

Executive Board – Second Session

10-13 November 2014

Agenda Item 6a) Management Response to the Recommendations of the Summary Evaluation Report of the Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009-2014)

1. Madam President, I am pleased to present the Management Response to this evaluation which has been prepared jointly between WFP and FAO, as well as the Global Support Team of the Food Security Cluster.
2. Overall, we are very pleased to note that the evaluation found that coordination under this cluster has had a positive effect, creating benefits for humanitarian organisations and increasing coverage of humanitarian services. In particular, coordination mechanisms were found to have made consistent, positive contributions by facilitating networking; building trust; reducing duplications; strengthening reporting; and in some cases, setting and disseminating standards.
3. Management also recognizes a number of constraints and challenges, noted in the evaluation, which prevented coordination mechanisms from reaching their full potential. These are linked to lack of clarity of operational priorities in some cases; limited inclusivity and participation of key stakeholders; varied commitment and capacity of lead agencies; and inconsistent donor support for food security coordination.
4. Both agencies are very appreciative of the way the evaluation has been conducted and the opportunity it has given to reflect on our joint work together with the Global support team. We have already taken steps to implement actions in response to several of the recommendations.

5. We would note that further dialogue among lead agencies and the broader IASC and the cluster system, including the Office for the Coordination of Humanitarian Affairs, are needed to further clarify and define some of the implementation modalities.
6. This is specifically the case with respect to **Recommendation 1**. We agree that it would be optimal to lighten the standard system requirements and to make them more operationally focused. However, to do so we acknowledge that we must work with our IASC partners to ensure coherence and consistency of approach across all clusters. This work which falls under the remit of the Emergency Directors, will also take into consideration other reviews and assessments of the implementation of the L3 protocols such as findings from Operational Peers reviews and IASC evaluations of L3 responses. It is for this reason that we only partially agree with the recommendation as the actions required are beyond the immediate control of FAO and WFP alone.
7. Strengthened capacities for effective and participatory coordination are the focus of **Recommendation 2 and 3**. Management fully appreciates the value and need to increase awareness of the cluster with partners internal to the humanitarian system as well as with those that are not so directly familiar with the international systems. This we understand is key to maximize the value of the systems and processes designed for effective coordination. It also acknowledges the importance of strengthening the capacity of the Global Support team to improve the preparation of deployed teams. As the detailed response indicates, progress has already been made in this regard.
8. **Recommendation 4** calls on the lead agencies to strengthen nationally-led coordination mechanisms as well as to increase the involvement of government actors in food security coordination. This was a point underlined by the FAO Programme Committee. In response, Management has set out actions for country offices to collaborate and work with the food security cluster to facilitate relationships between the cluster and government counterparts. We

acknowledge that FAO has the normative relationship with the national Government counterparts and can be key to facilitating engagement throughout emergency response as well as to enable handover.

9. The greater involvement of other key stakeholders is addressed in **Recommendation 5**, which promotes closer engagement with national and local civil society organizations. Management agrees and commits to strengthen outreach to such groups, noting that any such broadening should be should be focused and in accordance with International Humanitarian Law (IHL) and Principles.
10. **Recommendation 6** calls for the lead agencies, at senior management levels, to ensure a sustained commitment and capacity for food security coordination and to advocate with donors accordingly. Both organisations have worked together to use respective internal mechanisms to ensure the predictability of capacity support and deployments. Similarly, standard operating procedures have been established to ensure clarity and consistency of staff required for clusters to deliver on core functions.
11. Finally, **Recommendation 7**, calls for greater clarity on roles and responsibilities in the coordination architecture to promote more efficient coordination solutions. Actions include developing models for linking sector-based and area-based coordination models and strengthening links between food security and nutrition coordination mechanisms. Management agrees and notes that the IASC emergency directors are pursuing more structured approaches to inter-cluster coordination and the feasibility of regular meetings at global level
12. With that Mme President, I will conclude my introductory remarks.
Thank you