR), methodology and indicators;
- Make suggestions on the composition of the evaluation team and make recommendations of suitable independent experts;
- Provide relevant background documents to inform desk review;
- Review and provide appropriate and timely feedback on evaluation deliverables (i.e. ToR, evaluation plan, Inception Report, draft(s) of the final report).
- Facilitate the engagement of key stakeholder groups in consultations around draft documents to help ensure that their perspectives are adequately represented;
- Actively participate in meetings and correspondence related to the smooth functioning of the evaluation; and
- Assist Evaluation Manager in coordinating field missions for Evaluation Team, facilitating in-country support on both substantive and logistical issues.
- Support wide dissemination of the results of the evaluation and promote the follow-up of recommendations.

Time Commitment

Meetings will be virtual, conducted via email and video/teleconference. It is envisaged that no more than 4-5 such meetings will be convened over the lifetime of the Reference Group.

Composition

The Reference Group (RG) is comprised of individuals who have engaged on the gFSC policy and strategy within their respective organizations, from a cross-section of UN Agencies, NGOs and Donor entities. The WFP and FAO Evaluation Managers will serve as Chairs of the Reference Group, coordinating and facilitating its work. The Offices of Evaluation thank the following agencies for having agreed to serve in the RG; OCHA, ALNAP, ACT Alliance, IFRC, ECHO, UNICEF, CRS, DFID, OXFAM GB, WFP and FAO.

Annex 7: Detailed Timeline (dates to be agreed during inception phase)

	Name of the Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OE/D clearance for circulation to WFP/FAO staff	EM	
	Review draft TOR on WFP/FAO feedback	EM	
	Final TOR sent to WFP/FAO Stakeholders	EM	
	Contracting evaluation team/firm	EM	
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading Docs)	Team	
	HQ briefing (WFP/FAO Rome)	EM & Team	
	Inception Mission in the country	EM + TL	
	Submit Draft Inception Report (IR) to OE/D	TL	
	OE quality assurance and feedback	EM	
	Submit revised IR	TL	
	Circulate final IR to WFP/FAO key Stakeholders for their information + post a copy on intranet.	EM	
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at RB + CO(s). Internal debriefing with the RB	Team	
	Exit Debrief (ppt) Preparation	TL	
	Debriefing with HQ, RB and COs Staff.	EM&TL	
Phase 4 - Reporting			
Draft 0	**Submit draft Evaluation Report (ER) to OE** (after the company's quality check)	TL	
	OE quality feedback sent to the team	EM	
Draft 1	**Submit revised draft ER to OE**	TL	
	OE seeks OE Director's clearance prior to circulating the ER to WFP/FAO Stakeholders. When cleared, OE shares draft evaluation report with with WFP/FAO stakeholders for their feedback.	EM	
	OE consolidate all WFP/FAO comments (matrix), and share them with team	EM	
Draft 2	Submit revised draft ER to OE based on the WFP/FAO's comments, and team's comments on the matrix of comments.	TL	
	Review matrix and ER.	EM	
	Seek for OE Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	
	OE circulates the SER to FAO/WFP's Senior	EM	

	management for comments (upon clearance from OE's Director)		
	Revise Executive Summary of evaluation report	EM	
	OE sends and discuss the comments on the SER to the team for revision	EM	
Draft 3	Submit final draft ER (with the revised SER) to OE	TL	
	Seek Final approval by OE. Dir. Clarify last points/issues with the team if necessary	EM&TL	
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to ERBT for editing and translation	EM	
	Tail end actions, OE websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB/PC	**D/OE**	
	Presentation of management response to the EB/PC	**D/RMP**	

Note: TL=Team Leader; EM=Evaluation Manager; OE=Office of Evaluation. RMP = Performance and Accountability Management; EB= WFP Executive Board; PC=FAO Programme Committee.

Acronyms

ALNAP	Active Learning Network for Accountability and Performance
CLA	Cluster Lead Agency
EQAS	Evaluation Quality Assurance System
FAO	UN Food and Agriculture Organization
FSC	Food Security Cluster (Country Level)
gFSC	Global Food Security Cluster
GST	Global Support Team
HCT	UN Humanitarian Country Team
HoA	Horn of Africa
IASC	Inter Agency Steering Committee
OCHA	Office for the Coordination of Humanitarian Assistance
OE	Office of Evaluation
RTE	Real Time Evaluation
TA	Transformative Agenda
TOC	Theory of Change
WFP	UN World Food Programme