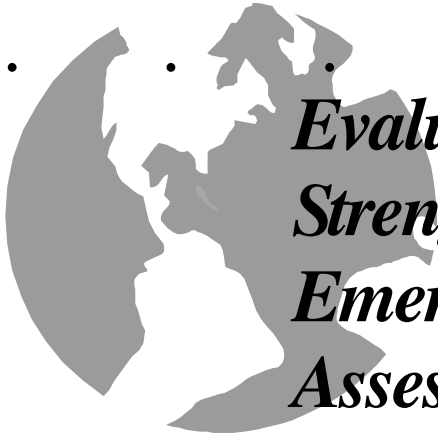




World Food Programme

**A Report Commissioned by the
Office of Evaluation**



***Evaluation of the WFP
Strengthening
Emergency Needs
Assessment
Implementation Plan***

VOL. II Annexes

Rome, October 2007

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Acknowledgement

The evaluation team visited Chad, Nepal, Rwanda Uganda and Zambia from March 2007 to April 2007 and Regional Bureaux Bangkok, Kampala, Johannesburg and Dakar. This document was prepared by the mission team leader on the basis of the contributions of evaluation team.

On behalf of the team, the author wishes to extend thanks to all those who facilitated the team's work in the field and in Headquarters.

Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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-
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Acronyms

AG	Advisory Group
APR	Annual Performance Review
CAP/NAF	Consolidated Appeal Process/Needs Analysis Framework
CFSAM	Crop and Food Supply Assessment Mission
CFSVA	Comprehensive Food Security and Vulnerability Assessment
CO	Country Office
DFID	Department for International Development
DISI	Development Information Services International
EB	Executive Board
EC	European Commission
ECHO	European Commission Humanitarian Aid Office
EFSA	Emergency Food Security Assessment
EMOP	Emergency Operations Programme
ENA	Emergency Needs Assessment
EU	European Union
FAO	Food and Agriculture Organization
FEWS	Famine Early-Warning System Network
NET	
FSAU	Food Security Assessment Unit (Somalia)
FSMS	Food Security Monitoring System
HEA	Household Economy Analysis
HQ	Head Quarters
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
IFPRI	International Food Policy Research Institute
IP	Implementation Plan (of SENAIP)
IPC	Integrated Phase Classification
JAM	UNHCR/WFP Joint Assessment Mission
NGO	Non governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODAN	Emergency Needs Assessment Service
ODB	Regional Bureau Bangkok
OD	WFP Operations Department
ODA	WFP Analysis, Assessment and Preparedness Division
ODAN	WFP Emergency Needs Assessment Branch
ODAV	WFP Vulnerability Analysis and Mapping Branch
ODI	Overseas Development Institute, UK
ODD	Regional Bureau Dakar
ODJ	Regional Bureau Johannesburg
ODK	Regional Bureau Kampala
OECD	Organization for Economic Cooperation and Development
OEDE	WFP Office of Evaluation
PCNA	Post-Conflict Needs Assessment
PRC	WFP Project Review Committee
PRRO	Protracted Relief and Recovery Operation
PSA	Programme Support and Administration



QMC	Quality Monitoring Checklist
RAO	Regional Assessment Officer
RB	Regional Bureau
RHVP	Regional Hunger and Vulnerability Programme
SC	Steering Committee
SC-UK	Save the Children-United Kingdom
SENAC	Strengthening Emergency Needs Assessment Capacity
SENAIP	Strengthening Emergency Needs Assessment Implementation Plan
UN	United Nations
USAID	United States Agency for International Development
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VAC	Vulnerability Assessment Committee
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme



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Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex A: Terms of Reference

Evaluation of the strengthening emergency needs assessments implementation plan (SENAIP) Terms of reference

1. Background

WFP carries out or participate in emergency needs assessments (ENA) as a basis for its emergency operations (EMOPs) and protracted relief and recovery operations (PRROs). ENAs vary according to the nature of the emergency. In the early 2000's, studies such as that by Darcy and Hofmann in 2003¹ showed the need for ENAs improvement across the humanitarian community. A WFP review of internal and external studies and evaluations of ENAs identified several weaknesses: mainly on methodologies and technical issues, human capacities and transparency.

On the basis of the problems identified, WFP developed a strategy to strengthen the ENAs in order to improve their quality, utility, transparency and credibility and, early 2004, presented to the Executive Board (EB), a policy paper titled 'Emergency needs assessments' (WFP/EB.1/2004/4-A). This led to a 30-months implementation plan (IP). Progress made to implement the plan is regularly reported upon to the EB (end 2004, 2005 and 2006)².

Quality refers mainly to accuracy of information (correct identification of food security problems, people who need assistance, their location and numbers as well as the type and magnitude of support required). **Transparency** refers to openness about ENAs findings and methodology (including the reliability of the data), dialogue, consultation with partners, partners' participation in assessments, debriefing and incorporation of recommendations into programming decisions. **Credibility** refers to the degree to which potential users trust ENAs while **utility** refers to the actual use made of ENAs.

To reach these objectives, the IP highlighted four main groups of results to be achieved between 2004 and 2007: (i) Improved accountability and increased transparency; (ii) strengthened ENA methods and guidance; (iii) improved availability, management and quality of crisis information in countries exposed to recurrent food security emergencies; and (iv) augmented capacities to undertake ENA. The main activities and expected results identified at that time are summarized in diagram 13

¹ Darcy, J. & Hofmann, 2003, "According to need? Needs assessment and decision-making in the humanitarian sector". Humanitarian Policy Group Report N° 15.

² For further details, see : WFP, 2004, 'Strengthening ENA : progress to date and implementation plan'. WFP/EB.3/2004/4-E; WFP, 2005, 'Strengthening ENA: progress report on the implementation plan', WFP/EB.2/2005/4-E; and WFP, 2006, 'Strengthening ENA: second progress report on the implementation plan', WFP/EB.2/2006/4-B)Rev.1.

³ All the elements of the diagram have been directly extracted from 'Emergency needs assessments', WFP/EB.1/2004/4-A.



Diagram 1 : logical framework SENAIP 2004 (policy paper)

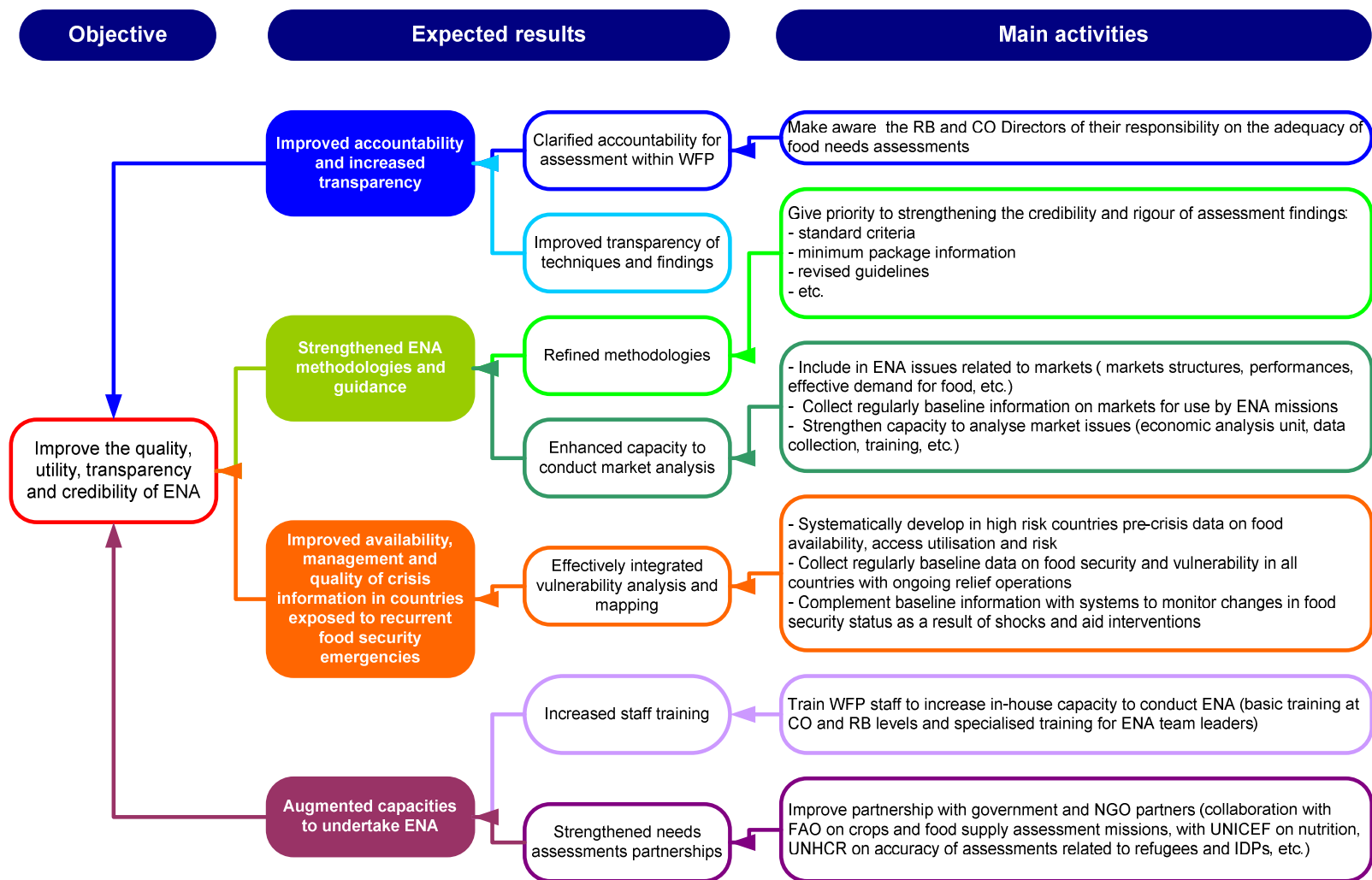
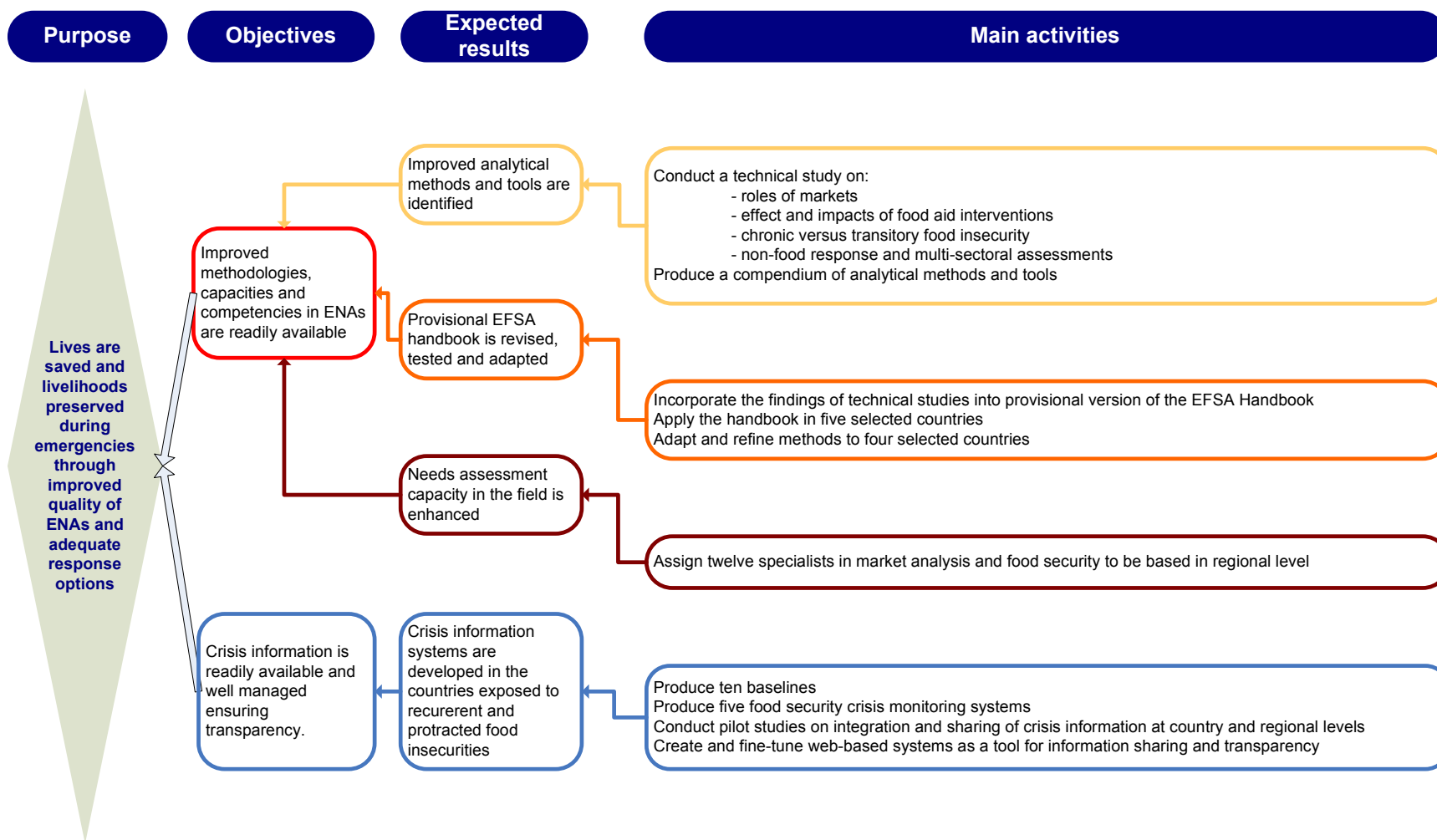




Diagram 2: SENAC logical framework 2005 (as agreed with the Steering Committee)





The SENAIP budget was US\$6.9 million in 2005 and a budget of US\$7.3 million was foreseen for 2006. The SENAIP has strong support from the donor community. In 2005 the European Commission Humanitarian Office (ECHO) provided US\$5 million through the strengthening emergency needs assessments capacities (SENAC) project. It was also supported with US\$700,000 from the Department for International Development (DFID) and US\$160,000 from the German Technical Cooperation (GTZ). WFP's contribution was about US\$1 million.

In order to achieve the SENAIP objectives, the Analysis, Assessment and Preparedness Division (ODA) was established at Headquarter (HQ) level to maximize linkages between the following three units: the Needs Assessment Branch (ODAN), the Vulnerability Analysis and Mapping Branch (ODAV) and the Emergency Preparedness and Response Branch (ODAP). At the regional and country levels vulnerability analysis and Mapping (VAM) officers are in charge of ENAs. Donor support has made it possible to recruit additional technical experts both at HQ and regional bureau levels.

The SENAIP identified four main types of ENAs: (i) the WFP emergency assessment missions; (ii) the FAO/WFP joint crop and food supply assessment missions; (iii) the joint WFP/UNHCR assessment missions; and (iv) the inter-agency assessments. In addition to the above mentioned ENAs, the IP includes comprehensive food security and vulnerability analyses (CFSVAs) as well as other technical studies. As of now when the TOR mention ENAs they refer to all types of assessments undertaken within the IP. In order to ensure transparency, all ENAs are posted on the internet at the following address:

http://www.wfp.org/operations/Emergency_needs/index.asp?section=5&sub_section=6

The SENAC project, whose logical framework⁴ is summarised in diagram 2, is the main subcomponent of the SENAIP. It is guided by a steering committee of donor representatives which oversees the work plan and monitor progress. It is also supported by an advisory group composed of representatives of the academia, government, NGOs and other UN bodies. This group provides guidance mainly on research, development of methods and tools in key areas related to ENAs.

2. Purpose, objective and scope of the evaluation

2.1 Purpose

The purpose of the evaluation is twofold:

- **Accountability:** To ensure the transparency of WFP's interventions is a major component of the WFP's evaluation policy. In this context, OEDE has been approached to undertake an independent evaluation of the Emergency Needs Assessment Implementation Plan (SENAIP) to be presented to the Executive Board (November 2007 Session) as already mentioned in the progress report on the implementation plan presented to the Executive Board in October 2005 (WFP/EB.2/2005/4-E p.10).
- **Learning:** According to this progress report, the evaluation will also provide guidance on which competencies and procedures should be mainstreamed in the budget for the 2008-2009 biennium.

2.2 Objective

The main objective of the evaluation is to provide an external assessment of the progress made to improve the utility, credibility, transparency and quality of the ENAs undertaken in WFP (SENAIP's objective). The evaluation will analyse the relevance, effectiveness, efficiency, impact and sustainability of the SENAIP. The evaluation will draw conclusions, based on the findings, and provide

⁴ All the elements of the second diagram have been directly extracted of the logical framework table approved by the Steering Committee early 2005.



recommendations for the remaining period of implementation as well as for the mainstreaming plan foreseen upon completion of the IP.

2.3 Scope

The scope of the evaluation is the SENAIP initiated mid-2004 and due to last 30 months until December 2006. However, as there were some delays at the start, the IP has been extended to the end of 2007. The evaluation, foreseen for early 2007, will therefore focus on the period from 2004 to December 2006 in terms of implementation but will take into consideration plans of activities for the remaining period as long as they are developed before the end of February 2007.

As shown in the SENAIP logical framework the IP covers not only emergency needs assessments but also VAM analyses, technical studies as well as capacity building activities. All activities mentioned in the SENAIP are part of the evaluation scope. However, although an important of the SENAIP aims at improving methodologies, the evaluation will not attempt to determine if WFP has opted for the right methodology or not. There is indeed, an advisory group composed of the most eminent experts in this field who is already providing guidance on this issue. Rather the evaluation will focus on the methodological and technical issues raised in the policy paper and analyse if they have been addressed and what progress was made to improve the methodology. It will also assess the value added of the advisory group.

The ultimate objective of the SENAIP is to address more accurately the needs of the people affected by a humanitarian crisis. However, the evaluation will not be in a position to check the accuracy and impartiality of any specific ENA, rather it will focus on the concrete steps taken to ensure increased accuracy and impartiality of the ENAs since 2004.

3. Stakeholders and users of the evaluation

The evaluation stakeholders are mainly:

- WFP at Headquarter, regional and country level
- Donors (members of the Steering committee)
- Members of the IP advisory group
- Other UN agencies mainly HCR, OCHA, UNICEF and FAO
- Partner governments
- The people affected by crises

The stakeholders are very likely to be evaluation users as well. In addition to those identified above one should include:

- EB members
- Partners and operators active in the humanitarian sector
- Others?

4. Evaluation criteria⁵

4.1 Relevance

The extent to which the objectives of an intervention are consistent with beneficiaries' requirements and needs, global priorities and partners' and donors' policies.

The relevance of an intervention is assessed against the problems to be solved and challenges to be met. To what extent does the IP objective of improving the **quality, utility, transparency and credibility** of

⁵ The evaluation criteria used are those of the Organisation of Economic Cooperation and Development – Development Aid Committee



the ENAs, addresses the problems and issues raised at the time of its conception, as well as those which emerged during the course of the intervention? How did they relate to previous efforts and took advantage of lessons learnt from past experiences? To what extent is the SENAIP consistent with WFP policies (such as gender, HIV/AIDS, nutrition)?

The ultimate purpose of improving ENAs is to address more accurately the needs of the people affected by a humanitarian crisis. To what extent is the SENAIP contributing to this purpose? Do the ENAs inform programming and ultimately funding? To what extent are they relevant to the users' needs?

4.2 Effectiveness

The extent to which the objectives of an intervention are achieved, or expected to be achieved, taking into consideration their relative importance.

The evaluation will analyse to what extent the outputs produced contributed to the outcomes expected and to how the combined outcomes actually met the IP objectives. In other words, have the **quality, transparency, utility and credibility** of all ENA types improved? To what extent have the countries/emergencies benefited from ENAs?

To address these questions, the evaluation team will analyse the results actually achieved in the four main fields identified in the IP and assess the progress made in terms of quality, credibility, utility and transparency:

- Accountability and transparency: How has accountability improved? Who is now effectively accountable for what? What progress has been made vis-à-vis the problems identified in the 2004 policy paper? What steps have been taken to ensure transparency of ENAs? Is progress observed for all types of ENAs? Is there a trade-off between ENAs timeliness, content and transparency?
- ENA methodologies and guidance: the 2004 policy paper identified a certain number of weaknesses. Have they been addressed effectively? What progress has been made? Do they cover all types of ENAs? What progress has been made to ensure that the assessments (all types) are more accurate (beneficiaries locations and numbers) and impartial (types and quantities of assistance needed)? What progress has been made in terms of markets analysis capacity? What actual use is made of the guidance provided? What is the value added of having different types of ENAs? What are the linkages between them?
- Availability, management and quality of crisis information in countries exposed to recurrent food security emergencies: what has been achieved in terms of improvement of availability, management and quality of information? What are the linkages with the ENAs? Do the ENAs take advantage of the data already available through the CFSVAs? ENAs are undertaken at one point in time while crises evolve. What mechanisms have been set up to monitor the evolution of the situation on a regular basis? What is their value added?
- Capacities to undertake ENAs⁶: Are the expected results in terms of recruitment and training met? What is their value added? Is the target group for training consistent with the objective pursued? To what extent have partnerships in needs assessments been improved? To what extent have national capacities been improved and how are they used?

⁶ ODAN is planning a technical self evaluation of the training component whose results will be used to address the component of the IP.



4.3 Efficiency

The extent to which inputs (human resources, funding, time, etc.) have been economically converted into outputs

At this point the evaluation will look more specifically at main elements which facilitated and/or hampered implementation such as:

- Implementation modalities:
 - At IP level: is the institutional set up the most efficient to reach the objective? This refers to the organisation of the work within ODA but also the efficiency of the arrangements between HQ, regional and country levels. What is the contribution of the SENAC project set-up across units and levels to the achievement of the objectives? What is the value added of the advisory group? What are the role and contribution of the steering committee? Has the IP been undertaken according to schedule? If there were delays, why? Did it cause any problem? What is the value added of having ENAs implemented internally rather than by external teams of experts?
 - At ENA level: Is the ENA process (launching, choices of methodologies, partnerships, implementation, timing, etc.) efficient?
- Monitoring: what mechanisms have been set up to ensure an efficient implementation of the plan? What is their value added?
- Financial resources: How much is the IP costing and to whom? What is an ENA costing now compared to before the IP? What is the cost efficiency of different types of ENA as well as of the training component?
- Human resources:
 - At IP level: Can the IP rely on an adequate level of human resources at the right time and the right place? How is the rotation system affecting this?
 - At ENA level: What is the value added of collaborating with partners and hiring short term expertise?

4.4 Impact

Positive and negative, primary and secondary long-term effects produced by an intervention

As mentioned above, the objective of improving ENAs is to inform more adequately programming in WFP but also in other agencies (especially in the case of joint assessments). Therefore the evaluation will assess the extent to which ENAs are actually informing programming. It will also assess the extent to which it informs funding decisions. ODI is presently undertaking a study about the linkages between ENAs and decision making which should substantially support the evaluation on this issue.

Informing programming and funding is only meaningful if one can rely on more accurate assessments than it was the case before. What has been the impact of the SENAIP at that level?

4.5 Sustainability

The continuation of benefits from an intervention after major assistance has been completed. Probability of continued long-term benefits.

Considering that the evaluation is due to take place before the end of the IP, it will not be possible to assess the benefits which will continue after the end of the donor support. However, it is possible to provide indications, on the basis of the evaluation findings, of the benefits which are most likely to be continued and to assess the steps already taken to ensure that these benefits continue. It will also identify elements which could be mainstreamed. Issues such as funding of ENAs after the IP completion and institutional arrangements will be raised.



5. Key issues

At this point in time two main key issues have been identified. It does not mean that the evaluation criteria did not address them but rather that they are considered to be so important that they should be more specifically analysed.

5.1 Partnerships

Partnership is a key element of the SENAIP. The evaluation will have a particular look at the partnership dimension both at ENA level (methodologies, data, consultations, implementation, debriefing, dissemination, etc.) and at IP level (funding, steering committee, advisory group, etc.) and assess its value added.

5.2 Timeliness

ENAs are undertaken in emergency context where rapid availability of accurate data is essential to orient the response. It is therefore necessary to continuously make trade offs between methodological developments and timeliness of results availability. What mechanisms have been developed to ensure timeliness of results? Are the ENAs timely vis-à-vis the crises they are assessing? Are they timely to inform programming and funding? What are the main constraints (partnerships, contents of the ENA, others)?

6. Methodology

6.1 Conceptual approach

The approach followed from the evaluation onset is as participative as possible. Already to draft the TOR key stakeholders were met and the draft version of the TOR was shared within WFP and with the Steering Committee in order to ensure that the evaluation provides relevant elements of information to its intended users.

The evaluation team will refer to the logical frameworks presented in the TOR and update them if proven necessary. The team will structure its analysis around the OECD DAC evaluation criteria as defined above.

In order to ensure maximum transparency of the evaluation process an evaluation matrix will be elaborated at the start in order to identify clearly which questions and sub questions as well as the indicators and sources of information. A possible way of presenting the matrix could be as follows:

Evaluation question		
Sub question	Indicator	Sources of information

However, it has to be said that sub questions and indicators might evolve during the course of the evaluation according to the data actually available as well as emerging findings leading to new interrogations.

6.2 Sources of information

The main sources of information are:

- Written documents:
 - All ENA produced within the IP available on the following website http://www.wfp.org/operations/Emergency_needs/index.asp?section=5&sub_section=6
 - Any other desk reviews and studies conducted by SENAC which would not have been posted on the website



- Evaluations of ENA from WFP but also others such as the Tsunami Evaluation Coalition Document or the analysis of ODI of ENA in Ethiopia
 - ENA Guidelines
 - Project documents, notes for the records, etc.
 - Policy documents
 - Programming documents of EMOP and PRROs (available on www.wfp.org)
 - Comments made in the Programme Review Committee (PRC) based on the ENAs
 - External review of CFSVA by DISI (2006)
 - Ongoing analysis of the linkages between ENA and programming by ODI
 - Foreseen technical evaluation of the training component
 - Good Humanitarian Donorship Initiative relevant papers
 - SPHERE
- Interviews:
 - WFP staff in ODA at HQ but also regional and national levels directly involved in undertaking ENA and/or using the results
 - WFP Staff involved in programming
 - Donors
 - Members of the advisory group
 - UN agencies directly involved in the ENA such as HCR and FAO
 - Etc.
 - Field visits: the evaluation team will undertake some case studies to assess in details an overall ENA process from the launching to the intervention itself. The purpose will not be to undertake specific programme evaluation but rather to collect information to feed into the overall evaluation exercise.
 - Survey: the interest of this survey is to collect primary data from CO on their understanding, request and use of ENA. The form this will take will be decided during the inception phase.

WFP services involved in the evaluation will ensure that all relevant documents are made available to the evaluation team in a timely manner.

6.3 Quality insurance

The main insurance quality components are as follows:

- In order to ensure constructive critics of the evaluation work, a peer review of the different documents submitted by the evaluation team is envisaged. There will be an internal peer review by OEDE as well as an external peer review. The composition of the external peer review is still to be determined.
- Respect of the norms and standards of the evaluation as established by UNEG⁷
<http://www.uneval.org/index.cfm?fuseaction=UNEG>
- Respect of methods and reporting quality criteria produced by ALNAP⁸
http://www.alnap.org/resources/quality_proforma.htm

⁷ United Nation Evaluation Group

⁸ Active Learning Network for Accountability and Performance in Humanitarian Action



7. Phases of the evaluation

Phase 0: Preparation phase

During this phase OEDE launches the evaluation process, prepares the TOR and recruit the evaluation team. As mentioned earlier this preparation work was undertaken in collaboration with key stakeholders/users in order to ensure that the evaluation focuses on the key issues and addresses requirements of the users. The draft TOR were shared with key stakeholders within WFP and the steering committee prior their finalisation.

Phase 1: Inception phase

The objective of this phase is to clarify the evaluation questions, sub questions and indicators⁹ and to finalise the evaluation methodology to address these questions, for instance the organisation of a survey.

The evaluation will establish a typology of the SENAIP outputs at the ENA level across countries, according to, namely, country profiles (crises prone countries) types of crises, types of ENA, partners involved, size of ENAs, programmes (EMOP and PRROs), etc. This typology will be used as a source of information to select ENAs to be reviewed during the desk analysis as well as the country case studies. All these elements will be put together in an inception report. This report will be shared for factual comments before its finalisation.

Phase 2: Desk analysis

On the basis of the inception report, the evaluation team will undertake an in-depth desk analysis of the documents and conduct interviews at WFP HQ as well as with donors and other key stakeholders.

Phase 3: Country case studies

The rationale behind the country case studies is to provide a better understanding of the ENA processes on the ground from the time an ENA is initiated to programming. It will also provide useful information on the linkages between the different levels (HQ, RB and CO) within WFP. All three country case studies will include combined visits to regional bureau and country office within a same region.

At the end of this phase a workshop will be organised with key stakeholders at WFP HQ level to present the main findings, conclusions and preliminary recommendations.

Phase 4: Reports

On the basis of the information collected during phase 2 and 3 the team leader will provide a technical report on the basis of the contributions made by the team members. The technical report will be circulated for factual comments before its finalisation.

A summary report will be produced for the Executive Board as well as a recommendation matrix which will also be shared before finalisation.

Phase 5: Presentation to the Executive Board and dissemination

The team leader will present the report at the EB November 2007 session. On the other hand and if relevant, a workshop/presentation could be envisaged to disseminate the results of the evaluation to the main stakeholders¹⁰.

⁹ Indicators have to be Specific Measurable Available, Reliable and Timely (SMART)

¹⁰ Funding for such a workshop has not been included in the evaluation budget.



8. Tentative timing of the evaluation

Activities/outputs	Timing
Phase 0 : preparation	
Preparation of TOR and recruitment of the team	September to December 2006
Phase 1 : Inception	
Key interviews and documents review to clarify questions and indicators and to develop the typology	(2 weeks) January 2007
= > inception report	
- Draft	25 January 2007
- Comments OEDE	27 January 2007
- Draft 2	30 January 2007
- Factual comments WFP	5 February 2007
- final version	15 February 2007
Phases 2: Desk analysis	
Analysis of documents, phone interviews, survey	February 2007
Phase 3 : Case studies	
3 country cases studies	March 2007
Workshop with WFP at HQ level: presentation of key findings, conclusions and proposed recommendations	April 2007
Phase 4 : Reporting	
Technical report	
- Draft	20 April 2007
- Comments OEDE	25 April 2007
- Draft 2	10 May 2007
- Factual comments peer review, WFP and other key stakeholders	20 May 2007
- Final version	10 June 2007
Summary report	
- Draft	20 June 2007
- Comments WFP	30 June 2007
- Final version	15 July 2007
Phase 5 : Presentation to the EB	
EB Session 2	November 2007

9. Reporting

Inception report

Must include:

- Acronyms
- Evaluation matrix
- Methodological approach
- Typology of ENA

Maximum 20 pages

Technical report

Must include:

- Acronyms



- Summary
- Background
- Presentation of the SENAIP
- Methodology followed
- Main findings
- Conclusions
- Recommendations
- Annexes: TOR, bibliography, people met, technical annexes of the country case studies, typology of ENA, etc.

The technical report (maximum 70 pages without annexes) should follow the logic developed in the TOR and the evaluation matrix. The progress made with regard to the input, output and outcome indicators proposed in the logical framework should be reported on. All conclusions and recommendations must be based on findings.

Summary report

Must include:

- Acronyms
- Summary
- Presentation of SENAIP
- Methodology
- Main findings
- Conclusions
- Recommendation matrix

The summary report is limited to 5000 words (including summary, boxes, footnotes, etc.). The recommendations must be presented in a matrix which, with the management response, cannot be longer than 2000 words.

10. Team and funding

The evaluation team is composed of 3 independent consultants.

The team leader (Nick Maunder) has already acted as evaluator and has an extensive experience in the field of vulnerability analysis, early warning systems, needs assessments and agricultural markets analysis. In addition, he has been directly involved in capacity building in the technical fields mentioned above. The team leader will have the overall responsibility of the evaluation. In this perspective, he will be expected to develop with the support of the team members the methodological approach. He will be responsible for the following outputs with contributions of the team members: the inception paper, the presentation of the findings during a workshop following the case studies, the full technical report as well as the summary report. More specifically we will focus on the issues linked to methodologies, vulnerability analysis and timeliness issues.

The second expert (Barry Riley) is also familiar with evaluations notably with WFP. He has a strong experience in food security analysis and indicators as well as in food aid needs assessments. He also has a very strong knowledge of capacity building and institutional issues. He will be more specifically responsible to analyse the accountability, transparency, capacity building and partnership issues. He will support the team leader in the preparation of the inception report and will provide inputs to the full technical reports.

The third expert (Nathan Morrow) has a sound knowledge of food security issues and needs assessments as well as practical experience in the field. He has been directly involved with vulnerability assessments and targeting in WFP but prior to the SENAIP. This experience provides him a unique background of WFP's work and institutional setting. He will collaborate with the other two experts during the whole evaluation process.



Allocations of specific tasks among team members will be finalised during the inception phase. The evaluation work will be supported by a young professional who will be in charge of developing the typology and managing the survey. It is envisaged to call upon two external peer reviewers who will be experienced in the issues dealt with by the evaluation without having been too directly linked to the IP implementation.

OEDE is in charge of funding and managing the evaluation.

Anne-Claire Luzot, Evaluation Officer, OEDE.



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex B: Persons consulted

WFP HQ

Anne-Claire Luzot (OEDE)
Wolfgang Herbinger (ODAN)
Jaimie Wickens, Paul Buffard, Hildegard Tuttinghof (ODO)
Julian Lefebvre (OEDE)
Darelene Tymo (ODAN)
Joyce Luma (ODAV)
Jan Delbaere (ODAV)
Anette Haller (ODAN)
Henk-Jan Brinkman (PDPE)
Nicole Steyer (ODAN)
Martin Bloem (PDPN)
Agnes Dhur (ODAN)
Paul Turnbull (PDPP)
Steve Omano (PDPS)
John Ayelieff (ODA)
Iain McDonald (ODAP)
Amy Suzamme Horten (ODAP)
Nicholas Crawford (PDPT)
Jose Antonio Castillo (School Feeding)
Charisse Tillman (ODAN)
Alexis Hoskins (ODAN)
Steve Omano (PD)

Steering Committee

Nana Skau (ECHO)
Neil Briscoe (DFID)
Will Whelan (USAID)

Advisory Group

James Darcy (ODI)
Thomas Schaef (GTZ)
Henri Josserand (FAO)
Luca Alinovi (FAO)
Darcy, James
Stephen Devereux (IDS)
John Hoddinott (IFPRI)
Lili Mohiddin and Chris Leather (OXFAM)
Gary Eilerts (USAID)
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77		<i>Food Security and Cross-Border Trade in the Kano–Katsina–Marandil K2M Corridor. Joint Mission Report</i>	2006 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp116588.pdf
78	WFP/FAO-SMIAR/Government of Nigeria	<i>Synthèse sur l'évaluation des disponibilités vivrières et de la sécurité alimentaire, et les perspectives pour 2005-2006</i>	2006	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp088019.pdf
79	ODAN/WFP	<i>Evaluation sur la Sécurité Alimentaire en Situation d'Urgence (EFSA) au Niger. Rapport Final</i>	2005 - 10	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp086583.pdf
80	Beekhuis G./WFP, Regional Bureau, Dakar	<i>Niger: Profile of cereal markets</i>	2005 - 08	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp082957.pdf
81	Wane B./Delbaere J./Charpentier C.	<i>Niger: Analyse de la sécurité alimentaire et de la vulnérabilité (CFSVA). Partie 1 : Rapport</i>	2005 / 09	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp089437.pdf
82	Wane B./Delbaere J./Charpentier C.	<i>Niger : Analyse de la sécurité alimentaire et de la vulnérabilité (CFSVA) Partie 2 : Annexes</i>	2005 / 09	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085652.pdf
83	Maman Y.	<i>Niger : Analyse de la sécurité alimentaire et de la vulnérabilité (CFSVA). Collecte et analyse des informations secondaires</i>	2005 / 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp082767.pdf
84	ODD	<i>Interim report: Niger – analysis of cereal markets in 2004–2005</i>	2005 - 08	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp073367.pdf
85	WFP	<i>Excerpts from the Niger Comprehensive Food Security Vulnerability Assessment (CFSVA)</i>	2005	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp073376.pdf
86	ODK	<i>Assistance to refugees and recovery operations for the most vulnerable households. PRRO 10531.0</i>	2006	http://www.wfp.org/operations/current_operations/project_docs/105310.pdf
87	WFP/FAO/UNHCR	<i>WFP/FAO/UNHCR Joint Needs Assessment – Burundi, Rwanda and Tanzania</i>	2006	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp108368.pdf
88	WFP	<i>Executive Brief: Rwanda Emergency Food Security Assessment</i>	2006 - 04	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp092659.pdf
89	WFP	<i>Rwanda Emergency Food Security Assessment</i>	2006 - 04	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp107713.pdf
90	ODJ	<i>Assistance to refugees and asylum seekers residing in camp in Namibia. PRRO 10543.0</i>	2006	http://www.wfp.org/operations/current_operations/project_docs/105430.pdf
91	ODJ	<i>Targeted Food Assistance for Orphans and Vulnerable Children in Namibia Affected by Food Insecurity and the Impact of HIV/AIDS. EMOP 10334.0</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp028143.pdf
92	WFP/UNHCR	<i>Assistance to Refugees and Asylum Seekers in Osire Camp, Namibia. UNHCR / WFP Joint Assessment Mission</i>	2006	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp115217.pdf



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94	GIEWS	<i>Afghanistan: Market Profile for Emergency Food Security Assessments</i>	2005 - 11	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp086534.pdf
95	Dufour C., Grünewald F. and Maury H., Groupe Urgence, Réhabilitation et Développement (URD)	<i>Real-time review of selected food aid programmes implemented in Afghanistan and implications for emergency food security assessments</i>	2005 - 08	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085304.pdf
96	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Afghanistan. Special Report</i>	2004 - 09	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp039134.pdf
97	ODB	<i>Recovery Assistance for Vulnerable Groups in the Democratic People's Republic of Korea. PRRO 10488.0</i>	2006 - 02	http://www.wfp.org/operations/current_operations/project_docs/104880.pdf
98	ODB	<i>Emergency Food Assistance to Vulnerable Groups in DPR Korea. EMOP 10141.2</i>	2003	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp022575.pdf
99	ODB	<i>Emergency Food Assistance to Vulnerable Groups in DPR Korea. EMOP 10141.3</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp044294.pdf
100	ODK	<i>Assistance to Refugees in Camps and Vulnerable Households among the Host Population in North-Western Tanzania. PRRO 10529</i>	2006 - 09	http://www.wfp.org/operations/current_operations/project_docs/105290.pdf
101	ODK	<i>Assistance to Drought-Affected Persons in Tanzania. EMOP 10519.0</i>	2006	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp091529.pdf
102	FSIT (Government Departments, International Agencies and NGOs)	<i>Tanzania - Rapid Vulnerability Assessment Report on Drought Affected Areas in Tanzania for the 2004-2005 Short Rains Vuli Season</i>	2005	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp073594.pdf
103	WFP/UNHCR	<i>WFP/UNHCR Joint Assessment Mission Great Lakes Region –Tanzania. Final Report</i>	2005	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp092980.pdf
104	McKinney P.	<i>Comprehensive Food Security and Vulnerability Analysis (CFSVA)</i>	2006	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085651.pdf
105	ODJ	<i>Response to recurrent natural disasters and seasonal food insecurity in Madagascar. PRRO 10442.0</i>	2006	http://www.wfp.org/operations/current_operations/project_docs/104420.pdf
106	Katholieke Universiteit	<i>Profil des marchés pour les évaluations d'urgence de la sécurité alimentaire</i>	2006 / 01	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp086538.pdf
107	WFP	<i>Comprehensive Food Security and Vulnerability Analysis (CFSVA)</i>	2005 - 09	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp108512.pdf
108	ODAN/WFP	<i>Evaluation de la sécurité alimentaire en situation d'urgence (ESASU). Evaluation indépendante dans deux régions de Madagascar: Atsimo Atsinanana et Androy.</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp088071.pdf
109	WFP	<i>Analyse de la sécurité alimentaire et de la vulnérabilité (CFSVA) Collecte et analyse des informations secondaires</i>	2005 - 12	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp082766.pdf
110	WFP/UNHCR	<i>Bangladesh - UNHCR/WFP Joint Assessment Mission, August 2006</i>	2006 - 08	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp108760.pdf



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112	DER Sub-Group	Bangladesh - DER Monsoon Flood Assessment Report, July 2004 (Draft)	2004 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp038748.pdf
113	WFP/Government of Bangladesh	The Food Security Atlas of Bangladesh	2004	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp078254.pdf
114	Country Office Bangladesh/DFID	WFP Early Warning and monitoring report 02 May 2006	2006 - 05 - 02	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp100769.pdf
115	Country Office Bangladesh/DFID	WFP Early Warning and monitoring report 16 May 2006	2006 - 05 - 16	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp100770.pdf
116	Country Office Bangladesh/DFID	WFP Early Warning and monitoring report 3 June 2006	2006 - 06 - 03	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp100771.pdf
117	Country Office Bangladesh/DFID	WFP Early Warning and monitoring report 17 June 2006	2006 - 06 - 17	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp100772.pdf
118	Country Office Bangladesh/DFID	WFP Early Warning and monitoring report 9 July 2006	2006 - 07 - 09	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp100773.pdf
119	Country Office Bangladesh/DFID	WFP Early Warning and monitoring report 17 July 2006	2006 - 07 - 17	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp100774.pdf
120	Country Office Bangladesh/DFID	Bangladesh Food Security Brief 2005	2005 - 08	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp078255.pdf
121	WFP/Government of Bangladesh	Local Estimation of Poverty and Malnutrition in Bangladesh	2004 - 05	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp033309.pdf
122	WFP	Food Security Atlas of Cambodia 2005	2005 - 12	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp099145.pdf
123	WFP/Government/BPS/AUSAID	Small Area Estimation of Nutrition Status in Indonesia	2006	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp099175.pdf
124	WFP	Flood Early Warning Bulletin #2	2004 - 01	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp035705.pdf
125	WFP/LAPAN	Early Warning Bulletin - February 2006	2006 - 02	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110713.pdf
126	WFP/LAPAN	Early Warning Bulletin -March 2006	2006 - 03	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110714.pdf
127	WFP/LAPAN	Early Warning Bulletin - April 2006	2006 - 04	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110715.pdf
128	WFP/LAPAN	Early Warning Bulletin on National Hazards - May 2006	2006 - 05	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110718.pdf
129	WFP/LAPAN	Early Warning Bulletin on National Hazards - June 2006	2006 - 06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110719.pdf
130	WFP/LAPAN	Early Warning Bulletin on National Hazards - July 2006	2006 - 07	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110720.pdf
131	WFP/LAPAN	Early Warning Bulletin on National Hazards - September 2006	2006 - 09	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110721.pdf
132	WFP/LAPAN	Early Warning Bulletin on National Hazards - October 2006	2006 - 10	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110722.pdf
133	WFP et al	WFP Post-Tsunami Emergency Needs Assessment in Aceh Province, Indonesia-2005	2005 - 10	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp108758.pdf
134	WFP/FAO	FAO/WFP Food Supply Assessment for Aceh Province and Nias Island - Indonesia - Decembre 2005	2005 - Decembre	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp083173.pdf
135	WFP/FAO	FAO/WFP FOOD SUPPLY ASSESSMENT FOR ACHE PROVINCE AND NIAS ISLAND - INDONESIA - May 2005	2005 - 05	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp065263.pdf



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137	WFP	WFP Post-Tsunami Emergency Needs Assessment in Aceh Province, Indonesia. Report	2005 - 01	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp050276.pdf
138	WFP	Tsunami Assessment Overview: Needs Assessment Updates As Of 18 January	2005 - 01	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp046341.pdf
139	Kaufmann S.	Emergency Food Needs Assessment - Post Earthquake - Simeulue Island Aceh Province. FINAL REPORT	2005 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp077915.pdf
140	Sanogo I./ Vikan S.T.	Laos - Rapid Livelihood Assessment	2006 - 08	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp108761.pdf
141	URD	Laos - Real-time Review of Selected Food Aid Programmes Implemented in Laos and Implications for Emergency Food Security Assessments	2006 - 02	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp085327.pdf
142	URD	Synthesis of real-time reviews of selected food aid programmes in Afghanistan, Colombia and Laos,	2006 - 03	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp085328.pdf
143	WFP Laos/ ODAV	Secondary Data Analysis: Lao DPR District Vulnerability Analysis - 2005 Update	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp074898.pdf
144	WFP/VAM	District Vulnerability Analysis Lao DPR: Update	2005 - 07	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp076959.pdf
145	WFP	Follow up Emergency Food Security Assessment Maldives	2005	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp083240.pdf
146	WFP	Maldives Tsunami Assessment Report	2005 - 01	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp046946.pdf
147	Food Security Analysis Unit - Somalia	Somalia - Post Gu Analysis, September 2004. Technical Series Report No IV. 2	2004 - 09	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp045631.pdf
148	WFP	Assistance to Victims of Tsunami. EMOP 10404.0	2004 - 12	http://docustore.wfp.org/stellent/groups/interanal/documents/projects/wfp044592.pdf
149	ODB	Recovery Assistance to the Disaster Prone and Vulnerable Food Insecure Communities in the Lao PDR. PRRO 10319.0	2004	http://www.wfp.org/operations/current_operations/project_docs/103190.pdf
150	Country Office Indonesia	Earthquake Affected People in Central Java. EMOP (IRA) 10526.0	2006 - 05	http://docustore.wfp.org/stellent/groups/interanal/documents/projects/wfp094875.pdf
151	ODB	Assistance to Recovery and Nutritional Rehabilitation. PRRO 10069.1	2004 - 02	http://www.wfp.org/operations/current_operations/project_docs/100691.pdf
152	Country Office Bangladesh	Immediate Assistance to Flood-Displaced Populations. EMOP (IRA) 10378.0	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp036336.pdf
153	ODB	Assistance to Flood-Affected People in Bangladesh. EMOP 10380.0	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp036974.pdf
154	ODB	Assistance to the Refugees from Myanmar. PRRO 10045.3	2005	http://www.wfp.org/operations/current_operations/project_docs/100453.pdf
155	ODB	Assisting People in Crisis. PRRO 10305.0	2004 - 02	http://www.wfp.org/operations/current_operations/project_docs/103050.pdf
156	Haan N., Majid N.and Darcy J. (HPG - ODI)	Ethiopia - A Review of Emergency Food Security Assessment Practice in Ethiopia	2006 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp083300.pdf
157	WFP/FAO	Ethiopia - Crop and Food Supply Assessment Mission	2005 - 11	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp087670.pdf
158	WFP/FAO	Ethiopia, FAO/WFP Crop and Food Supply Assessment Mission	2005 - 01	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp046475.pdf



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159	Disaster Prevention and Preparedness Commission	<i>Ethiopia, Belg FS report. Impact of the 2004 Belg Harvest and the GU Rain in the Pastoral Areas on Food Availability</i>	2004 - 08	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp041015.pdf
160	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Ethiopia</i>	2004 - 01	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp035834.pdf
161	Disaster Prevention and Preparedness Commission	<i>Ethiopia - Meher Assessment: Food Supply Prospect 2006 (EWS)</i>	2006 - 01	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp108762.pdf
162	ODK	<i>Food Assistance to Sudanese, Somali, and Eritrean Refugees. PRRO 10127.2</i>	2006	http://www.wfp.org/operations/current_operations/project_docs/101272.pdf
163	ODK	<i>Food Assistance to Somali, Sudanese and Eritrean Refugees. PRRO 10127.1</i>	2004 - 05	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp029989.pdf
164	ODK	<i>Relief Food Assistance to Small Scale Farmers and Drought-Affected Pastoralists. EMOP 10030.3</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp031963.pdf
165	ODK	<i>Enabling Livelihood Protection and Promotion. PRRO 10362.0</i>	2004 - 10	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp037890.pdf
166	ODK	<i>Relief Food Assistance for Ethiopians Internally Displaced by the Ethiopia-Eritrea Border Conflict.EMOP 10197.1</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp031457.pdf
167	ODK	<i>Food Assistance to Malnourished and Food-Insecure Populations. PRRO 10192.1</i>	2005 - 06	http://www.wfp.org/operations/current_operations/project_docs/101921.pdf
168	ODK	<i>Emergency Food Assistance to Victims of Crop Failure due to Drought. EMOP 10261.01</i>	2004 - 06	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp035198.pdf
169	Country Office Eritrea	<i>Eritrea - Country Office Early Warning Alert Sheet</i>	2005 - 08	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp074059.pdf
170	WFP/FAO	<i>Eritrea - FAO/WFP Crop and Food Supply Assessment Mission</i>	2005 - 01	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp045540.pdf
171	Food Security Analysis Unit - Somalia	<i>Somalia - FSAU Post Gu Analysis. Technical Series Report No V. 9 September 15, 2006</i>	2006 - 09	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp116550.pdf
172	Niazi A.	<i>Somalia - Joint Needs Assessment: Food Security and Nutrition Subcluster Report. Basic Social Services and Protection of Vulnerable Groups</i>	2006 - 04	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp092965.pdf
173	Food Security Analysis Unit - Somalia	<i>Somalia - FSAU Post Gu Analysis 2005. Technical Series Report No IV. 7. 13 September, 2005.</i>	2005 - 09	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp093793.pdf
174	Food Security Analysis Unit - Somalia	<i>Somalia - FSAU Post Gu Analysis 2005. Technical Series Report No IV. 7. Report No IV. 8 22 February, 2006</i>	2006 - 02	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp089771.pdf
175	ODK	<i>Food Aid for Relief and Recovery in Somalia. PRRO 10191.00</i>	2002 - 10	http://www.wfp.org/operations/current_operations/project_docs/101910.pdf
176	OEDE	<i>A Report from the Office of Evaluation. Full Report of the Evaluation of the PRRO 10191.00 – Food Aid for Relief and Recovery in Somalia</i>	2006 - 04	http://documents.wfp.org/stellent/groups/public/documents/reports/wfp094611.pdf
177	ODK	<i>Food Aid for Relief and Protection of Livelihoods. Prro 10191.1</i>	2006 - 06	http://www.wfp.org/operations/current_operations/project_docs/101911.pdf
178	ODD	<i>Strengthening of the Means of Subsistence of Drought-Affected Populations. PRRO 10359.0</i>	2004 - 10	http://www.wfp.org/operations/current_operations/project_docs/103590.pdf
179	Beekhuis G., Yéro N. and Mamadou A.	<i>Mauritania - Profile of cereal and livestock markets, Implications for food security</i>	2006 - 09	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp109467.pdf



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181	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Mauritania with Special Focus on Losses due to the Desert Locust</i>	2004 - 12	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp043775.pdf
182	ODAV	<i>Analyse de la vulnérabilité à l'insécurité alimentaire dans les zones affectées par le péril acridien. Rapport Provisoire</i>	2004 - 11	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp048818.pdf
183	Nyberg J.- WFP Regional Bureau Middle East, Central Asia and Eastern Europe	<i>Pakistan - Market Assessment Earthquake Affected Areas</i>	2005 - 12	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp084203.pdf
184	WFP/UNICEF	<i>Pakistan Earthquake - Joint WFP/UNICEF Rapid Emergency Food Security and Nutrition Assessment</i>	2005 - 11	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp080934.pdf
185	Pakistan Country Office	<i>Early Warning Report, NO.6/2004 for Pakistan 1-31 January 2004</i>		http://documents.wfp.org/stellent/groups/public/documents/vam/wfp033838.pdf
186	WFP/FAO	<i>République Démocratique du Congo - Evaluation conjointe des besoins en République Démocratique du Congo</i>	2006 - 09/10	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp113335.pdf
187	ODAN/WFP	<i>République démocratique du Congo - Evaluation indépendante de la sécurité alimentaire en république Démocratique du Congo. Enquête sur la sécurité alimentaire et la nutrition dans les régions de l'Ituri, du Nord et Sud Kivu, du Maniema et du Nord Katanga</i>	2005 - 06	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp089715.pdf
188	Tollens E. et Biloso A. (Katholieke Universiteit Leuven)	<i>République Démocratique du Congo: Profil des marchés pour les évaluations d'urgence en sécurité alimentaire</i>	2006 - 01	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp085224.pdf
189	Martini M.	<i>Republique Democratique du Congo - Analyse de la securite alimentaire et de la vulnerabilite - Collecte et analyse des informations secondaires,</i>	2005 - 12	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp084947.pdf
190	ODB	<i>Post Earthquake Relief and Recovery Operation—South Asia. PRRO 10504.0</i>	2006 - 02	http://www.wfp.org/operations/current_operations/project_docs/105040.pdf
191	Country Office Pakistan	<i>Assistance to Floods Affectedes in Balochistan, Nwfp, Ajk and Nas. EMOP (IR) 10420.0</i>	2005 - 02	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp048231.pdf
192	Country Office Pakistan	<i>Assistance to Floods Affectedes in Peshawar, Nowshera and Charsadda Districts (North West Frontier Provinces) and Ghange, Ghizer and Gilgit Districts (Northern Areas). EMOP (IR) 10472.0</i>	2005 - 07	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp074668.pdf
193	Country Office Pakistan	<i>Pakistan Earthquake Immediate Response. EMOP (IR) 10490.0</i>	2005 - 10	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp090022.pdf
194	ODB	<i>Food Assistance to Affected Persons – South Asia Earthquake. EMOP 10491.0</i>	2005	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp078546.pdf
195	ODB	<i>Assistance to Afghan Refugees in Pakistan. PRRO 10344.0</i>	2004 - 05	http://www.wfp.org/eb/docs/2004/wfp029998~2.pdf
196	ODK	<i>Protracted Relief and Recovery Operation for Populations Affected by Armed Conflict. PRRO 10288.0</i>	2003 - 10	http://www.wfp.org/operations/current_operations/project_docs/102880.pdf



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197	ODJ	<i>Food Assistance for Education and Health in ConflictAffected Communities of Angola. PRRO 10433.0</i>	2006 - 02	http://www.wfp.org/operations/current_operations/project_docs/104330.pdf
198	Verelst L., Kenefick E. (Regional VAM/WFP Johannesburg)	<i>Angola - Comprehensive Food Security and Vulnerability Analysis</i>	2005 - 10	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp082765.pdf
199	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Angola Emergency Needs Assessment Document</i>	2004 - 08	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp038216.pdf
200	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Angola</i>	2006 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp099481.pdf
201	WFP/VAM Country Office Angola	<i>Vulnerability Analysis and Food Aid Working Group Chaired by WFP/VAM Unit. Vulnerability Assessment 2004</i>	2006 - 06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp034757.pdf
202	WFP/FAO/OIKOS/ WORLD VISION/CIC/ FEWS- NET/ CONCERN	<i>Assessment of rainfall impact on crop production. Smallholder Sector Huambo</i>	2004 - 02	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp029263.pdf
203	WFP/FAO/ CONCERN/ OIKOS/ World Vision	<i>Impact of rainfall on food security in Huambo. Smallholder Sector Analysis</i>	2004 - 02	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp029264.pdf
204	WFP/FEWS- NET	<i>FEWS-WFP Food Security Update. Warning: Urgent Action Required. Issued: March 2004. Huambo: Crop Failure Threatens the Food Security of more than 300,000 Smallholder Farmers</i>	2004 - 03	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp033540.pdf
205	WFP/FEWS- NET	<i>FEWS-WFP Food Security Update, April 2004</i>	2004 - 04	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp033546.pdf
206	WFP	<i>Synthesis of Impact of Drought in Afghanistan. November 2006</i>	2007- 01	http://spa.wfp.org/apps/prod/SPA4/SPA4MAIN.nsf/a68afb79413eaad1c1256b5d00513609/797dedb79eeae19541257266000ef151/\$FILE/Afghanistan%20synthesis-%20Drought%20impact%202006%20FINAL%2017January2007.pdf
207	MEASURE DHS ORC Macro Calverton, Maryland, USA	<i>Rwanda Enquête Démographique et de Santé 2005. Rapport Préliminaire</i>	2005 - 10	http://spa.wfp.org/apps/prod/SPA4/SPA4MAIN.nsf/AllByID/B79446CBFE076F1C12571E700429FD0/\$file/Demography-Health-2005.pdf
208	WFP/FAO/ UNI CEF	<i>Executive Brief on Sri Lanka (Jaffna) Rapid Food and Nutrition Survey. Food and Nutrition Survey. Emergency Rapid Assessment in Jaffna, Sri Lanka</i>	2006 - 11	http://spa.wfp.org/apps/prod/SPA4/SPA4MAIN.nsf/AllByID/BA2B5C1825236D764125727B00384647/\$file/FINAL+Jaffna+executive+summary+2006.pdf
209	WFP/FAO/ UNHCR	<i>Joint WFP/FAO/UNHCR Needs Assessment – PRRO Burundi, Rwanda and Tanzania. 18 March to 8 April 2006</i>	2006 - 10	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp108368.pdf
210	ODK	<i>Support for the Stabilization and Recovery of Burundi: Protecting and Creating Livelihoods while Improving the Nutritional Status of the most Vulnerable. PRRO 10528.0</i>	2006 - 11	http://www.wfp.org/operations/current_operations/project_docs/105280.pdf



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211	Government of Burundi	<i>Evaluation des Recoltes des Approvisionnements Alimentaires et de la Situation Nutritionnelle. Saison 2006A</i>		http://documents.wfp.org/stellent/groups/public/documents/ena/wfp097892.pdf
212	WFP/FAO/UNI CEF/OCHA/US AID/EC/NGOs	<i>Burundi - Bulletin du systeme d'alerte precoce et de surveillance de la securite alimentaire (SAP-SSA). Bulletin n. 39/September 2005</i>	2005 - 10	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085188.pdf
213	WFP/UNHCR	<i>Burundi - WFP/UNHCR Report of the Joint Assessment Mission of the Congolese Refugees in Burundi</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp083191.pdf
214	WFP Country Office Burundi/WFP-VAM Rome	<i>Burundi - Food Security and Vulnerability Analysis Report. Conducted in July-August 2004</i>	2004 - 12	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp048581.pdf
215	ODK	<i>Food assistance to drought-affected people in Kenya. EMOP 10374.0</i>	2004	http://www.wfp.org/operations/current_operations/project_docs/103740.pdf
216	ODK	<i>Food Assistance to Somali and Sudanese Refugees. PRRO 10258.1</i>	2005 - 06	http://www.wfp.org/operations/current_operations/project_docs/102581.pdf
217	Kenya Food Security Steering Group/ Government of Kenya	<i>Kenya - Short Rains Assessment Report 2005. Consolidated Inter-Agency Report. Kenya Food Security Steering Group (KFSSG)</i>	2006 - 02	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp087348.pdf
218	Ochola S.	<i>Report of the Food Consumption Survey in Dadaab and Kakuma Refugee Camps</i>	2004 - 03	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp046711.pdf
219	WFP/UNHCR	<i>Report of the Joint Assessment Mission to Kenya 23 September to 9 October 2002</i>	2002	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp037614.pdf
220	Kenya Food Security Steering Group	<i>Kenya - Long Rains Assessment Report 2005. Consolidated Inter-Agency Report. Kenya Food Security Steering Group (KFSSG)</i>	2005 - 08	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp083955.pdf
221	Kenya Food Security Steering Group	<i>Kenya - Short Rains Assessment Report 2005. Consolidated Inter-Agency Report. Kenya Food Security Steering Group (KFSSG)</i>	2005 - 02	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp050180.pdf
222	Kenya Food Security Steering Group	<i>Rapid Long Rains Assessment 2004: Consolidated Inter-Agency Report, Kenya Emergency Food Needs Assessment. Kenya Food Security Steering Group (KFSSG), June 2004 (Final Report as at 14th July 2004)</i>	2004 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp036522.pdf
223	Kenya Food Security Steering Group	<i>Short Rains Assessment 2004: Consolidated Inter-Agency Report. Kenya Food Security Steering Group (KFSSG)</i>	2004 - 03	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp036245.pdf
224	ODC	<i>Assistance to Non-Refugee Palestinians. PRRO 10387.0</i>	2005 - 06	http://www.wfp.org/operations/current_operations/project_docs/103870.pdf
225	Nyberg J./WFP Regional Bureau Cairo Egypt	<i>Occupied Palestinian Territory - Market Assessment, June 2006</i>	2006 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp106177.pdf
226	WFP Country Office (VAM/M&E UNIT)	<i>Emergency Food Security Needs Assessment Report</i>	2004 - 06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp042252.pdf
227	WFP	<i>Emergency Food Security Update June 2006</i>	2006 - 06	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp108759.pdf
228	WFP Country Office (VAM/M&E Unit)	<i>Emergency Food Security Needs Assessment 2004 Update Assessment</i>	2004 - 06	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp036508.pdf



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230	ODC	<i>Support to the Palestinian population affected by the conflict. EMOP 10190.2</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp035643.pdf
231	ODJ	<i>Assistance to Populations in Southern Africa Vulnerable to Food Insecurity and the Impact of AIDS. PRRO 10310.0</i>	2004 - 10	http://www.wfp.org/operations/current_operations/project_docs/103100.pdf
232	ODD	<i>Assistance to IDPs in Togo and refugees in Benin and Ghana. Togo Crisis Regional EMOP 10465.0</i>	2005	http://www.wfp.org/operations/current_operations/project_docs/104650.pdf
233	ODD	<i>Post-Conflict Transition in the West Africa Coastal Region. PRRO West Africa Coastal 10064.3</i>	2004 - 10	http://www.wfp.org/operations/current_operations/project_docs/100643.pdf
234	ODD	<i>Response to the Côte d'Ivoire Crisis and Its Regional Impact in Burkina Faso, Côte d'Ivoire, Ghana and Mali. PRRO 10372.0</i>	2004 - 10	http://www.wfp.org/operations/current_operations/project_docs/103720.pdf
235	Terpend N.	<i>Afrique de l'Ouest: Bilan des connaissances sur le commerce et les marchés impliqués dans la sécurité alimentaire</i>	2006 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp099369.pdf
236	WFP/UNHCR	<i>UNHCR / WFP Joint Assessment Mission: Togolese refugees in Benin and Ghana and IDPs in Togo (26 January – 8 February 2006)</i>	2006 - 02	http://docustore.wfp.org/stellent/groups/wfp/documents/ena/wfp115216.pdf
237	ODB	<i>Emergency Food Assistance to Ex-Poppy Farmers in Northern Shan State, Myanmar. EMOP 10345.0</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp028160.pdf
238	ODB	<i>Emergency Food Assistance to Vulnerable Families in Shan State, Myanmar. EMOP 10345.1</i>	2005	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp067561.pdf
239	ODB	<i>Assistance to Returnees and Vulnerable Groups in Northern Rakhine State and Magway Division (Dry Zone) of Myanmar. PRRO 10066.2</i>	2004 - 05	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp029981.pdf
240	ODB	<i>Assistance to vulnerable families. PRRO 10066.3</i>	2006 - 11	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp105315.pdf
241	WFP/National Nutrition Center - Ministry of Health	<i>Nutrition Survey in WFP Project Areas in Magway, Lashi, Kokang and Wa</i>	2005 - 04/06	http://spa.wfp.org/apps/prod/SPA4/SPA4MAIN.nsf/a68afb79413eaad1c1256b5d00513609/da645a2ce64f5cebc12571aa003aa2db/\$FILE/tempNutrition%20Survey%20report.pdf
242	WFP	<i>Myanmar Tsunami Assessment Report. Impact of the Tsunami on the Lives and Livelihood of People in Myanmar with Special Focus on Labutta Township, Ayeyarwaddy Division</i>	2005 - 01	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp047016.pdf
243	ODB	<i>Food assistance to drought affected populations of mid-west and far-west Nepal. EMOP 10523.0</i>	2006 - 06/09	http://www.wfp.org/operations/current_operations/project_docs/105230.pdf
244	WFP	<i>Emergency Food Security Assessment (EFSA) Far-west and Mid-west drought – Nepal. Draft Report</i>	2006 - 05	http://spa.wfp.org/apps/prod/SPA4/SPA4MAIN.nsf/a68afb79413eaad1c1256b5d00513609/5cbf59d2888c22f1c125717200420a49/\$FILE/tempNEP_EFSA_report_maps_200605.pdf
245	Country Office Nepal	<i>Food assistance for populations affected by flooding in mid-west and far-west Nepal. EMOP (IR)10545.0</i>	2006 - 09	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp104034.pdf
246	WFP/UNHCR	<i>Nepal - UNHCR/WFP Joint Assessment Mission. Assistance to Bhutanese Refugees in Nepal</i>	2006 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp109751.pdf



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247	ODAV/SENAC	<i>Comprehensive Food Security and Vulnerability Analysis (CFSVA)</i>	2005 - 09	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085654.pdf
248	WFP	<i>Rapid Assessment of Internal Migration, Nepal</i>	2005 - 03	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp050355.pdf
249	WFP	<i>Crop Situation Update August 2006, issue 1</i>	2006 - 08	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110710.pdf
250	WFP	<i>Crop Situation Update September 2006, issue 2</i>	2006 - 09	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110711.pdf
251	WFP	<i>Crop Situation Update October 2006, Issue 3</i>	2006 - 10	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110712.pdf
252	WFP	<i>Food Security Bulletin #12, March - April 2006</i>	2006 - 03/04	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp094559.pdf
253	WFP	<i>Food Security Bulletin #12, January - February 2006</i>	2006 - 01/02	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp091311.pdf
254	WFP	<i>Food Security Bulletin #11 - October-December 2005</i>	2005 - 10/12	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp085076.pdf
255	WFP	<i>Food Security Bulletin #10 - May-June 2005</i>	2005 - 05/06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp073968.pdf
256	WFP	<i>Food Security Bulletin #9 - March-April 2005</i>	2005 - 03/04	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp068946.pdf
257	WFP	<i>Food Security Bulletin #4 - May-June 2004</i>	2004 - 05/06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp049206.pdf
258	WFP	<i>Food Security Bulletin #5 - July-August 2004</i>	2004 - 07/08	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp049207.pdf
259	WFP	<i>Food Security Bulletin #6 - September-October 2004</i>	2004 - 09/10	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp049208.pdf
260	WFP	<i>Food Security Bulletin #7 - November-December 2004</i>	2004 - 11/12	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp049209.pdf
261	WFP	<i>Food Security Bulletin No 8 Jan-Feb 2005</i>	2005 - 01/02	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp050354.pdf
262	WFP, Nepal CBS and the World Bank	<i>Small Area Estimation of Poverty, Caloric Intake and Malnutrition in Nepal</i>	2006 - 09	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110724.pdf
263	WFP	<i>Food Security Bulletin #15 - October 2006</i>	2006 - 10	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp110735.pdf
264	FAO	<i>Tajikistan - Market Profile for Emergency Food Security Assessments</i>	2005 - 12	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085164.pdf
265	WFP/ODAV	<i>Household Food Security and Vulnerability Survey in Rural Tajikistan</i>	2005 - 07	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp067869.pdf
266	Levy K., Prince A. – Groupe Urgence, Réhabilitation et Développement (URD)	<i>Estudio de situación de programas alimentarios y no alimentarios seleccionados e implicaciones para el diagnóstico de seguridad alimentaria en situación de emergencia (Real-time Review of Selected Food Aid Programmes Implemented in Colombia and Implications for Emergency Food Security Assessments)</i>	2006 - 01	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085313.pdf
267	URD	<i>Synthesis of real-time reviews of selected food aid programmes in Afghanistan, Colombia and Laos, March 2006</i>	2006 - 03	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085328.pdf
268	WFP Country Office Colombia/ICRC Colombia	<i>Colombia - WFP/ICRC Joint IDP Survey. Identifying Food and non-Food Needs of the Internally Displaced. December 2004</i>	2004 - 12	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp045242.pdf
269	WFP/GTZ/BIE NESTAR FAMILIAR	<i>Análisis de la vulnerabilidad alimentaria de hogares desplazados y no desplazados: un estudio de caso en Bogotá, D.C.</i>		http://documents.wfp.org/stellent/groups/public/documents/vam/wfp094741.pdf



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270	Dr.Kievelitz U., Leonhardt M., Schaf T., Vorwerk S.	Enhancing Multilateral Post-Conflict Needs Assessment (PCNA): Lessons Learned from East Timor, Afghanistan, Sri Lanka, Iraq and Liberia. Working Paper No. 10 on behalf of the World Bank and UNDP	2004 - 02	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp036154.pdf
271	Country Office Iraq- VAM/MOPDC- CSO-MOH-NRI	<i>Baseline Food Security Analysis in Iraq</i>	2004 - 09	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp042245.pdf
272	WFP	<i>Haiti - SAP SAP Bulletin de la securite alimentaire - Nord-est, Issue 1, Decembre 2005 - Janvier 2006</i>	2006 - 01	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp088543.pdf
273	WFP	<i>Haiti - SAP SAP. Bulletin de la securite alimentaire - Nord, Issue 1, Decembre 2005 - Janvier 2006</i>	2006 - 01	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085659.pdf
274	WFP	<i>Haiti - SAP SAP Bulletin de la securite alimentaire - Nord et Nord-est, Issue 2 Janvier - Juin 2006</i>	2006 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp104654.pdf
275	WFP	<i>Haiti - SAP SAP Bulletin de la securite alimentaire - Nord et Nord-est, Issue 4 Septembre - October 2006</i>	2006 - 11	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp113678.pdf
276	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Haiti</i>	2005 - 01	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp045244.pdf
277	WFP	<i>Haiti: Planning of Protracted Relief Assistance Using Food Security Parameters. DRAFT</i>	2004 - 02	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp036280.pdf
278	Country Office Haiti/ VAM	<i>Food Security and Vulnerability Analysis Report (September -October 2004)</i>	2005 - 05	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp055441.pdf
279	Dhur A., Lovon M., Bottone R.	<i>Guatemala - Evaluacion de la Seguridad Alimentaria y Medios de la Vida e Impacto de la Tormenta Stan</i>	2006 - 04	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp098504.pdf
280	GIEWS	<i>Guatemala - Market Profile for Emergency Food Security Assessments</i>	2005 - 12	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp086536.pdf
281	WFP/UNICEF/P NUD/VNU/MA GA/FIS/FONAP AZ	<i>Guatemala - Evaluacion rapida del impacto de la tormenta stan en Guatemala</i>	2005 - 10	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp083123.pdf
282	WFP	<i>Guatemala - Evaluacion de las Condiciones de Seguridad Alimentaria y Nutricional en Comunidades de Guatemala del Ambito del Programa OPSR 10212</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp070366.pdf
283	WFP Country Office Mali/ UNICEF-Mali	<i>Analyse de la sécurité alimentaire et de la vulnérabilité (CFSVA) Données de décembre 2005</i>	2006 - 12	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp085442.pdf
284	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Mali with Special Focus on Losses due to Desert Locust</i>	2004 - 12	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp043774.pdf
285	WFP/SAP	<i>Suivi de la Securite Alimentaire a travers les Sites Sentinelles Resultats du 1er Passage des Enquetes. Analyse et Cartographie de la Vulnérabilité. Rapport provisoire. (SAP)</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp075183.pdf
286	WFP/ODAV	<i>Mali, 2004 Desert Locust Infestation - Vulnerability and Impact Assessment at the Household Level</i>	2004 - 10	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp048820.pdf



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287	WFP/UNHCR/B AFIA	<i>Iran - UNHCR/WFP Joint Assessment Mission. Camp-based Refugees in Iran 26 April to 8 May 2006</i>	2006 - 04	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp109464.pdf
288	WFP Country Office Iran/WFP Country Office Afghanistan/WF P-VAM Rome	<i>Food Security and Livelihoods Vulnerability Analysis of Afghan and Iraqi Kurd Refugee Households Encamped in Iran. Conducted in December 2003</i>	2004 - 06	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp048587.pdf
289	WFP et al	<i>Guinée Bissau - Evaluation de la Sécurité Alimentaire en Situation d'Urgence (ESASU), Régions de Tomboli et de Quinara Juin 2006</i>	2006 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp102104.pdf
290	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Senegal</i>	2004 - 12	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp043777.pdf
291	WFP Country Office Azerbaijan/ WFP VAM Rome	<i>Azerbaijan - Food Security and Nutrition Survey. conducted in September-October 2004</i>	2005 - 02	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp048545.pdf
292	WFP/UNHCR	<i>Joint WFP-UNHCR Assessment Mission to Algeria: Main Finding and Provisional Recommendations</i>	2004	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp036323.pdf
293	WFP Country Office Georgia - VAM Unit	<i>Household Food Economy Assessment of the Rural Population in Georgia (Pre-Harvest Survey). Final Report</i>	2004 - 12	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp049443.pdf
294	Regional Bureau for Middle East, Central Asia and Eastern Europe Cairo, Egypt	<i>Lebanon - Rapid Food Security Assessment, August 2006</i>	2006	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp104989.pdf
295	WFP/WHO/UNI CEF/OCHA/UN DP	<i>Kyrgyzstan - Risk, Vulnerability and Livelihood Protection in Kyrgyzstan; Report of Inter Agency Mission</i>	2005 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp083416.pdf
296	Government of Bolivia	<i>Joint rapid EFSA to Chaco, Bolivia.</i>	2004 - 09	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp040878.pdf
297	WFP/FAO/MIN ADER	<i>Cameroun - Rapport de mission d'évaluation déficit alimentaire dans la province de l'extreme-Nord au Cameroun</i>	2005 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp083127.pdf
298	WFP/UNHCR	<i>Malawi - UNHCR/WFP Joint Assessment Mission, Review of Assistance to Refugees in Malawi</i>	2006 - 01	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp106176.pdf
299	WFP/FAO	<i>Malawi - FAO/WFP Crop and Food Supply Assessment Mission, June 2005</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp068083.pdf
300	WFP/FAO	<i>Malawi - FAO/WFP Crop and Food Supply Assessment Mission, July 2004</i>	2004 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp036503.pdf
301	WFP/Save the Children/FEWS- NET/Governme nt of Malawi VAC	<i>Malawi VAC Food Security Monitoring Report</i>	2004 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp039858.pdf
302	WFP-Regional Bureau for West Africa/UNHCR	<i>Gambia - UNHCR/WFP Joint Assessment Mission: Senegalese Refugee Influx into the Western Division of the Gambia</i>	2006 - 09	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp116425.pdf
303	WFP Regional Bureau for West Africa, Dakar	<i>Benin - Re-Assessment: Togolese Refugees and Returnees, November 2006 (Review and Extension of Regional EMOP 10465.0(BENIN / TOGO) Final report</i>	2006 - 11	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp116570.pdf



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ID	Creator	Title	Date	URL
304	WFP	<i>Togo - Joint Rapid Food Security Assessment (Consolidated Report), May 2005</i>	2005 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp069382.pdf
305	WFP-Regional Bureau for West Africa, Dakar/UNHCR	<i>Ghana - UNHCR/WFP Joint Assessment Mission, Ghana : Buduburam and Krisan camps. Final Report.</i>	2006 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp105272.pdf
306	WFP Country Office Ghana/University for Development Studies – Tamale, Ghana/WFP-VAM Rome	<i>Food Security and Vulnerability Analysis in Five Regions of Ghana. Conducted in March 2004</i>	2004 - 12	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp048592.pdf
307	WFP/ODAN	<i>Ecuador - Evaluacion independiente de la seguridad alimentaria en el Ecuador. Estudio sobre la seguridad alimentaria y la nutrición en las provincias de Lago Agrio, Ibarra, Pichincha y Quito</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp099424.pdf
308	WFP/UNHCR	<i>Joint WFP-UNHCR Assessment Mission to Ecuador. Evaluation on the Situation and Needs of Refugees. Evaluation Report.Executive Summary</i>	2004 - 03	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp099424.pdf
309	WFP Country Office Nicaragua/WFP – ODAV (VAM) Rome	<i>Food Security and Livelihoods Survey in the Autonomous Atlantic Regions.Nicaragua. Conducted in February-March 2005</i>	2005 - 07	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp073961.pdf
310	WFP	<i>Food Security Assessment & Phase Classification Pilot</i>	2006 - 12	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp117428.pdf
311	ODK	<i>Food Assistance to Somali and Ethiopian Refugees. PRRO 10283.1</i>	2005 - 11	http://www.wfp.org/operations/current_operations/project_docs/102831.pdf
312	ODC	<i>Assistance to Western Saharan Refugees PRRO 10172.1</i>	2005 - 05	http://www.wfp.org/operations/current_operations/project_docs/101721.pdf
313	ODD	<i>Reversing growing undernutrition in food insecure regions. PRRO 10541.0</i>		http://www.wfp.org/operations/current_operations/project_docs/105410.pdf
314	ODDY	<i>Assistance to Populations Affected by Armed Conflicts in the Central African Republic. PRRO 10189.1</i>		http://www.wfp.org/operations/current_operations/project_docs/101891.pdf
315	ODK	<i>Assistance to Populations Affected by Conflicts PRRO 10312.0</i>	2004 - 02	http://www.wfp.org/operations/current_operations/project_docs/103120.pdf
316	ODD	<i>Post Conflict Relief and Rehabilitation in Guinea Bissau PRRO 10148.2</i>		http://www.wfp.org/operations/current_operations/project_docs/101482.pdf
317	ODJ	<i>Food Assistance for Refugees in Malawi PRRO 10309.1</i>		http://www.wfp.org/operations/current_operations/project_docs/103091.pdf
318	ODD	<i>Fighting malnutrition and strengthening the means of subsistence of vulnerable populations in the North of Mali. PRRO 10452.0</i>		http://www.wfp.org/operations/current_operations/project_docs/104520.pdf
319	ODD	<i>Post-Conflict Relief and Rehabilitation in the Casamance PRRO 10188.1</i>	2004 - 10	http://www.wfp.org/operations/current_operations/project_docs/101881.pdf
320	ODPC	<i>Assistance to Persons Displaced by Violence PRRO 10366.0</i>	2005 / 01-02	http://www.wfp.org/operations/current_operations/project_docs/103660.pdf
321	Human Development Team	<i>Joint Need Assessment for Conflict-Affected Areas in Mindanao: Human Development Sector. Integrated Report</i>	2004 - 12	http://spa.wfp.org/apps/prod/SPA4/SPA4Main.nsf/a68afb79413eaad1c1256b5d00513609/b20285ec9a5fd2c6412570cb00509281/\$FILE/tempMindanao_JointNeedsAssessment_2005.pdf



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322	ODPC	<i>Regional Emergency Preparedness Operation to Pre-position High Energy Biscuits Latin America and the Caribbean. EMOP Regional Operation 10487.0</i>		http://www.wfp.org/operations/current_operations/project_docs/104870.pdf
323	ODK	<i>Emergency Food Assistance to Victims of Drought EMOP 10448.0</i>	2005	http://www.wfp.org/operations/current_operations/project_docs/104480.pdf
324	ODPC	<i>Assistance to highly food-insecure flood victims EMOP 10517.0</i>		http://www.wfp.org/operations/current_operations/project_docs/105170.pdf
325	ODPC	<i>Immediate Assistance to Flood Victims in Bolivia EMOP IR 10587.0</i>	2007 - 02	http://www.wfp.org/operations/current_operations/project_docs/105870.pdf
326	ODPC	<i>Food Assistance for the Refugee Population Affected by the Armed Conflict in Colombia EMOP 10381.0</i>		http://www.wfp.org/operations/current_operations/project_docs/103810.pdf
327	ODPC	<i>Assistance to the Food Insecure Population Affected by Hurricane Stan EMOP 10497.0</i>		http://www.wfp.org/operations/current_operations/project_docs/104970.pdf
328	ODPC	<i>Assistance To Flood Victims in Northeastern Peru IR EMOP 10585.0</i>	2007 - 01	http://www.wfp.org/operations/current_operations/project_docs/105850.pdf
329	ODPC	<i>Recovery and Prevention of Malnutrition for Vulnerable Groups PRRO 10457.0</i>	2005 - 11	http://www.wfp.org/operations/current_operations/project_docs/104570.pdf
330	WFP	<i>Mission d'Évaluation de la Sécurité Alimentaire Populations Déplacées de l'Est du Ouaddai. Draft</i>	2006 - 04/05	
331	Ministère de l'Intérieur et de la Décentralisation ONARS	<i>L'évaluation rapide multisectorielle et multipartenaires de l'impact de la sécheresse à Djibouti</i>	2006 - 02	
332	WFP/UNHCR	<i>UNHCR / WFP Joint Assessment Mission For Liberian and Guinean Refugees in Guinea (July 10-17, 2006). Final Report</i>	2006 - 08	
333	Callanan A.	<i>Join Assessment Mission, Kenya (Draft)</i>	2006 - 10	
334	Kenya Food Security Steering Group	<i>KFSSG Long Rains Assessment Report September 2006</i>	2006 - 09	
335	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Mozambique</i>	2004 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp036504.pdf
336	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Mozambique</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp068084.pdf
337	WFP	<i>Rapid Food Security Assessment. Nampula – Cabo Delgado</i>	2006 - 03	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp118045.pdf
338	WFP	<i>Emergency Food Security Assessment (EFSA) Far-west and Mid-west drought – Nepal Final Report</i>	2006 -06	
339	WFP Country Office Nepal/ UNHCR	<i>The WFP/UNHCR Joint Assessment Mission for Assistance to Bhutanese Refugees in Nepal. Draft Report (2004)</i>	2004 - 12	
340	WFP Country Office Nepal/ UNHCR	<i>The WFP/UNHCR Joint Assessment Mission for Assistance to Bhutanese Refugees in Nepal. Draft Report (2006)</i>	2006	
341	Government of Niger	<i>Enquete sur la Conjoncture et la Vulnerabilite Alimentaire des Menages</i>	2006 - 07	
342	WFP Country Office Pakistan - VAM Unit	<i>Post-Earthquake Rapid Food Security Assessment</i>	2006 - 03	



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343	Oman A.	<i>Rwanda Joint Assessment Mission (JAM). Review of Assistance to Burundian and Congolese Refugees in Rwanda. 2 December – 12 December 2006 (Draft)</i>	2006	
344	WFP/UNHCR	<i>Report of UNHCR /WFP. Joint Assessment Mission For Liberian Refugees in Sierra Leone (June 30 – July 10, 2006) (Draft)</i>	2006 - 08	
345	WFP	<i>Emergency Food Security Assessment. The Vanni, Sri Lanka (Draft)</i>	2006 - 10	
346	WFP/FAO/UNI CEF/Save the Children	<i>Sri Lanka South kordofan survey report 2006</i>	2006	
347	Lovon M., Regional Assessment Officer, Regional Bureau Panama/Grimm J., Emergency Officer, WFP Office, Barbados	<i>Initial Food Security Assessment in the areas affected by flooding in Suriname (Draft)</i>	2006 - 05	
348	WFP/UNICEF/ UNHCR	<i>Assessment on the Situation of Iraqi Refugees in Syria. (Draft)</i>	2006 - 03	
349	WFP Country Office Uganda	<i>Food Security Assessment of IDP Camps in Gulu, Kitgum and Pader Districts. October 2006 Final Report.</i>	2007 - 01	
350	WFP/UNHCR/O PM	<i>Joint Assessment Mission for Ugandan Refugees (Draft)</i>	2005 - 05	
351	WFP/ODAN	<i>Global Food Aid Needs Assessment 2004 (Briefing note)</i>	2005 - 03	
352	WFP/ODAN	<i>Global Food Aid Needs Review 2004. A country-by-country survey of total food aid needs (Draft)</i>	2005 - 04	
353	WFP/ODAN	<i>Independent Emergency Needs Assessments. Lessons learned from nine pilot cases in 2004-2005 (Draft)</i>	2005 - 10	
354	WFP/ODAN	<i>Independent Food Security Assessment in Liberia. Food security and nutrition survey in Lofa, Nimba, and Montserrado Counties</i>	2005 - 06	
355	AL-AZAR R./RAFIDIARIS OA M.S.	<i>Madagascar. Action Plan. National Capacity Development for Emergency Food Security Assessment and Preparedness (Draft)</i>	2006 - 11	
356	WFP/UNHCR	<i>Joint Assessment Mission (JAM) Marratane Camp, Mozambique. 17th – 26th April 2006</i>	2006 - 04	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp106175.pdf
357	ODC	<i>Relief and Recovery Assistance to Vulnerable Groups PRRO 10053.1</i>	2004 - 02	http://www.wfp.org/operations/current_operations/project_docs/100531.pdf
358	ODC	<i>Assistance to IDPs and Other Vulnerable Groups PRRO 10168.1</i>	2006	http://www.wfp.org/eb/docs/2006/wfp105642~1.pdf
359	ODC	<i>Transitional Assistance and Capacity Building PRRO 10211.1</i>		http://www.wfp.org/operations/current_operations/project_docs/102111.pdf
360	ODB	<i>Food Assistance to Bhutanese Refugees PRRO 10058.5</i>		http://www.wfp.org/operations/current_operations/project_docs/100585.pdf
361	ODC	<i>Assistance to Food-Insecure Households and Recovery Operations in Tajikistan PRRO 10231.0</i>	2003 - 02	http://www.wfp.org/operations/current_operations/project_docs/102310.pdf



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362	ODC	<i>Food Assistance to Western Saharan Refugees Affected by torrential Rains. EMOP IR 10512.0</i>	2006 - 02	http://spa.wfp.org/apps/prod/SPA4/SPA4Main.nsf/AllByID/9154FD17CEBDF910C12571F500434522/\$file/Ira+Emop+10512.0.doc
363	WFP/FAO	<i>FAO/WFP Crop and Food Supply Assessment Mission to Zimbabwe</i>	2004 - 07	http://docustore.wfp.org/stellent/groups/public/documents/ena/wfp036506.pdf
364	SADC FANR Vulnerability Assessment Committee	<i>Southern Africa - State of Food Insecurity & Vulnerability in Southern Africa, November 2006 (from the National Vulnerability Assessment Committee (NVAC) Reports April to June 2006)</i>	2006 - 11	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp117735.pdf
365	Members of the Vulnerability Analysis Committee - VAC/Government of Mozambique	<i>Mozambique Vulnerability Analysis Report - Vulnerability Analysis of some Districts in Critical Provinces</i>	2004	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp034724.pdf
366	Government of Swaziland	<i>Swaziland - National Vulnerability Assessment</i>	2006 - 09	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp117734.pdf
367	WFP/FAO	<i>Swaziland - FAO/WFP Crop and Food Supply Assessment Mission, June 2005</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp068335.pdf
368	WFP/FAO	<i>Swaziland - FAO/WFP Crop and Food Supply Assessment Mission, July 2004</i>	2004 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp036505.pdf
369	WFP Country Office/FAO/Government of Lesotho	<i>Lesotho - Assessment of 2005/2006 agricultural production. Support to the Agricultural Season Assessment</i>	2006 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp109465.pdf
370	WFP/FAO	<i>Lesotho - FAO/WFP Crop and Food Supply Assessment Mission, 2004</i>	2005 - 06	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp068082.pdf
371	WFP/FAO	<i>Lesotho - FAO/WFP Crop and Food Supply Assessment Mission, June 2006</i>	2004 - 07	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp036502.pdf
372	LVAC	<i>Lesotho Livelihood Vulnerability Assessment - May 2004</i>	2004 - 05	http://documents.wfp.org/stellent/groups/public/documents/ena/wfp041014.pdf
373	Country Office Philippines	<i>Assistance to People Affected by Typhoon Reming IR EMOP 10574.0</i>		http://www.wfp.org/operations/current_operations/project_docs/105740.pdf
374	ODB	<i>Relief and Recovery Assistance to Victims of Typhoon Durian, EMOP 10575.0</i>		http://www.wfp.org/operations/current_operations/project_docs/105750.pdf
375	ODB	<i>Assistance to Conflict Affected Mindanao EMOP 10489.0</i>		http://www.wfp.org/operations/current_operations/project_docs/104890.pdf
376	ODC	<i>Emergency Food Assistance to Vulnerable Groups in the North Caucasus EMOP 10128.2</i>		http://www.wfp.org/operations/current_operations/project_docs/101282.pdf
377	ODC	<i>Assistance to Primary School Children and Vulnerable Groups EMOP 10360.0</i>		http://www.wfp.org/operations/current_operations/project_docs/103600.pdf
378	ODC	<i>Emergency Food Assistance to Vulnerable Refugees fleeing Iraq. EMOP 10576.0</i>		http://www.wfp.org/operations/current_operations/project_docs/105760.pdf
379	Food Security Information Team (FSIT)	<i>The Rapid Vulnerability Assessment (RVA) of Food Insecure Districts in Tanzania Mainland. For the 2005-06 Market Year. Drought Hits Hard. Final Report</i>	2006 - 02	
380	ODC	<i>Food Assistance for Refugees PRRO 10232.0</i>		http://www.wfp.org/operations/current_operations/project_docs/102320.pdf



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ID	Creator	Title	Date	URL
381	WFP Country Office Benin	<i>Assistance To Togolese Refugees in Benin. Immediate Response Emergency Operation Benin 10455.0 (IRA)</i>	2005	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp065697.pdf
382	WFP Country Office Benin	<i>Assistance To Population of North Benin Affected by the Food Crisis. Immediate Response Emergency Operation Benin 104850 (IRA)</i>	2005 - 09	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp115639.pdf
383	ODPC	<i>Prolonged Drought in El Chaco Region. EMOP 10392.0</i>		http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp041038.pdf
384	WFP Country Office Bolivia	<i>Bolivia Prolonged Drought in El Chaco Region. Immediate Response Emergency Operation Bolivia IR EMOP 10395.0</i>	2004 - 09	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp045133.pdf
385	WFP Country Office Bolivia	<i>Assistance to Flood Victims in Bolivia Immediate Response Emergency Operation Benin IR EMOP 10511.0</i>	2006 - 02	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp087281.pdf
386	WFP/FAO/UNICEF/WHO Ministère de la Santé/Ministère de l'Agriculture	<i>Analyse de la Situation Nutritionnelle et Plan d'Action Conjoint Gouvernement/Système des Nations Unies.Draft</i>	2006	http://spa.wfp.org/apps/prod/SPA4/SPA4Main.nsf/a68afb79413eaad1c1256b5d00513609/f734955bfb2824cbc1257225003dfd5f/\$FILE/temp rapport%20technique%20GVT%20SNU%20BKF.doc
387	WFP Country Office Cameroon	<i>Aide alimentaire d'urgence en faveur des populations sinistrees de la province de l'extreme Nord. Operation d'urgence requerante une reponse immediate Cameroun 10434.0 (IRA)</i>	2005 - 04	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp069841.pdf
388	ODDY	<i>Assistance alimentaire d'urgence aux populations affectées par la sécheresse dans le département du Logone et Chari (Province de l'Extrême Nord)</i>	2005	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp075161.pdf
389	WFP	<i>TERMS OF REFERENCE: Consultancy for the formulation of a strategy and implementation plan on "Building Country-level Capacities in Emergency Needs Assessments (ENA) and Preparedness" in two pilot countries.</i>	2006 - 10	
390	WFP Country Office Zambia	<i>Orphans and Vulnerable Children in Zambia: An Assessment of Vulnerability in Selected Districts Supported Under the Community Schools Feeding Programme</i>	2006 - 12	http://documents.wfp.org/stellent/groups/public/documents/vam/wfp117663.pdf
391	ODPC	<i>Prolonged Drought in the Eastern Region (Santiago, Las Tunas, Holguin, Granma, Guantanamo and Camaguey). Emergency Operation Cuba 10423.0</i>	2005	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp055649.pdf
392	WFP Country Office Cuba	<i>Drought in the Eastern Provinces - Immediate Response Emergency Operation Cuba 10369.0 (IRA)</i>	2004 - 06	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp035361.pdf
393	WFP Country Office Cuba	<i>Immediate Response Emergency Operation Cuba 10473.0 (IRA) - Hurricane Dennis</i>	2005 - 07	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp070056.pdf
394	Tanzania Food Security Information Team (FSIT)	<i>Rapid Vulnerability Assessment Report on Food Insecure Areas in Tanzania for the 2006/07 Marketing Year Main Report</i>	2006 - 08	
395	WFP Country Office Ecuador	<i>Food Assistance to Flood Affected Families in Los Rios Immediate Response Emergency Operation Ecuador 10524.0 (IRA)</i>	2006 - 05	http://docustore.wfp.org/stellent/groups/inter nal/documents/projects/wfp093509.pdf



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ID	Creator	Title	Date	URL
396	WFP Country Office Ecuador	<i>Food assistance to population affected by Ecuador Volcano Eruption - Emergency Operation IR Ecuador 10542.0</i>	2006 - 08	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp104748.pdf
397	WFP Country Office Egypt	<i>Food Assistance to Sudanese Refugees in Egypt - Emergency Operation IR 10507.0</i>	2006 - 02	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp087671.pdf
398	ODD	<i>Assistance to Senegalese Refugees and Host Community in the Gambia Emergency Operation 10572.0</i>	2007	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp113722.pdf
399	Country Office Gambia	<i>Food Assistance to Casamance Refugees in the Gambia Immediate Response Emergency Operation Gambia 10550.0 (IRA)</i>	2006 - 09	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp113242.pdf
400	Country Office Ghana	<i>Assistance to Populations Affected by Drought Immediate Response Emergency Operation Ghana 10471.0 (IRA)</i>	2005 - 06	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp069343.pdf
401	Country Office Ghana	<i>Assistance to Togolese Refugees Immediate Response Emergency Operation Ghana 10456.0 (IRA)</i>	2005 - 04	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp115580.pdf
402	Country Office Guatemala	<i>Assistance To Victims of Floods & Landslides in the Southern Coast & Western Highlands. Immediate Response Emergency Operation Guatemala 10492.0 (IRA)</i>	2005 - 10	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp078681.pdf
403	Country Office Guinea Bissau	<i>Assistance to IDPs in Northern Guinea-Bissau Immediate Response Emergency Operation Guinea-Bissau 10525.0 (IRA)</i>	2006 - 05	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp094623.pdf
404	Country Office Guinea Bissau	<i>Mitigating Flood Impact in Guinea-Bissau. Immediate Response Emergency Operation Guinea Bissau 10343.0 (IRA)</i>	2004 - 02	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp028599.pdf
405	ODD	<i>Post Conflict Relief and Rehabilitation in Guinea Bissau. PRRO 10148.1</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp025014.pdf
406	WFP Regional Bureau for Latin America & Caribbean (Panama)	<i>Floods in the Demerara/Mahaica (Region Four) of the East Coast Immediate Response Emergency Operation Guyana 10415.0</i>	2005 - 01	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp046283.pdf
407	ODPC	<i>Assistance to Food Insecure Persons in Crisis Situations PRRO 10382.0</i>	2005 - 11	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp076561.pdf
408	ODPC	<i>Support to victims of Civil Unrest Emergency Operation Haiti 10347.0</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp029111.pdf
409	WFP Country Office India	<i>Assistance to Victims of Tsunami Immediate Response Emergency Operation India 10413.0 (IRA)</i>	2004 -01	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp046306.pdf
410	ODC	<i>Relief Assistance to Earthquake Victims in Bam Iran Emergency Operation 10332.0</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp024196.pdf
411	ODC	<i>Food Assistance to Lebanese affected by conflict Regional Emergency Operation ODC 10537.0 (Lebanon, Syria)</i>	2006	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp100233.pdf
412	ODJ	<i>Food Assistance for Refugees PRRO 10309.0</i>	2004 - 05	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp030034.pdf
413	ODD	<i>Assistance aux populations affectees par l'invasion acridienne et la secheresse Operation d'Urgence Mali 10400.0</i>	2005	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp048293.pdf



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414	WFP Regional Bureau Middle East, Central Asia and Eastern, Egypt	<i>Assistance aux victimes du seisme d'Al Hoceima Operation d'urgence - Reponse immediate Maroc 10348.0</i>	2004 - 03	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp049845.pdf
415	ODPC	<i>Food Assistance to Bhutanese Refugees in Nepal Protracted Relief and Recovery Operation Nepal 10058.3</i>	2006 - 06	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp092203.pdf
416	ODPC	<i>Food Assistance to Bhutanese Refugees in Nepal PRRO 10058.3</i>	2004 - 02	http://docustore.wfp.org/stellent/groups/public/documents/eb/wfp024505.pdf
417	WFP Country Office Nicaragua	<i>Mudslides and Flooding in the Northern Region of the Country Immediate Response Emergency Operation Nicaragua 10376.0 (IRA)</i>	2004 - 07	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp036152.pdf
418	ODPC	<i>Assistance to Vulnerable Families due to extreme cold weather damage in highland areas of Southern Peru - Emergency Operation Peru 10393.0</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp040381.pdf
419	WFP Country Office Peru	<i>Peru Frost in Puno Department Immediate Response Emergency Operation Peru 10373.0 (IRA)</i>	2004 - 07	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp036208.pdf
420	ODC	<i>Emergency Food Assistance to Vulnerable Households in the North Caucasus Emergency Operation Russian Federation 10128.1</i>	2004	http://docustore.wfp.org/stellent/groups/public/documents/projects/wfp022298.pdf
421	ODB	<i>Assistance to the Victims of Tsunami Immediate Response Emergency Operation Thailand 10403.0</i>	2004 - 12	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp044590.pdf
422	WFP Country Office Togo	<i>Assistance to Displaced Persons in Togo Immediate Response Emergency Operation Togo 10467.0 (IRA)</i>	2006	http://docustore.wfp.org/stellent/groups/internal/documents/projects/wfp090021.pdf
423	WFP/VAM	<i>Etude sur la Sécurité Alimentaire et la Nutrition en Guinée Bissau</i>	2005 - 06	http://spa.wfp.org/apps/prod/SPA4/SPA4MAIN.nsf/a68afb79413eaaad1c1256b5d00513609/ebd6698c781b6b9ec12570c000645b2a/\$FILE/tempWFP%20VAM%20Report.pdf
424	WFP	<i>Consolidated ENAs Togo-Ghana-Bénin. Togo Crisis: Consolidated Summary Report Joint Rapid Food Security Assessments.</i>		http://portal.wfp.org/apps/prod/SPA/V3.0/SPAMAIN.nsf/ee4e66f197087f8ac125696000544c8b/0d417401e30c732cc125701c002cd59c/\$FILE/68dnmssrfdhkm8obkcli20hae85pi013fctniqhr8c5n62ba2g9n6irg.doc



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex E: SENAC Log Frame

	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources of Verification</i>	<i>Risks and Assumptions</i>
Principal Objective	Lives are saved and livelihoods preserved during emergencies through improved quality of emergency needs assessment and adequate response options. ¹¹	<ol style="list-style-type: none"> 1. People affected by food insecurity are appropriately identified, and their requirements are clearly established. 2. Assessments provide more appropriate and effective responses by addressing potential negative effects of food aid, integrating non-food needs, the role of markets, and chronic food security. 3. Assessments are accurate, comparable, timely, consensual and transparent. 	<ul style="list-style-type: none"> • Discussion and comments provided during Project Review Committees (PRCs). • An evaluation at the end of the operation will assess the impact of the project 	<ul style="list-style-type: none"> • WFP and its partner apply the method and tools in EFSA handbook to their assessment activities on sustainable basis. • Crisis information is fully accessed and utilized by those who conduct emergency assessment.
Specific Objective	<ol style="list-style-type: none"> 1. Improved methodologies, capacities, and competencies in emergency needs assessment are readily available. 2. Crisis information is readily available and well managed, ensuring transparency. 	<ol style="list-style-type: none"> 1. Methodologies and tools are applied by WFP staff, partners and the humanitarian community overall. 2. Crisis information is available in 10 priority countries and integrated within WFP information databases and information sharing according to protocols. 	<ul style="list-style-type: none"> • Progress reports to be presented to the technical committee • Minutes of the technical committee 	<ul style="list-style-type: none"> • A consensus is successfully built among partners and stakeholders on methods and tools developed. • Crisis information systems are appropriately maintained.
Results	<ol style="list-style-type: none"> 1.1 Improved analytical methods and tools are identified. 1.2 Provisional EFSA Handbook is revised, tested, and adapted. 1.3 Needs assessment capacity in the field is enhanced. 2.1 Crisis information systems are developed in the countries exposed to recurrent and protracted food insecurities. 	<ol style="list-style-type: none"> 1.1.1 Technical papers are available on: (i) roles of markets; (ii) effects and impacts of food aid intervention; (iii) chronic versus transitory food security; and (iv) non-food response and multi-sectoral assessments. 1.2.1 EFSA Handbook into which findings of technical studies are incorporated is available. 1.2.2 Reports are available on field application in 5 countries and country adaptation in 4 countries. 1.3.1 Number of rapid deployments of specialists in major emergencies. 1.3.2 Number of in-depth assessments supported by 	<ol style="list-style-type: none"> 1. - Progress reports to be presented to the technical committee <ul style="list-style-type: none"> - Appraisal of the quality of technical studies - Tracking specialists' contribution to the technical papers and their participation in the assessment of major emergencies. 2. - Progress reports to be presented to the technical committee <ul style="list-style-type: none"> - Tracking system that is established and managed by OEN and VAM. 	<ul style="list-style-type: none"> • The security situations of the target countries for technical studies, field application, country adaptation ensure the access to the areas. • Basic data such as population, mortality, and nutrition are readily available. • Primary data collected

¹¹ The indicators for the "specific objective" measure the capacity improvement of WFP that is a pre-condition for ensuring that food aid is used when appropriate and has a comparative advantage in saving lives and preserving livelihoods.



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

		<p>specialists in each region.</p> <p>2.1.1 Number of priority countries with baseline information available.</p> <p>2.1.2 Number of priority countries with functioning crisis monitoring systems.</p> <p>2.1.3 Reports of pilot studies on linkage of crisis information are available.</p> <p>2.1.4 Reports of pilot studies on integrated information management system.</p> <p>2.1.5 Web-based information system functioning.</p> <p>2.1.6 Percentage of major emergency food aid operation with assessment report publicly available and accessible via web-based system.</p>		<p>for technical studies ensures statistical representativity.</p>																																																															
Activities	<p>1.1.1 Conduct a technical study on roles of markets.</p> <p>1.1.2 Conduct a technical study on effects and impacts of food aid interventions.</p> <p>1.1.3 Conduct a technical study on chronic versus transitory food insecurity.</p> <p>1.1.4 Conduct a technical study on non-food response and multi-sectoral assessments.</p> <p>1.1.5 Produce a compendium of analytical methods and tools.</p> <p>1.2.1 Incorporate the findings of technical studies into provisional version.</p> <p>1.2.2 Apply the Handbook in 5 selected countries.</p> <p>1.2.3 Adapt refined methods to 4 selected countries.</p> <p>1.3.1 Assign 12 specialists in market analysis and food security to be based in regional level.</p> <p>2.1.1 Produce 10 baselines</p> <p>2.1.2 Produce 5 food security crisis monitoring systems</p> <p>2.1.3 Conduct pilot studies on integration and sharing of crisis information at country and regional levels.</p> <p>2.1.4 Create and fine-tune web-based systems as a tool for information sharing and transparency.</p>	<p>Means</p> <ul style="list-style-type: none"> • Overall coordination by programme coordinator and technical support for each of the identified sectors of intervention. • Action research, including case studies with technical expertise, field visits, field testing and consultations. • Use of questionnaire to evaluate use and applicability of guidelines. • Available and fully operational web-site with protocols for remote-access, maintenance of data archive for producer and users of emergency needs assessments. • Specialists based in regional bureaus fully operational for rapid deployment, support and assessment team leading. 	<p>Costs</p> <p>Coordination</p> <table> <tr><td>Programme coordinator</td><td>EUR</td><td>98,000</td></tr> <tr><td>Travel and DSA</td><td>EUR</td><td>24,000</td></tr> <tr><td>Support staff</td><td>EUR</td><td>82,000</td></tr> <tr><td>Review meeting</td><td>EUR</td><td>41,000</td></tr> <tr><td>Evaluation</td><td>EUR</td><td>48,000</td></tr> <tr><td>Sub-total</td><td>EUR</td><td>293,000</td></tr> </table> <p>Improving quality and capacity in ENA</p> <table> <tr><td>Methodology expert</td><td>EUR</td><td>98,000</td></tr> <tr><td>Travel and DSA</td><td>EUR</td><td>24,000</td></tr> <tr><td>Studies in four key issues</td><td>EUR</td><td>320,000</td></tr> <tr><td>Field testing of EFSA</td><td>EUR</td><td>71,000</td></tr> <tr><td>Country adaptation of method</td><td>EUR</td><td>130,000</td></tr> <tr><td>Technical expertise provided by 12 assessment specialists</td><td>EUR</td><td>1,176,000</td></tr> <tr><td>Travel and DSA</td><td>EUR</td><td>294,000</td></tr> <tr><td>Sub-total</td><td>EUR</td><td>2,113,000</td></tr> </table> <p>Improving crisis information and transparency</p> <table> <tr><td>Methodology expert</td><td>EUR</td><td>98,000</td></tr> <tr><td>Travel and DSA</td><td>EUR</td><td>24,000</td></tr> <tr><td>Crisis baseline</td><td>EUR</td><td>1,230,000</td></tr> <tr><td>Crisis monitoring</td><td>EUR</td><td>410,000</td></tr> <tr><td>Conceptual integration and field research</td><td>EUR</td><td>90,000</td></tr> <tr><td>Web-based information system</td><td>EUR</td><td>114,000</td></tr> <tr><td>Sub-total</td><td>EUR</td><td></td></tr> </table>	Programme coordinator	EUR	98,000	Travel and DSA	EUR	24,000	Support staff	EUR	82,000	Review meeting	EUR	41,000	Evaluation	EUR	48,000	Sub-total	EUR	293,000	Methodology expert	EUR	98,000	Travel and DSA	EUR	24,000	Studies in four key issues	EUR	320,000	Field testing of EFSA	EUR	71,000	Country adaptation of method	EUR	130,000	Technical expertise provided by 12 assessment specialists	EUR	1,176,000	Travel and DSA	EUR	294,000	Sub-total	EUR	2,113,000	Methodology expert	EUR	98,000	Travel and DSA	EUR	24,000	Crisis baseline	EUR	1,230,000	Crisis monitoring	EUR	410,000	Conceptual integration and field research	EUR	90,000	Web-based information system	EUR	114,000	Sub-total	EUR		<p>Pre-conditions</p> <ul style="list-style-type: none"> • There are needs of and room for improvement of EFSA Handbook. • There are needs of and room for increase of WFP's emergency needs assessment capacity. • WFP Programme Support and Administration (SPA) budget is available. • The complementary projects to be funded by DFID and Germany are successfully implemented.
Programme coordinator	EUR	98,000																																																																	
Travel and DSA	EUR	24,000																																																																	
Support staff	EUR	82,000																																																																	
Review meeting	EUR	41,000																																																																	
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Web-based information system	EUR	114,000																																																																	
Sub-total	EUR																																																																		



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

			1,966,000		
			Indirect cost (7%)	EUR	
			306,040		
			Total	EUR	
			4,678,040		



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex F: Planned SENAIP activities and schedule

TIMETABLE OF ACTIVITIES FOR STRENGTHENING ENAs																														
	2004						2005												2006											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Transparency and accountability																														
ENA website including remote access																														
ENA report tracking and quality control																														
Global emergency food aid needs																														
Crisis information																														
10 baselines and 5 monitoring systems (first phase)																														
10 baselines and % monitoring systems (second phase)																														
Information linkages																														
Methodologies and guidance																														
WFP/UNHCR provisional and final guidelines																														
EFSA provisional and final handbook																														
Refined WFP/FAO guidelines																														
Research and field testing of refined assessment methodologies																														
Software package for data management																														
Support to multi-sectoral guidance																														



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

TIMETABLE OF ACTIVITIES FOR STRENGTHENING ENAs																														
	2004						2005												2006											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Capacity-building																														
ENA training needs/modules	■	■	■	■	■	■																								
ENA training of WFP/partners				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■								
Assessment specialists				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Training of 50 WFP advanced assessors							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
National assessment capacity-building							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Source WFP/EB.3/2004/4-E



Annex G: Overview of SENAC Project Outputs 2005 – 2007

Overview of SENAC Project Outputs 2005 - 2007 by region/country									
	2005			2006			2007 (planned)		
SENAC OBJECTIVES	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
Global	DR - Food Aid and dependency	EFSA Pilot training		DR - Integrating markets into Assessments	WS - EFSA NGOs	DISI review	Revision of EFSA Handbook	WS - EFSA AA Quality management	VAM Data analysis training
	DR - Food Aid and migration	WS - EFSA Advanced Assessor		WS - Assessment & Markets	Joint CAP NAF Workshop		WS / guidance on Integrating markets into Assessments	Facilitation tools for integrating markets into Assessments	
	DR - chronic & transitory Food Insecurity			DR Estimating population numbers in emergencies			Conceptual and Analytical guidance for EFSA's	Facilitation Tools on New Conceptual and Analytical Framework	
	DR - ENA Triggers			DR Dietary Diversity			Technical Guidance on Dietary Diversity	Facilitation Tools - Diet Dietary Diversity	
	DR - Non-food responses to food insecurity			Technical guidance on 2005 topics			Technical guidance on Rapid Initial EFSA's	Facilitation Tools - Rapid Initial Assessment	
	DR - Food Aid and local markets						Technical guidance on Qualitative data analysis	Facilitation Tools - Qualitative Data Analysis Short Course	
							Technical meeting and guidance on Linking Food security and Nutrition in ENAs	Facilitation tools for workshop Sessions Linking Food Security and Nutrition	
							Technical Guidance on Estimating Populations	EFSA Workshop Facilitators Tool Kit	



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

Overview of SENAC Project Outputs 2005 - 2007 by region/country									
	2005			2006			2007 (planned)		
SENAC OBJECTIVES	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
							IPC pilots in 3-5 Countries	EFSA Distance Learning Course	
							Updated Guidance on Targeting	EFSA Learning Programme Course Repository and Regional Learning Monitoring Tool	
								EFSA coaching Guidelines	
								Joint CAP NAF Workshop	
LEGEND									
AA	Advanced Assessor		EFSA	Emergency Food Security Assessment					
CAP NAF	Consolidated Appeal Process Needs Analysis Framework		FSMS	Food Security and Monitoring System					
CFSVA	Comprehensive Food Security and Vulnerability Analysis		JAM	Joint Assessment Mission					
DR	Desk Review		RAO	Regional Assessment Officer					
ODD (WFP Regional Bureau DAKAR)									



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

Overview of SENAC Project Outputs 2005 - 2007 by region/country										
		2005			2006			2007 (planned)		
SENAC OBJECTIVES		I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
	REGIONAL		2 RAOs, EFSA Training		Study: Markets and FS in West Africa	2 RAOs, EFSA EFSA Training			2 RAOs, Supervised On-the-Job Learning, Regional Technical Workshops and Country Office Workshops (td)	
	Burkina Faso						FSMS			
	Cameroon									CFSVA
	Central African Republic			FSMS		EFSA Training				
	Chad						FSMS			
	Cote d'Ivoire	Market Profile		FSMS						
	Guinea					EFSA Training				
	Liberia	Pilot EFSA Handbook	EFSA Training		Market Profile (on-going)					
	Mali			CFSVA	Market Profile	EFSA Training	FSMS			
	Mauritania	Pilot EFSA Handbook		CFSVA	Market assessment incl. in CFSVA		FSMS			
	Niger	Market Profile		CFSVA		EFSA Training	FSMS			
	Senegal		JAM Training				CFSVA			
	Sudan	Market assessment incl. in EFSA		CFSVA/FSMS		EFSA Training	FSMS			CFSVA/FSMS



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Overview of SENAC Project Outputs 2005 - 2007 by region/country									
	2005			2006			2007 (planned)		
SENAC OBJECTIVES	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
ODK (WFP Regional Bureau KAMPALA)									
REGIONAL		2 RAOs / 2 EFSA Training			2 RAOs, Regional Capacity Building Strategy			2 RAOs, 2 Quantitative Data Analysis Workshops, Supervised On-the-Job Learning, EFSA Technical Workshops (tbd)	
Burundi	Pilot EFSA Handbook		FSMS	Market Profile		FSMS		EFSA Training	FSMS
DRC	Market Profile		CFSVA			CFSVA		EFSA Training	CFSVA
Ethiopia					EFSA Training			EFSA Capacity and Methods Review and Learning Strategy Development	
Kenya		JAM Training							CFSVA (tbc)
Rwanda					JAM Training	CFSVA/FSMS			FSMS
Somalia					EFSA Training				CFSVA (tbc)
Tanzania		JAM Training	CFSVA						
Uganda			CFSVA			FSMS		EFSA Training	FSMS
LEGEND									
AA	Advanced Assessor		EFSA	Emergency Food Security Assessment					



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Overview of SENAC Project Outputs 2005 - 2007 by region/country									
	2005			2006			2007 (planned)		
SENAC OBJECTIVES	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
CAP NAF	Consolidated Appeal Process Needs Analysis Framework		FSMS	Food Security and Monitoring System					
CFSVA	Comprehensive Food Security and Vulnerability Analysis		JAM	Joint Assessment Mission					
DR	Desk Review		RAO	Regional Assessment Officer					
ODJ (WFP Regional Bureau JOHANNESBURG)									
REGIONAL		2 RAOs / EFSA Training			2 RAOs		Developemnt of different methodological modules for the RAVC building up on EFSA and SENAC recently developped material	2 RAOs, EFSA Technical Workshop, Supervised -On the Job Learning	
Angola			CFSVA						
Comores						CFSVA			
Lesotho	Market study								FSMS (tbc)
Madagascar	Market Profile/ Pilot EFSA Handbook		CFSVA					EFSA training	
Malawi				Market Analysis			Market Study	EFSA Training	
Mozambique	Market Profile/ Pilot EFSA Handbook				EFSA Training			EFSA Training (central and provincial)	



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Overview of SENAC Project Outputs 2005 - 2007 by region/country									
	2005			2006			2007 (planned)		
SENAC OBJECTIVES	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
Swasiland	Market study						Market Study		
Zambia	Pilot EFSA Handbook			Development of a Market model/interface, and piloting of the model	EFSA Training	CFSVA (postponed)	Development of a Market model/interface, and piloting of the model	EFSA Training (implemented)	CFSVA (tbc)
Zimbabwe							Market Study		
ODC (WFP Regional Bureau CAIRO)									
REGIONAL		2 RAOs / EFSA Training			2 RAOs			2 RAOs, EFSA Workshop (Sub-Regional), Regional Capacity Building Strategy, EFSA Regional Technical Workshops, EFSA Country Level Workshops	
Afghanistan	Market Profile		FSMS						FSMS
Georgia									
Occupied Palestinian Territory						CFSVA			
Tajikistan	Market Profile								CFSVA (tbc)
LEGEND									



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Overview of SENAC Project Outputs 2005 - 2007 by region/country									
	2005			2006			2007 (planned)		
SENAC OBJECTIVES	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
AA	Advanced Assessor		EFSA	Emergency Food Security Assessment					
CAP NAF	Consolidated Appeal Process Needs Analysis Framework		FSMS	Food Security and Monitoring System					
CFSVA	Comprehensive Food Security and Vulnerability Analysis		JAM	Joint Assessment Mission					
DR	Desk Review		RAO	Regional Assessment Officer					
ODB (WFP Regional Bureau BANGKOK)									
REGIONAL		2 RAOs			2 RAOs, EFSA Training			2 RAOs, Quantitative Data Analysis Workshop, Supervised On-the-Job Learning, EFSA Technical Workshops and Country Office workshops	
Bangladesh				Develop Market model/interface	EFSA Training		Develop Market model/interface		
Cambodia					Country Office EFSA Training Pilot		IPC Pilot; Market Surveillance System		
DPRC									
East Timor	Market Profile		FSMS						
Indonesia	Pilot EFSA Handbook								
Laos						CFSVA	Market Surveillance	EFSA Training	



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Overview of SENAC Project Outputs 2005 - 2007 by region/country									
	2005			2006			2007 (planned)		
SENAC OBJECTIVES	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
							System		
Nepal		EFSA Training	CFSVA	Market profile			Market Surveillance System		
Myanmar		EFSA Training					Market Surveillance System		
Sri Lanka	M&E cash transfer project		CFSVA		Country Office EFSA Training Pilot				
Thailand								EFSA Basic Data training	
ODPC (WFP Regional Bureau PANAMA CITY)									
Regional (Sub-regional)		1 RAO			1 RAO, 2 EFSA Training			1 RAO, EFSA WS, Quantitative Data Analysis Workshop, Regional Capacity Building Strategy, EFSA Technical Workshops, Country Level Workshops	
Cuba					EFSA Training				
Ecuador	Pilot EFSA Handbook								
Guatemala	Market Profile				EFSA Training				
Haiti			FSMS		EFSA Training	FSMS			FSMS/ CFSVA (tbc)



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Overview of SENAC Project Outputs 2005 - 2007 by region/country										
		2005			2006			2007 (planned)		
SENAC OBJECTIVES		I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information	I: Analytical methods, tools and guidance materials	II: Capacity Building	III: Pre-crisis information
	Honduras	Market Profile								
	Nicaragua								EFSA Training	
	Panama		EFSA Training							
	LEGEND									
	AA	Advanced Assessor		EFSA	Emergency Food Security Assessment					
	CAP NAF	Consolidated Appeal Process Needs Analysis Framework		FSMS	Food Security and Monitoring System					
	CFSVA	Comprehensive Food Security and Vulnerability Analysis		JAM	Joint Assessment Mission					
	DR	Desk Review		RAO	Regional Assessment Officer					



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex H: SENAIP Budget

ACTIVITIES AND FUNDING 2005-2007					
	2005 (US\$)		2006 (US\$)		2007 (US\$)
					(planning figures)
Transparency and Accountability					
Communications Strategy	ECHO	80,000	WFP	20,000	-
EFSA report tracking/quality control		5,000		5,000	5,000
Pilot Independent/ In-Depth Assessments Stand-by Quality Improvement Fund	WFP	84,000	WFP	87,000	WFP 87,000
	DFID	411,000	TBI	720,000	TBI 720,000
Global emergency food aid needs	WFP	90,000	WFP	37,000	WFP 37,000
	DFID	132,000			
Crisis Information					
20 baselines and 16 monitoring systems ¹²	ECHO	1,613,000	WFP	287,000	ECHO 227,000
			ECHO	954,200	TBI 1,308,280
Crisis Information Linkages	ECHO	104,000			
Methodologies and Guidance					
WFP/UNHCR guidelines	WFP (completed in 2004)		-		WFP 25,000
EFSA Handbook provisional version (2005) issue final version & streamline with other guidance (2007)	WFP	60,000	-		-
	DFID	151,000	-		-
			-		TBI 399,960
Revised WFP/FAO CFSAM guidelines	WFP	35,000	WFP	30,000	WFP 15,000
Research and field testing of EFSA methodologies	ECHO	1,165,000	WFP	327,100	WFP 40,000
			ECHO	416,000	ECHO 59,000
			Canada	84,000	TBI 305,460
Support to multi-sectoral assessments (CAP NAF; PCNAs)	WFP	20,000	WFP	20,000	WFP 20,000
Capacity Building and Partnerships					
EFSA learning strategy and modules	WFP	158,000	WFP	291,800	WFP 255,000
Building EFSA capacity of WFP and partners	WFP	50,000	Japan	65,800	TBI 705,000
			ECHO	577,100	
			TBI	81,000	
Assessment Specialists	ECHO	1,741,000	WFP	447,700	TBI 1,687,000
			ECHO	1,386,000	ECHO 154,000
Building capacity of advanced WFP assessors	German	159,000	WFP	70,000	WFP 105,000
			German	421,000	German 396,000
WFP/UNHCR JAM training	WFP	70,000	WFP	11,400	
			ECHO	45,000	
National ENA Capacity Building			Denmark	157,000	TBI 102,400
			TBI	88,100	
Management/Administration (includes Advisory Group mtgs)					
	WFP	404,000	WFP	307,100	WFP 210,000
	ECHO	354,000	ECHO	329,700	ECHO 24,000
					TBI 408,900
Total Funding*:					
	WFP	1,066,000	WFP	2,031,100	WFP 889,000
	ECHO	5,057,000	ECHO	3,708,000	ECHO 464,000
	DFID	694,000	Germany	421,000	Germany 396,000
	Germany	159,000	Denmark	157,000	TBI 5,637,000
			Canada	84,000	
			Japan	65,800	

¹² Core staff in ODAV HQ are providing technical support for these activities.



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

		TBI 889,100	
TOTAL US\$	6,976,000	7,356,000	7,386,000



Annex I: Evaluation Questions

Evaluation question		Source of Data			
		Interview	Desk Review	Survey	Case Study
Relevance					
1	To what extent does the objectives and design of the SENAIP address the needs of the ultimate beneficiaries?	X	X		
2	Is the SENAIP design and development consistent with WFP policy?	X	X		
3	Is the SENAIP design consistent with the policy priorities of the donors?	X	X		
Effectiveness					
4	To what extent has the SENAIP improved the quality, utility, transparency and credibility of ENAs?	X	X	X	X
5	How has the accountability for, and transparency of, ENAs improved?	X	X	X	X
6	How have the methodological weaknesses identified in ENA practice been addressed?	X	X	X	X
7	To what extent has the availability, management and quality of pre crisis information improved?	X	X	X	X
8	To what extent have the capacities to undertake ENAs been improved?	X	X	X	X
Efficiency					
9	Are the programme activities cost efficient?	X	X		
10	Have the activities been undertaken and completed in a timely manner?	X	X		X
11	Were appropriate human resources allocated to implementation?	X	X		X
12	Have the best institutional arrangements for implementation been adopted?	X			X
13	How effective were the arrangements for monitoring the efficient implementation of the IP?	X	X		X
Impact					
14	To what extent do the results of the ENA influence programming decisions?	X	X	X	X
15	To what extent have changes in ENA practice influenced donor funding decisions?	X	X	X	X
Sustainability					



Evaluation question		Source of Data			
		Interview	Desk Review	Survey	Case Study
16	To what extent are the IP results likely to be sustained after the completion of donor funding?	X	X	X	X
17	What elements of the IP should be mainstreamed?	X	X	X	X



Annex J: Country Case Studies

This annex presents the criteria used in the selection of the countries selected as case studies followed by brief reports on Chad, Nepal, Rwanda and Zambia.

While Uganda was selected as a case study, the illness of one team member prevented the completion of this study. While references to the incomplete study are used in the report, no separate case study report is made.

J.1: Criteria for selection

The selection of case study countries was purposeful rather than random. There has been a deliberate selection of Countries where SENAIP has been most active to better answer questions of impact and sustainability. A number of criteria were used to help identify suitable RBs and COs. The sampling frame considered the 55 countries that currently have EMOPs or PRROs. From this list, 14 countries were found to have on-going or recent OEDE results evaluations and it was agreed that it was preferable to avoid visiting these countries – although this is not a strict criteria for exclusion.

These simple criteria narrowed the choice of case studies to 41 countries. These are located in the following WFP Regional Bureaus; ODB (10), ODC (9), ODD/ODYY (9), ODK/ODS (7), ODJ (3) and ODPC (3).

Within these countries the following additional criteria were applied to the selection process:

- A mix of on-going EMOP and PRRO programmes.
- A mix of larger and smaller programs – where there are different levels of resources to support assessment activities.
- A mix of food security contexts including; complex crises (where Government is weak or absent), rapid onset emergencies, slow onset emergencies and chronic food insecurity.
- Inclusion of a mix of Countries where each of the relevant assessments mentioned in the SENAIP have recently been conducted: EFSA, CFSVA, JAM, CFSAM, interagency assessment and market surveys.
- A country where a food security “baseline” (CFSVA) has been utilized to develop an emergency needs assessment.

The ToR advised that a total of three case study countries should be selected. Provision was originally made for team members to travel to each selected country, and the corresponding regional Bureau, in pairs. However, in order to allow for greater geographical and thematic coverage it was decided to individually visit four of WFP’s six regions, and travel to a *total* of five countries within these regions.

To have sufficiently different examples that meet the case study criteria, the following country case studies were selected and proposed:

In ODK the evaluation team conducted emergency needs assessment case studies in the **Republic of Rwanda** and **Republic of Uganda**.

In ODD, the evaluation team conducted a case study of emergency needs assessments in the **Republic of Chad**.

In ODB, the evaluation team conducted a case study of WFP involvement in emergency assessment in the **Kingdom of Nepal**.

In ODJ the evaluation team conducted a case study of the **Republic of Zambia**.



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

Region	Country	EMOP			PRRO			TOTAL	
		Project N°	Project plan (USD)	Food tonnage (MTN)	Project N°	Project plan (USD)	Food tonnage (MTN)	Project plan (USD)	Food tonnage (MTN)
ODB	Afghanistan		0	0	10427	347,585,563	519,755	347,585,563	519,755
ODB	Bangladesh		0	0	10045.3	4,660,145	10,530	4,660,145	10,530
ODB	Cambodia		0	0	10305	44,709,032	85,000	44,709,032	85,000
ODB	Timor Leste		0	0	10388	13,246,953	19,007	13,246,953	19,007
ODB	Indonesia		0	0	10069.1	191,841,525	316,821	191,841,525	316,821
ODB	Korea, D R		0	0	10488	95,545,866	149,998	95,545,866	149,998
ODB	Laos		0	0	10319	5,273,852	10,000	5,273,852	10,000
ODB	Myanmar		0	0	10066.3	48,354,841	114,315	48,354,841	114,315
ODB	Nepal	10523.0	12,767,216	8,864	10058.5	22,054,506	44,281	34,821,722	53,145
ODB	Pakistan		0	0	10504	63,505,538	113,828	63,505,538	113,828
ODB	Philippines	10489.0	17,881,113	31,711		0	0	18,346,471	32,261
ODB	Philippines	10574.0	465,358	550		0	0		
ODB	Sri Lanka		0	0	10067.1	47,317,167	99,664	47,317,167	99,664
ODC	Armenia		0	0	10053.1	12,535,492	27,950	12,535,492	27,950
ODC	Azerbaijan		0	0	10168.1	14,640,014	26,833	14,640,014	26,833
ODC	Georgia		0	0	10211.1	12,367,628	26,519	12,367,628	26,519
ODC	Russian Federation	10128.2	12,367,628	26,519		0	0	12,367,628	26,519
ODC	Tajikistan		0	0	10231	52,543,437	99,627	52,543,437	99,627
ODC	Algeria		0	0	10172.1	40,577,621	70,378	40,577,621	70,378
ODC	Iran		0	0	10213	10,371,960	28,408	10,371,960	28,408
ODC	Iraq	10360.0	56,006,923	57,947		0	0	56,006,923	57,947
ODC	Occ. Palestinian Territories		0	0	10387	96,221,861	196,162	96,221,861	196,162
ODC	Syria	10576.0	165,501	348		0	0	165,501	348
ODC	Yemen		0	0	10232	3,337,425	7,618	3,337,425	7,618
ODD	Burkina Faso		0	0	10541	17,137,516	24,211	17,137,516	24,211
ODD	Gambia	10550.0	256,728	372		0	0	256,728	372
ODD	Gambia	10572.0	807,262	1,475		0	0	807,262	1,475
ODD	Guinea-Bissau		0	0	10148.2	13,680,645	18,692	13,680,645	18,692
ODD	Mali		0	0	10452.0	27,089,395	38,192	27,089,395	38,192
ODD	Mauritania		0	0	10359.0	41,764,225	75,367	41,764,225	75,367
ODD	Niger		0	0	10509.0	45,975,373	61,298	45,975,373	61,298
ODD	Senegal		0	0	10188.1	17,420,204	29,222	17,420,204	29,222
ODDY	Cameroon		2,006,587	2,853		0	0	2,006,587	2,853
ODDY	Central African Republic		0	0	10189.1	18,437,919	22,639	18,437,919	22,639
ODDY	Chad	10559.0	79,838,890	76,287	10510	8,003,307	11,705	168,240,712	164,279
ODDY	Chad		0	0	10547	80,398,515	76,287		
ODJ	Angola		0	0	10433	84,120,520	109,714	84,120,520	109,714
ODJ	Madagascar		0	0	10442.0	12,217,269	18,349	12,217,269	18,349
ODJ	Malawi		0	0	10309.1	3,347,781	6,997	3,347,781	6,997
ODJ	Namibia		0	0	10543.0	592,163	1,314	592,163	1,314
ODJ	Zambia		0	0	10071.2	16,963,174	33,602	16,963,174	33,602
ODK	Burundi		0	0	10528	106,779,318	145,948	106,779,318	145,948
ODK	Congo DR		0	0	10288	236,782,996	283,499	236,782,996	283,499
ODK	Congo		0	0	10312.0	15,548,291	18,695	15,548,291	18,695
ODK	Djibouti	10448.0	7,048,263	12,276	10283.1	4,402,595	6,744	11,450,858	19,020
ODK	Eritrea		0	0	10192.1	199,016,858	465,609	199,016,858	465,609
ODK	Ethiopia		0	0	10127.2	31,928,305	58,572	31,928,305	58,572
ODK	Ethiopia		0	0	10362.0	732,488,913	1,438,953		
ODK	Kenya	10374.0	331,142,367	636,899	10258.1	69,076,975	124,808	400,219,342	761,706
ODK	Rwanda		0	0	10531.0	33,934,443	48,667	33,934,443	48,667
ODK	Somalia		0	0	10191.0	113,200,808	154,744	229,683,640	325,530
ODK	Somalia		0	0	10191.1	116,482,832	170,786		0
ODK	Tanzania	10519.0	15,524,718	33,900	10529.0	58,972,792	101,420	74,497,510	135,320
ODK	Uganda		0	0	10121.1	277,404,845	516,733	277,404,845	516,733
ODS	Sudan	10557.0	640,564,271	682,136				640,564,271	682,136
ODPC	Bolivia	10517.0	1,831,100	3,477		0	0	1,831,100	3,477
ODPC	Colombia		0	0	10366	54,327,052	70,133	54,327,052	70,133
ODPC	Ecuador	10381.0	1,878,401	1,632		0	0	2,400,442	1,805
ODPC	Ecuador	10558.0	522,041	173		0	0		
ODPC	Guatemala	10497.0	12,943,452	24,273	10457.0	25,649,848	28,857	38,593,300	53,130
ODPC	Haiti		0	0	10382	41,045,931	50,836	41,045,931	50,836
Total		55						4,824,899,053	7,780,978

on going evaluations 2005 evaluations

<http://home.wfp.org/dwreps/statistics/public/ActiveProjects.htm>

J.2: Chad Case Study

The following case study of WFP assessment activities in the Republic of Chad is part of a larger evaluation commissioned by the Office of Evaluation (OEDE). WFP has invested heavily in improving the credibility and accuracy of assessments through a 30-month Strengthening Emergency Needs Assessment Implementation Plan (SENAIP). The SENAIIP is funded partially through WFP's core budget, with significant additional funds from various donors, particularly ECHO. This evaluation has a two-fold purpose: Accountability and learning as the evaluation will provide guidance on which competencies and procedures should be mainstreamed in the budget for the 2008-2009 biennium.

The case studies were undertaken primarily to highlight good practices in emergency assessment from key WFP operations around the world and to include the perspective of Country Office-based staff into the evaluation in a more systematic way. It is not intended in anyway to "evaluate" the assessment work



in Chad, but only to illustrate assessment and programming dynamics with concrete examples. A cross-section of five emergency programs from different contexts and causes were chosen for the case studies. Chad was selected for several reasons including the dynamic and complex nature of the emergency, geographic location, and size of the program. The WFP operation in Chad is classified internally by WFP as a medium-sized operation (under 200 million dollars per year). This said, the WFP program in Chad is the largest program in ODD and the ODDY sub-region.

The evaluation team is exceedingly grateful to WFP Country Office in Chad for facilitating the case study with candor and grace. I would like to thank in particular the country representative, Felix Bamezon, for making his staff and facilities available to the evaluation and providing strikingly perceptive comments on the use of assessment for emergency programming in Chad. I would like to thank Ibrahim Diop, the international VAM officer in Chad, for comprehensive information on assessment and excellent organization of the agenda for interviews. The program staff, VAM unit, and in particular staff based in the Abeche were more than accommodating and provided vital insight on day-to-day assessment and programming in a dynamic emergency. The evaluation would have suffered if they had not contributed this valuable perspective. For their time and contributions through extensive interviews or participation in coordination meetings that were used in this case study, please extend the evaluation teams' appreciation to WFP external partners from: Chadian Ministry of Agriculture, Chadian Ministry of Health, UNICEF, OCHA, UNHCR, FAO, FEWS-NET, ACF, INTERSOS, MSF, Première Urgence, CRS, and representatives from the Service de Coopération et d'Action Culturelle of France.

If I may echo my own sentiments using a quote from a senior official of the embassy of France that was asked about her impressions of WFP assessment work in Chad:

"I am totally satisfied...I could not do my work with out their assessments."

1. Assessment overview

Chad is a central African country with a population of about 10 million. As part of the Sahel, the climate varies from Saharan desert in the North to tropical Savanna in the South. Chad won independence in 1960 and then was embroiled in civil conflict for nearly 30 years. Periodic drought during the conflicts caused widespread food insecurity and prompted regular WFP emergency responses. The first major regional emergency food aid response to drought in the Sahel included Chad in 1973. Again in 1980, conflict and drought were sited as the cause of severe hunger in Chad. WFP intervened with another emergency program in 1980 and proceeded to become the largest "donor" to Chad for the year 1983.

In more recent emergencies, VAM has played an increasingly important role in providing food insecurity information for program design and day-to-day management of the emergency response. A regional VAM mission in 1998 produced both a rapid assessment report and a secondary data review that were used in the subsequent design of the regional drought EMOP and the WFP Chad CP. The studies are remarkable in their sophisticated use of market analysis, risk analysis, and broad perspective on social indicators.

During the response to the crisis Eastern Chad involving Sudanese refugees beginning in 2003 (EMOP 10327.0, EMOP 10327.1, and EMOP 10559.0), there have been no less than 14 major assessment-related activities in addition to small verification missions or joint assessments that were too numerous to count:

- 3 Emergency Food Security Assessments
- 3 Joint Assessment Missions with UNHCR
- 3 Food Security Monitoring System bulletins
- 1 Comprehensive Food Security and Vulnerability Assessment
- 3 specialized VAM studies on specific aspects of food insecurity (self-reliance and coping)
- 1 Nutritional survey

Management acknowledged that there is less information on the food security situation in the South of Chad where WFP is assisting refugees from the Central African Republic (PRRO 10510.0). JAMs, other joint assessments, and a self-reliance study conducted with FAO have all informed programming in this



PRRO. The Country Office seems to set rather high expectations of assessment information for themselves. Expansion of the FSMS and two nutrition surveys with UNICEF are planned to give additional food insecurity information coverage in both Eastern and Southern Chad.

This strong connection of WFP Chad's assessment work to rapidly changing program requirements in this dynamic emergency environment may explain in part why WFP Chad provides such an excellent example of the use of Food Security Monitoring. Regular update of assessment information for programming is a core capacity of the Chad country office with EFSAs, JAMs and specialized studies complementing the monitoring activities. These examples of good practice are presented in more detail in later discussion of the case study.

The high quality of the assessment products and expert sequencing of assessment activities make the work of VAM unit at WFP Chad universally respected by government, UN and NGO partners that were interviewed. WFP management recognizes and praises the strong and consistent VAM support to the full spectrum of food insecurity information products from pre-crisis, food security monitoring, emergency needs assessment, specialized studies and joint missions.

"The reports are widely read. If they are one day late, people are calling me -- partners, donors and even the government."

WFP representative in Chad

Security Concerns

An overarching theme in any discussion of humanitarian response in Chad is security. During the case study, N'djemena and most of Chad was classified as phase 3 emergency. Abeche, where most of the implementing partners are based, was at phase 4 which is the highest security classification before evacuation. In fact staff reductions and evacuations have taken place as recently as December 2006.

<p>"Every decision is affected by changes in the security situation." WFP staff member</p>
--

Assessments in Eastern Chad must be conducted very rapidly because of the security situation. Often, a field mission will only have a few hours to spend in any one community. The assessment team is flown in to an area by humanitarian air service and flown back to a secure compound in the evening. This restricts the type of information that can be collected and often relies on key informants, structured discussion, and focus groups. During EFSA activities, the teams have admirably succeeded in collecting information from focus groups but also from a sample of households and limited nutritional information for children. Certain methodological choices have caused debate, such as the use of MUAC in collecting nutritional data, but it is no small accomplishment to collect this quality of information in the Chadian security environment.

"Rapid EFSA is used because of security. Methodology must be adaptable -- to make it lighter in difficult security situations."

Senior WFP Official

Programming must also be flexible and responsive in a context where security is a concern. An emergency coordinator in the Abeche sub-office noted:

"EFSA is absolutely the right tool if you want to prioritise geographically. In emergency programming it is not practical to do all sites at once, you must prioritise. EFSA helps mostly with planning and partner coordination."

Short programming window



The WFP program in CHAD faces serious logistical challenges. During the rainy season from June to September, all major roads in Chad are closed. All food aid must be pre-positioned for distribution in the peak hungry season that coincides with the road closures.

“Particularly in land-locked countries, you need monitoring to forecast problems. You need lead time to plan. Start planning in September for interventions in the lean season in April.”

Senior WFP management

To complicate matters, logistics corridors to Chad are limited. It generally takes 4-6 months for requested food to arrive in WFP Chad warehouses through Libya or Cameroon.

Regional purchase is possible in Cameroon for a limited number of commodities such as beans and maize. These commodities take approximately six weeks to arrive but are not always available in appropriate quantities. Sugar is the only commodity that has been locally purchased in Chad.

As a consequence of the road closures, distance to ports, and limited opportunity for regional purchase, WFP programme staff needs to plan their distributions well in advance. Senior management emphasized that a successful program in Chad needs “lead-time to plan”. Major decisions on type and amount of commodities must be made in September for an intervention in April of the following year. As one OCHA official compared food security assessment to assessments from other sectors:

“food aid makes you plan, so food security assessments are more planned”.

Staff turnover

As highlighted in many emergencies, UN and NGOs in Chad have rapid staff turnover. Finding staff for key positions can be challenging, as was commented in all interviews with UN agencies. Some did say that they were finally “staffed-up”. In Abeche where “all the key partners” are located, the director of UNHCR had been in place for only three months at the time of the case study. Similarly, OCHA has just begun to have a permanent staff presence in Abeche. An interview with UNICEF noted that previously they “really had not had the capacity to undertake nutrition surveys, but that has changed”.

“Here in Chad, staff changes so quickly, they need an information system that can stay”.

Chadian Government
Official

Turn over is not just a problem for the UN and NGOs. WFP had developed a strategy to reinforce government capacity by placing VAM officers in key ministries. An example given by WFP program officer illustrates the dynamic:

“We had an agreement to put a VAM officer in the Ministry of Solidarity to help coordinate assessments. But then the minister was sacked – The new minister did not know anything about the agreement”.

WFP program staff

Institutional memory on assessment and a longer-term perspective on changes in food insecurity are valuable to inform appropriate decision making. The staff of the VAM unit in Chad has been in place in place longer than most of the other WFP and partners staff that is responding to the emergency. A WFP official remarked that the wider humanitarian community;

“acknowledges and respects and requests the VAM expert, partially because he is also one of the more permanent staff in the UN system responding to the emergency”.

Senior program officers at WFP are extremely concerned about turn over in VAM and stress the need “to develop capacity that stays in the country”.

3. Chronology of Events and Assessments



Crisis in Eastern Chad – Timeline				
	Date	Event	Assessment	WFP Program
EMOP 10327.0	April 2003	Refugees begin to cross border into Eastern Chad from Sudan		
	January 2004			EMOP 10372.0 Emergency assistance to Sudanese refugees in North-Eastern Chad
	February 2004			Budget revision 1 (11-19 million USD)
	April 2004			Budget revision 2 (19-30 million USD)
	June 2004	Alarming rates of malnutrition (GAM 35-39%) in three nutrition surveys for refugee populations	Nutrition Survey -- Emergency nutrition and mortality survey conducted among Sudanese refugees and Chadian villagers, North East Chad	
	August 2004		EFSA – Rapid Survey on Refugees and Host Population	
	September 2004	Slowdown in "spontaneous" arrivals and "consolidation" of 10 camps with refugee population of 200,000		Budget revision 3 extended EMOP until February 15th, 2005
	November 2004		JAM – Annual UNHCR/WFP Joint Assessment Mission	
	April to June 2005	Government of Chad attacked at Modonya and Adre		
EMOP 10327.1	April 2005	International VAM officer joins CO		
	June and July 2005		CFSVA -- Analysis and mapping of structural food insecurity in rural Chad	
	July 2005			EMOP 10327.1 Assistance to Sudanese refugees and host communities in Eastern Chad
	November 2005		JAM – Annual UNHCR/WFP Joint Assessment Mission	
	December 2005		FSMS -- First edition of Food Security bulletin	
	December 2005	Chadian rebels attack government forces at Borota, Adde, Adre. Internal displacement of approximately 50,000 Chadian	VAM study -- VAM Study on Self-sufficiency of Refugees	
April 2006	Attempted Coup D'etat against Chadian Government fails			



EMOP 10559.0	May 2006		FSMS – Second edition of Food Security bulletin EFSA -- Food Security Assessment of displaced people	
	August 2006	Security council resolution 1706 mandates a mission to Chad to assess security situation on boarder with Sudan	VAM Study -- VAM study Coping Strategy Index	
	October 2006		FSMS -- Third edition of Food Security bulletin, JAM -- Annual UNHCR/WFP Joint Assessment Mission	
	December 2007	Estimated 92,000 displaced people in Eastern Chad		
	January 2007	January 2007 New estimates of 120,000 IDPs in Eastern Chad	EFSA – Food Security Assessment For IDPs in Eastern Chad	EMOP 10559.0 -- Assistance to Sudanese Refugees, Internally Displaced, IDP host communities and Refugee-Affected Local Populations in Eastern Chad
	February 2007	UN Security Council mission to assess security situation in Chad concludes that -- insecurity is an obstacle to satisfying humanitarian needs in Eastern Chad.		

As the initial crisis broke, the EMOP and two budget revisions were approved before the first nutrition survey. The nutrition survey surprised the community with the severity of the malnutrition between 35-39% GAM. GAM rates so high from a credible survey have not been reported in years. For example, Gode Ethiopia in 1999 reported a GAM of 29% and Goma DRC in 1994 reported a GAM of 20%.

Regional missions supported an EFSA in the second year of the crisis and the first JAM. These assessments were referenced in the subsequent EMOP program document 10327.1.

Not until an international VAM officer arrives in the country do we see the suite of food security products. In all, WFP Chad has produced 12 Food Security assessments and related documents since 2004. This is an average of about one significant document every three-months considering evacuations.

As in other findings of the evaluation, we see a complex relationship of assessment and major WFP programming documents. EMOP documents 10327.1 and 10559.0 do make reference to the JAMs and assessments that have taken place. They make good use of the documents that are available. Important assessments like the CFSVA and EFSA for IDPs in January 2007 could not be considered in the preparation of the EMOPs. This supports the idea that periodic assessment may play an even more important role in informing day-to-day programming in addition to EMOP documents and budget revisions.



Good Practice - WFP FS Monitoring

“Food Security Monitoring has really raised the profile to WFP in Chad” -- Senior WFP management.

Based on the CFSVA, WFP has developed a FSMS. Regular monitoring includes a survey of sentinel sites and Food Security bulletins are produced three times a year. This timing was chosen based on the agricultural cycle in Chad and key decision making points for WFP.

FSMS schedule

October is the conclusion of the main harvest

February focuses on the off-season harvest

May is beginning of lean-season

The objective is to finish survey and reporting in 45 days. Information from FSMS is regularly used as an input to the CAP/CHAP.

Government partners from AG are responsible for data collection. And reporting

“In places like Chad, where food security is sensitive to small changes, you need monitoring.”

3. Cost of assessments

In spite of security concerns and challenges to accessing communities, the cost of assessment activities seems to be in line with what has been found in other countries. The VAM office in Chad estimated the following:

Rapid EFSA

The average cost is 20,000 \$ US

The most expensive was 35,000 \$ US

The least expensive was 10,000 \$ US

The major cost of the activity was Car rental with 10,000 \$ US

JAMS

Each agency contributes staff

WFP provided vehicles from sub-offices

DSA for 3 WFP Staff to participate is on average 10,000\$ US.

Self sufficiency studies

This survey was carried out by WFP Staff in the Field under VAM Staff supervision. So the cost was only DSA VAM Staff (5,000\$ US)

Food Security Monitoring

The average cost is 30,000\$ US



Good Practice – Joint Assessment

Annual Jams have been conducted in 2004, 2005, and 2006. WFP has shown strong leadership in the organization of JAMs and developed some innovations that are examples of good practice. As a WFP program officer says,

“To be substantive, the JAM must be preceded by studies”.

JAMs in Chad have made excellent use of the results of nutrition surveys, coping strategy index study, and joint self resilience studies conducted with FAO. In this way, the JAM can focus on verifying the findings of the studies and identifying other gaps. It was noted that “there can not be too much time between the studies and the JAM, or it does not work”. This and other comments point to the requirement of strong organization of JAMs to make them successful.

4. Issues affecting quality of assessment

Malnutrition

Malnutrition is a serious problem in Chad and assessments are consistently finding degradation of child nutrition according to the Ministry of Health. Drought has been a problem throughout the country since 1999. According to technicians following the situation, there is an urgent need to address malnutrition in the emergency context but also in other parts of Chad including urban areas. Some frustration was expressed that even when malnutrition is reported, there is often little follow-up by the ministries.

WFP is collaborating with the Government of Chad and UNICEF on two new nutritional surveys in 2007. These are widely anticipated by partners include donor representatives that expressed an interested “in more systematic inclusion of nutritional indicators in assessments”. The surveys are intended to be the first step in setting up a nutritional monitoring system in Chad. The Ministry of Plan is participating in the surveys and there are expectations that this will encourage use of the results by the Government of Chad.

Partnership

According to the Ministry of Agriculture, the needs in Chad are enormous – “Government and WFP need to work together”. There is the sense from UN and other partners that the Government should maintain the information systems and work closely with WFP staff. For both surveys and for agricultural statistics, WFP already regularly relies on the ministry. In the current process, results of food security surveys are verified with a West African regional organization called CILLS, FAO, and FEWS. WFP management commented that it was comforting to see that the assessments meet with partner approval for statistical rigor.

Another key partnership issue that came up in several interviews was the determination of beneficiary numbers. According to the MOU, UNHCR is primarily responsible for determining the beneficiary lists for refugee programs. This can lead to some frustration as one WFP staff member described:

“With Refugees, you are a little bit stuck. Difficult to convince UNHCR of a needs-based approach. UNHCR is more focused on minimum standard that is 2100 Kcals per day.”

Similarly, OCHA is responsible for monitoring and reporting the number of IDPs in complex emergencies. Both OCHA and UNHCR rely heavily on information provided by NGO partners to assess population movements. WFP in Abeche was very clear that “it was unlikely for WFP to respond to any reports without verifying the situation”. In fact, it seems that verification missions are sent to even the most remote places regularly. A quote from a coordination meeting conveys the sense of trusting but verifying each others work:

“We are all humanitarians here. If there is a large discrepancy, we send out a joint mission”.

VAM unit present in CO



It is worth noting that WFP and partners recognize that the quality assessment work in Chad is made possible by having a strong VAM unit in the country. As the representative noted, “we are very lucky to have them”.

Capacity building

ESFA training was held in Douala in May 2006. This was around the time of the coup attempt so many partners were in Cameroon. VAM staff, CRS, and representative from the Chadian ministry of Agriculture attended the training. Government partners commented that there is a need for partner training because they lack resources. This training should focus on technical areas like sampling.

Engagement with SENAC activities

“Everyone from HQ always wants to test something. We are not in Chad to test things.”

WFP Official

The VAM staff in Chad reported regular correspondence with colleagues at the RB and HQ. It was reported that VAM has a practice to share all information throughout the assessment process including design, questionnaire, analysis and reports. Several email

examples of excellent technical support from the REO and ODAN HQ were shared with the evaluation team. They mostly focused on methodological and questionnaire issues.

Other types of support from ODAN seem to be less useful to the country office. Materials received from REO tend “to be very heavy”. Requests to pilot methodology in Chad also do not seem appropriate to the CO. It was a finding in the more general evaluation that very good assessment practice preceded SENAC and continues now. Chad does seem like a place to record good practice to share, but with the nature of the emergency it might not be appropriate to try new ‘pilot’ methodologies.

Some specific partners that work with WFP throughout the region had unusually strong comments on SENAC and said that it was a surprise to partners. There has been a regional process to harmonize vulnerability studies in the region since 1999, and they wondered how this initiative was involved. This echoed other interviews that felt that deterioration of existing systems was a larger problem than the need for new innovations. It was also said that the difficulty between partners over previous assessments in Niger “colored the perception of SENAC throughout the region”.

Utility of needs assessment

Assessments from WFP Chad are exceptionally well-received by government, donors, partners and WFP management. A donor representative commented that

“VAM work is the main point of reference for humanitarian community. (We are) Often asked for the VAM work.”

WFP is considered to be the most responsive and active UN agency for assessment and food security information.

The WFP representative commented that the donors are the biggest consumers of the reports, “In fact, one of the ambassadors calls himself for the reports”. WFP management seems particularly proud that the VAM assessments as “the only way to present facts to all the speculation and in Chad there is always a lot of speculation”.

Interviews widely suggest that VAM assessments are used in discussions with Government, other UN organizations, and NGO partners to coordinate responses. In response to inevitable programming constraints, they are used to prioritize activities and distributions. As we mentioned earlier in the case study, the assessment are the primary planning tool to overcome logistic constraints. It is without hesitation, the evaluation team can put forward Chad as an example of Good Practice for WFP in making the best use of needs assessment.



J.3: Nepal Case Study

Introduction

The following case study of WFP assessment activities in the Kingdom of Nepal was undertaken as part of the evaluation of the Strengthening Emergency Needs Assessment Implementation Plan (SENAIP) which was commissioned by the Office of Evaluation (OEDE). SENAIIP is funded partially through WFP's core budget, with significant additional funds from various donors, particularly ECHO. This evaluation has a two-fold purpose: (i) accountability and (ii) learning. In particular the evaluation will provide guidance on which assessment competencies and procedures should be mainstreamed in the WFP PSA budget for the 2008-2009 biennium.

The case study was undertaken to test and enrich the general hypotheses developed during the desk review of SENAIIP documents concerning WFP's global operations. It also provided an opportunity to gather and incorporate the perspectives of WFP's Country Office staff and staff from other stakeholder organizations.

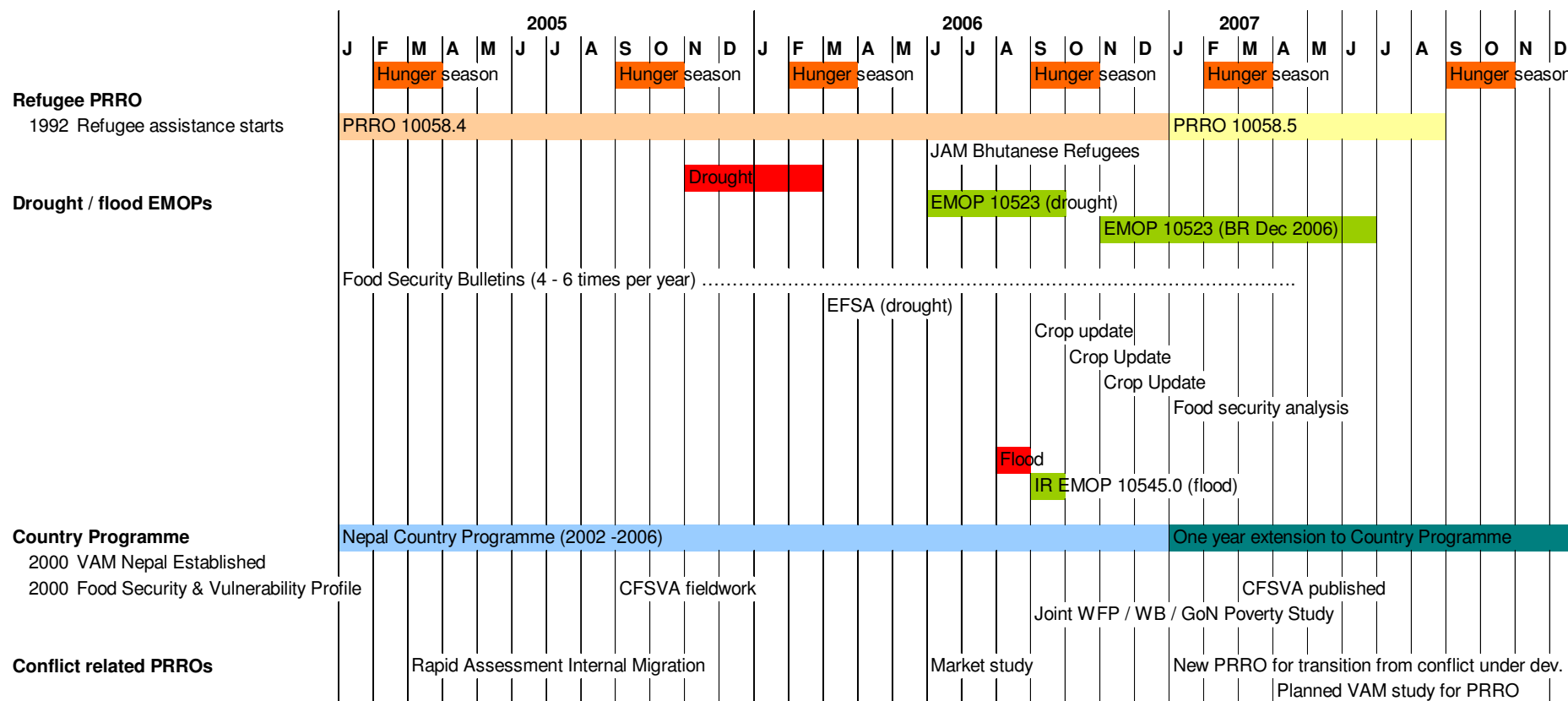
This case study *was not intended to evaluate* the specific quality of assessment work in Nepal. This would fall outside of the SENAIIP ToR and a thorough country evaluation would not have been possible in the time available. Therefore no specific recommendations are offered to the Country Office.

Nepal was selected as a case study for several reasons. Firstly, it has a number of on-going programmes, including the EMOP, PRROs and the CP. These respond to diverse needs including drought and flood affected populations, refugees, the victims of a protracted conflict and deeply embedded structural food insecurity. WFP Nepal has a strong analytical capacity and has undertaken a wide variety of studies including food security baselines (including a CFSVA), the operation of a state of the art monitoring system, market studies and a number of EFSAs and JAMs. These studies have been funded by a variety of sources including SENAIIP, the country operating budget and specific donor support. The interplay between these assessments and the various programme documents provides the context for the observations made in this case study.

The intention of this case study is primarily to document facts that are then woven into the main evaluation study. However, it is inevitable that a certain amount of evaluative comment does occur in a report such as this. The evaluator is extremely grateful to Simon Hollema (VAM Nepal) for facilitating this study – his assistance and candor is much appreciated. Thanks are due to the country representative, Richard Regan, for making his staff and facilities available to the evaluation, and to all of the WFP Nepal and partner agency staff who willingly shared their time and experience with the evaluator.



Timeline of Assessments and WFP Programmes in Nepal





The main events that have heightened food insecurity and required WFP to intervene in Nepal include:

- i. The movement of Bhutanese refugees into Nepal in 1992. This has been dealt with by a number of refugee related PRROs, the current programme is PRRO 10058.5.
- ii. A long standing internal civil conflict. The food security consequences of this have been dealt mostly with through the Country Programme.
- iii. A negotiated settlement to the conflict has created new circumstances. WFP is responding by developing a PRRO provisionally entitled “Livelihoods for Sustainable Peace”.
- iv. A severe drought in 2005/2006 led to EMOP 10523.0. This was the first EMOP in 40 years in Nepal.
- v. A flood in 2006 resulted in IR EMOP 10545.0.

Key lessons learnt from the relationship of assessments to each of these events are recorded below.

Lessons Learnt

Refugee PRRO

- The JAM study was scheduled in good time to serve as an input to the new PRRO starting in early 2007.
- The quality of the JAM was universally appreciated. There were relatively minor technical issues around nutritional surveillance and the degree of integration of refugees into the local economy.
- However, most in-country donors had already taken a decision on the PRRO funding levels prior to the JAM. Several, in principle, had opted to offer resettlement (US, Australia, Canada, NZ). Others (ECHO) had already budgeted support. Therefore the JAM had minimal direct impact on funding decisions.
- It was also noted by ECHO that there is a large degree of latitude between the assessment figures and the final programme budget. For example how many staff positions, vehicles and overhead costs. Therefore the PRRO document influenced their negotiations with WFP more than the JAM *per se*.

Civil conflict

- During the insurgency WFP had a near unique access to areas of conflict. Donors provided generous funding to the Country Programme (~\$8m/annum), in part as “they couldn’t obligate elsewhere”.
- With the end of the conflict this funding is evaporating. A common perception, inside and outside WFP, is that better evidence of the impact of the CP is essential to sustain funding to the CP.
- WFP’s comparative field advantage led to generous funding to establish a state of the art food security monitoring system. Funding for this started in 2002 with support from DFID. Food security bulletins are issued between 4 and 6 times per year. With the end of the conflict this support is ceasing.
- This monitoring system is not sustainable by WFP alone. The annual operating costs are estimated at between \$1 and \$0.5m per year. Donors want the GoN to maintain it, possibly as part of the Poverty Monitoring Assessment System (PMAS). However, the GoN capacity to do so is questionable. The preferred WFP option is to make this a common UN monitoring system to support the transitional process.
- For DFID the key determinant of funding to the CP was not so much the analysis of the problem as WFP’s management of food resources. They have been unhappy with previous pipeline breaks, despite providing WFP with “reliable resources”. This was leading them to question whether WFP offered the most effective delivery mechanism to support their organizational goals – in their case the construction of roads done through FFW.
- In 2005 there was considerable debate about the food security needs of people displaced by the conflict. A rapid assessment done by WFP in early 2005 concluded that the migration was a normal coping mechanism and that ***no emergency response was required***.



- A major new PRRO was at a fairly advanced stage of design during the field study. There was some debate about what type of assessment information is appropriate / necessary to inform the design of this PRRO. There is no immediately applicable tool and so VAM is designing one from scratch.
- The VAM unit are planning a study to rank administrative areas by the severity of disruption caused by the conflict. This would then be used to help target the PRRO. Other than a targeting decision it was not clear how assessment information was feeding into key programme design questions.

Pre-crisis information

- A CFSVA, with SENAC support, was conducted in Nepal in 2005. In-country this was seen as a HQ activity. The final report took over 18 months to produce – delays attributed in-country to responsibility lying with a HQ who tended to be diverted to more urgent tasks.
- While the CFSVA gave a “general perspective of food insecurity” it was not found to be a useful basis for the EFSA which occurred in 2006. Principally its conclusions were “too generalized” and a unique (hence non comparable) sampling frame used for analysis. A common analytical framework for the CFSVA and EFSA is lacking.
- The timing of the CFSVA (especially given that Nepal is a country in transition and the baselines rapidly date) meant that the information was not ideal for the design of the Country Programme extension or the new PRRO under development. However, it has been used in geographical targeting of food insecurity.
- Simultaneously VAM were involved in a joint study with the WB and the Central Statistics Office to produce the “Small Area Estimation of Poverty, Calorific Intake and Malnutrition in Nepal”. The results of this differed from the CFSVA and no effort has been made to reconcile these. There is consequently a degree of confusion in the user community on what the authoritative analysis is.
- The preference for VAM Nepal is to develop a user friendly “Food Security Atlas” from secondary data. This has an estimated budget of \$55k. They plan to do this through sub-contracting a local institution to lower costs and build national capacity.

EMOPs

- The monitoring system was crucial in alerting both the UN and the authorities to the severe drought that occurred in the far west in 2005/2006. In such a remote location, and given the paucity of alternative data sources, it would otherwise have taken a very long time for the information to emerge. However, the monitoring system in itself was not sufficiently detailed to develop an EMOP and an EFSA was justified.
- The monitoring system highlighted the failure of the summer crop (by July 2005) and the subsequent winter crop (which was clear by the end of January 2006). The EFSA only took place between April and May, with the report written in the first week of June. Some of this delay was attributed to the level of on-going conflict which prohibited access.
- The EFSA results, supplemented by HH interviews done by the IPs, provided the basis of the subsequent EMOP. This was written in the second week of June.
- Ideally the response should have occurred during the hungry season at the beginning of 2006 (Feb – March). In practice delays in assessment, decision making (there was an internal debate about whether an EMOP was warranted) and donor response collectively resulted in distributions not starting until June 2006. The onset of the monsoon rains in July further delayed implementation.
- The donors appeared relatively comfortable with the assessment process and the numbers generated. The main debate concerned whether this was a crisis or more chronic in nature. Some objections by the donors in reaction to WFP’s use of the media to build a ‘virtual’ crisis.
- Donors did complain of drowning in information. There was a feeling that the information could still be better conveyed in short 1 page summaries.



- As funds finally flowed the EMOP, which was originally intended to be a 3 month programme, was extended to over 12 months. This decision was substantiated by the monitoring system which pointed to a further poor crop in late 2006. The lessons of timely assessment from 2006 were learnt and the assessment in 2007 took place in January 2007. By this point the programming staff see the system as a model in informing *targeting priorities*. However, the EFSA work did not inform decisions beyond this, such as the intervention modalities.
- As an example of good practice the EFSA classified the targeted areas into classes I, II and III. This allowed prioritization of interventions on the basis of available resources.
- The monitoring system was critical in facilitating an on-going retargeting of the EMOP beneficiaries. They are using an adaptation of the IPC at the local level to help in prioritizing geographical areas for targeting assistance.
- A small flood response occurred in mid 2006. As this was an IR-EMOP there was no formal requirement for an EFSA. WFP staff from the sub-national offices worked with the Red Cross to carry out quick assessments within days, on which the programme was subsequently based. While the accuracy was questioned, the information was timely and of high utility.
- There had also been a prior flood assessment in Nepal in 2004 when WFP decided that *there was no justification for a food response*.

Other

- There is clearly a massive chronic food security problem in Nepal. However, responding to this is not a current donor priority. This places WFP in a difficult moral position.
- At an analytical level there has been very little progress in reaching consensus on how much of this is attributable to food access / availability as opposed to issues of utilization (such as hygiene).
- A market study was done in Nepal in mid 2006. This has been used to conclude that cash transfers are appropriate in the lowlands (*terai*) while food transfers are more appropriate in the hills. However, the initial analysis is fairly crude and of limited relevance to programming. For example seasonality plays an important role in market access. Nor has the market study been particularly useful to procurement staff as experience has clarified the role of local markets.
- VAM is following up a recommendation to enhance monitoring of markets.
- Overall there is a generally high regard for the professionalism of the WFP analysis (essentially the VAM unit) amongst partners. There is a discussion of how the UN system as a whole can capitalize of these skills within a common analytical framework. So far progress appears to be at this level.



J.4: Rwanda Case Study

WFP Rwanda – timeline comparing activities undertaken with food insecurity situation

Events in Rwanda contributing to food insecurity	WFP activities: 2004-2006																										
<p>Political background</p> <p>1994 :Presidents of Rwanda and Burundi killed when airplane crashes near Kigali, believed caused by rocket fire. Beginning of massive genocide caused by resultant enkindling of long-simmering ethnic hostilities. More than 800,000 killed; two million refugees flee to eastern Zaire and other neighbouring countries.</p> <p>1994-96: Rwandan militias and Zairian forces battle periodically around Rwandan refugee camps. Political and economic chaos throughout region.</p> <p>1997: Rwandan and Ugandan-backed rebels depose Zairian president Mobutu. Laurent Kabila becomes president of newly-named DRC.</p> <p>2000-2002: Reconciliation of ethnic groups underway. Rwandan troops pull back from DRC.</p> <p>2003: First presidential election since 1994 and first multiparty parliamentary elections.</p> <p>Food insecurity situation</p> <p>2004: A rapid joint food security assessment identified 31 food insecure districts in which 10-15% of population were deemed likely to run out food by September. It was estimated that by November, 122,000 household could be in need of food assistance.</p> <p>2005: CFSAM estimate of avg. daily p/c kcal availability in Rwanda from local food production</p>	<p>1994-1999: WFP provided emergency relief food during this period under auspices of Great Lakes Regional EMOP 5624, at a total cost (for Rwanda) of US\$ 586.8 million for the benefit of about 3,000,000 people in Rwanda and refugees in neighbouring countries.¹³</p> <p>1999-2003: The most significant WFP activities: PRRO 6077.00 from 1 August 1999 to 31 July 2001 PRRO 10062.00 from 1 August 2001 to 31 January 2003 Plus Quick Action Project 6096 (November 1999-December 2003): “Enhanced food security through swamp and hillside reclamation and development” & EMOP 6318 (December 2000-January 2002): “Assistance to drought-affected persons in the southeast of Rwanda” and additional small activities in education and HIV/AIDS.</p> <p>WFP shifting from pure emergency relief to recovery within the flexibility of the Great Lakes regional PRRO. Needs assessments introduced in 2002 with VAM and FEWSNET collaborating with additional partners. PRRO 10062.1 (2003-05).</p> <p>WFP efforts combating food insecurity</p> <p>2004: VAM staff provided VAM training. Unit participated in rapid food security assessment. Regional PRRO providing assistance to diverse set of at-risk populations as well as assistance for school feeding and to HIV/AIDS-affected households. All assessment undertaken in partnership with government agencies, FEWSNET, numerous NGOs.</p> <p>2005: PRRO 10062.2 (2005-06) approved. This was to be the last regional RPPO for Rwanda. The next programmatic document was to be a Rwanda-specific response to Rwanda-specific food insecurity problems.</p> <p>VAM staff provided EFSA training in Nairobi workshop.</p> <p>2006: EFSA training and EFSA handbook utilized in preparation of 2006 EFSA focused on specific food insecure district. Early version of EFSA rejected by government. Final version was much improved but superseded by 2006 CFSVA which was used in lieu of EFSA to support development of first Rwanda PRRO. Rapport with government greatly improved in second half of 2006.</p>																										
<table border="1"> <caption>kcal/person/day availability in Rwanda from local food production</caption> <thead> <tr> <th>District</th> <th>kcal/person/day</th> </tr> </thead> <tbody> <tr><td>Butare</td><td>1,606</td></tr> <tr><td>Byumba</td><td>1,960</td></tr> <tr><td>Cyangugu</td><td>1,885</td></tr> <tr><td>Gikongoro</td><td>1,329</td></tr> <tr><td>Gisenyi</td><td>1,858</td></tr> <tr><td>Gikarama</td><td>2,049</td></tr> <tr><td>Kibungo</td><td>2,334</td></tr> <tr><td>Kibuye</td><td>2,027</td></tr> <tr><td>Kigali-rural</td><td>2,190</td></tr> <tr><td>Ruhengeri</td><td>2,534</td></tr> <tr><td>Umukera</td><td>2,288</td></tr> <tr><td>Rwanda</td><td>1,850</td></tr> </tbody> </table> <p>2006: CFSAM, led by MINAGRI in collaboration with FEWSNET, WFP and others, concluded that season 2006A national crop production would result in gross food deficit of 174,000 MT in cereal-equivalent, with more than 200,000 households in need of food assistance until May 2006 harvest.</p>	District	kcal/person/day	Butare	1,606	Byumba	1,960	Cyangugu	1,885	Gikongoro	1,329	Gisenyi	1,858	Gikarama	2,049	Kibungo	2,334	Kibuye	2,027	Kigali-rural	2,190	Ruhengeri	2,534	Umukera	2,288	Rwanda	1,850	<p>Great Lakes JNA and UNHCR/WFP JAM prepared which also informed new PRRO.</p> <p>PRRO 10531.0 (2007-08) developed and approved. Country Programme (development) preparation underway.</p> <p>Preliminary actions intended to initiate, on a pilot basis, a new “One UN” strategy in Rwanda.</p>
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¹³ WFP/OEDE/2004/3 Full Report of the Evaluation of WFP’s Portfolio of Activities in Rwanda (24 April-14 May 2004)



The objective of this small study is to describe and discuss the use and impact of SENAIP-related ENA tools in Rwanda in 2005 and 2006. The timeline depicted on page one above provides a simplified overview of the more important events and influences occurring prior to and during the SENAIP period as well as WFP's ENA, pre-crisis and programmatic activities of the period. It provides a somewhat cartooned view of the context in which the Country Office, abetted by the Regional Bureau in Kampala and headquarters in Rome, deployed its staff skills, partnered with government agencies, the USAID-financed FEWSNET organization and a large number of international and Rwandan NGOs to develop and utilize ENA and pre-crisis surveys.

The setting

Rwanda is a small, heavily populated, highly food insecure, landlocked, country in eastern central Africa with a troubled history of conflict between major ethnic groups. It is surrounded by countries (The Democratic Republic of Congo, Burundi and Uganda, particularly) with their own histories of political and ethnic conflicts. This situation created, during the mid- late-1990s and early 21st Century, a region with an unusually large number of refugees and internally displaced households. Over several years, this state of affairs has negatively affected the livelihood security and food availability of large populations throughout the region. The majority (about 90 percent) of Rwanda's populace is rural and subsists for the most part on very small plots of land whose per hectare productivity has suffered from decades of degradation and overgrazing. On the other hand, the country experiences two rainy seasons per year and has two (in some locations, three) growing seasons. While rainfall can be erratic, droughts rarely involve the whole population. Often, where food is scarce and pricy in some areas, it is available in others. However, low overall per capita agricultural productivity and a high population-to-land ratio has resulted in average per capita caloric availability from domestic production that is regularly below caloric needs. Without significant improvement in productivity, Rwanda is – and will increasingly be – a net food importing country if it is to meet the basic nutritional requirements of its population. The combination of social, political and economic disruptions coupled with high population densities, low per capita agricultural productivity and continuing degradation of the natural resource base conspire to create one of the most food insecure countries on the globe.

WFP in Rwanda

In the aftermath of the 1994 genocide, WFP engaged primarily in emergency relief operations, working with other specialized UN agencies, donor governments, and a large number of NGOs to deliver food to large numbers of households – a large percentage of whom are displaced from their farms – adversely affected by the violence and disruptions of the 1994 events and the period that followed. As the events of that period affected a number of contiguous countries in the region, WFP's situational analyses and its responses were undertaken for much of this time as part of a regional strategy and programme, with assistance provided under Great Lakes Region PRROs, 10062.0/1/2, managed by the Regional Bureau (ODK) in Kampala. In the final year of the regional PRRO (2006) a total of 545,000 Rwandans were identified as needing WFP assistance – primarily refugees, returnees, IDPs, and undernourished women and children.

Toward the end of 2005, WFP/Rwanda determined that the improved security situation in Rwanda and the growing competence of the government made the situation suitable for the development of a Rwanda-specific PRRO. Consequently, initial work commenced on what would become PRRO 10531.0, (“Assistance to Refugees and Recovery Operations”) approved in late 2006 to provide assistance from January 2007 through December 2008. The on-going regional PRRO was supplanted and the bilateral PRRO came into effect on Jan 1. Much of remainder of this case study looks at Emergency Needs Assessment activities as they related to the development of PRRO 10531.0.

SENAIP-related activities

Within the context of the present SENAIP evaluation, what is of greatest interest is to review ENA and pre-crisis assessments undertaken in Rwanda and the region during the 2005-06 period to determine if



there are examples helpful in understanding the relationship between assessments undertaken in 2005 and 2006 in Rwanda and the Great Lakes region and the resultant programmatic documents, primarily PRRO 10531.0 (January 2007—December 2008).

PRRO 10531.0 is designed to:

- meet the food needs of refugees (Strategic Objective 2);
- support the most vulnerable livelihood groups through establishment and/or protection of productive community assets (SO 2); and
- provide appropriate nutritional interventions through government health clinics for women, young children, people living with HIV/AIDS and their families (SO 3).

The assessments of significance used to formulate the PRRO were:

- FEWSNET & WFP. Monthly Situation Reports (various)
- WFP/FAO/UNHCR Joint Needs Assessment –Burundi, Rwanda and Tanzania, (April 2006)
- Rwanda Joint Assessment Mission: Review of Assistance to Burundian and Congolese Refugees in Rwanda (December 2006)
- NISR/WFP. Comprehensive Food Security Vulnerability Assessment. 2006

Other surveys and studies not related to the ENA process were also used: i) the Rwanda Enquête Démographique et de Santé, [Demographic and Health Survey] 2005, ii) a variety of documents supporting the PRSP process, the preliminary Economic Development and Poverty Reduction Strategy, iii) the UNDP Human Development Report 2005, iv) the IFAD Rural Poverty Portal, v) data provided directly by UNHCR, vi) USAID's 2006 Bellmon Analysis, and vii) the World Bank's Rwanda Agricultural Markets Overview (draft). The WFP-specific assessments, while forming a preponderant segment of the analytical support from the PRRO, was balanced with information and data from these non-WFP sources in the final document, making somewhat more difficult the determination of relative role of SENAIP-supported analytical assessments (CFSVA, JAM and RNA) in the final determinations of what resource levels were needed, where, when and what quantities. This, in turn, suggests caution in supposing a one-to-one relationship between SENAIP-supported WFP assessments and subsequent programme documents. The numerous non-WFP assessment-type documents completed in Rwanda and in the region during the same time period also played a significant part in the final structure of the PRRO, the decisions regarding the nature and size of the programme and in the strategy selected to carry it out. The issues for this evaluation, however, are primarily concerned with the quality and accuracy of the WFP ENA and pre-crisis assessments and their utility for, and actual use in, PRRO 10531.0 together with a determination of the value of SENAIP resources in developing the ENA products, and the PRRO itself. The analysis is limited to those documents with the caveat that other, non-ENA surveys and studies were significant influences on the final PRRO.

SENAIP in Rwanda

SENAIP elements at work in Rwanda have included staff capacity-building through training opportunities offered to WFP, NGO and government partner staff, the EFSA handbook, other ENA guidance, assistance from regional and headquarters SENAC-supported staff and support for food security monitoring. As best can be determined, SENAIP resources provided some support to resident VAM and other programming staff and some limited guidance to WFP and partner staffs.

First was the training element. A few WFP/Rwanda and ODK staff have participated in EFSA basic skills and advanced training. They rank the various training programmes received as quite useful or very useful. In general, these trainees report that the training received was instrumental in helping them in assuming greater ENA-related, post-training responsibility. None ranked their training below the top two categories in terms of usefulness in ENA preparation. As was the case for more than 95 percent of all respondents, trainees in the Rwanda CO and in ODK indicated without exception their desire for additional training – particularly in the areas of market analysis and assessment design.



Second, with regard to the various forms of SENAIP guidance (EFSA handbook, JAM and CFSAM guidance and the technical guidance sheets), all interviewed VAM and RB staffs indicated they had used the EFSA handbook. Most indicated it was of significant help in ENA-related work, although one of the staff found the handbook only somewhat useful in his work. None who completed the questionnaire or who were interviewed commented on the usefulness of the technical guidance sheets, although most had at least seen them.

The third area of potential SENAIP support has been in the area of food security monitoring. Here is a case where in-country efforts pre-date SENAIP involvement. In Rwanda, EW/monitoring is on-going, having been active for many years without discernable SENAIP involvement. It has taken the form, usually, of joint field visits, key informant interviews and tracking of data collected by the Ministry of Agriculture and the Ministry of Health on agricultural production, market price data, animal health and reporting on nutrition status, and major health issues – particularly the HIV/AIDS status in the country. A monthly food security status report has been prepared by the USAID-funded FEWSNET office with considerable involvement by the WFP/Rwanda VAM staff. These reports are available on-line, usually within two-three weeks after submission to FEWSNET headquarters. Interviews with both WFP and FEWSNET staff suggest a long history of very close collaboration. This has been beneficial not only to these two organizations but also, of course, to the government, donors, the NGO community and researchers and academics with access to the internet. Here, in the evaluation team's judgment is a significant success story of partnership, transparency, utility and seeming substantial accuracy in reporting. These are all objectives of WFP's efforts to strengthen food security monitoring, as exemplified in the SENAIP design, but achieved in Rwanda almost entirely by VAM efforts at the CO level with minimal SENAIP involvement. The caution here is for WFP – when reviewing the history of ENA, baseline and food security monitoring in Rwanda – to remain cognizant that successful achievement of WFP's ENA-related objectives can and does occur outside the framework of the principal programme (SENAIP) focused on their achievement. The resident VAM staff and others in WFP/Rwanda have been working toward identical objectives long before the advent of SENAIP. As SENAIP moves ahead with its own food security monitoring programme, the WFP/FEWSNET programme in Rwanda could well serve as a model of cooperation and effectiveness.

The ENA experience

The experience in Rwanda with the various pre-crisis and ENA assessments is somewhat unique and deserving of discussion.

In late 2005, the FEWSNET/WFP monitoring system, using their own data, augmented by government reporting on agricultural crop production, animal health and health/nutrition status, determined that the portents of increasing food deprivation were worsening in some areas of Rwanda. By late 2005, there was growing concern because of significant rain shortfalls affecting crop production.

In early 2006, WFP/Rwanda finally (after two years of trying) received needed budget and RB and HQ staff resources to undertake a long-needed food security "baseline" survey. These were SENAIP resources made available to undertake a Rwanda CFSVA. Given the FEWSNET/WFP situational analyses during the last quarter of 2005 and in early 2006 EW reporting, the decision was made to move ahead and develop a quasi-rapid EFSA (working with the Disaster Management Unit of the Prime Minister's Office) as an adjunct of the CFSVA field work which was just getting started. The EFSA was intended to focus on what the EW reports were suggesting were the five most adversely affected districts. Undertaking an EFSA would make data available for these suspected emergency areas sooner than would be possible under the full national CFSVA.

What happened next has been a little difficult to clarify because several different versions of these events were described to the evaluation team. Sometime in the March/April 2006 period, very preliminary (and not-yet verified) EFSA data was released to the public and reported in the media. These data indicated that emergency food aid of significant size was needed in the five districts. Shortly thereafter senior government officials objected to the published information on the grounds that: i) it was incorrect and



that the situation in those districts was not as bad as the draft EFSA seemed to indicate, ii) government was already aware that there were some problems in these districts requiring assistance and the government was already providing sufficient help, and iii) the release of this information, even had it been accurate, should not have happened because all such survey work needed approval by the government (approval which government officials subsequently claimed had not been granted). Resultant data was not to be released prior to being vetted by the government's central statistic agency (National Statistics Institute of Rwanda (NSIR) for statistical validity and accuracy. There resulted from this a flurry of unhappiness at WFP for having released the information prematurely and not having received official approval to do so. As best as can be determined from interviews of participants and observers, the information that found its way into the media was, in fact, released in error as it had not yet been fully authenticated. Government staff had, in truth, participated in its collection (and the unhappy senior government officials seem not to have been aware of this government involvement in the field data collection effort in these districts – and those who had been involved seem not to have been willing to publicize their involvement), WFP staff were, at the time, genuinely concerned that serious food shortages were likely to occur in the districts in question and were publicizing the early findings in order to make donors, government officials and other stakeholders aware of the possibility in order to generate support for possible resource needs. As a consequence of this flare-up, WFP, for a time, was generally felt to have been at fault for not double-checking the numbers before “going public,” and for not pre-warning the government they were about to announce their preliminary concerns publicly. The government officially declared that the EFSA was not to be released officially at all. Their view was that by focusing on the apparently worst-off districts, the resultant data distorted the true national food security picture.

WFP very quickly had to determine an alternative path for securing needed ENA data. The decision was to make use of the full CFSVA for that purpose (as well as utilizing the other sources noted above). Furthermore, government – in the form of the central statistics entity, NSIR – was to be fully and deeply involved in all aspects of CFSVA development, approval and publication. Which was, in fact, done. While the final CFSVA (completed mid-2006 and officially approved in December 2006) was not available for use in PRRO preparation, preliminary CFSVA data – fully vetted by government – was available in time and was used effectively for this purpose.

The net result, in terms of relations between WFP and the government was, in fact, a thoroughgoing improvement in communications and mutually-agreed strategies for future field survey work. At the time of the evaluation team field visit, the government had not officially approved full public release of the CFSVA, but it was widely agreed within government agencies that such approval had already been granted informally and would shortly be made official. In the meantime, the executive summary of the CFSVA had not only received official approval, it had been posted to the NSIR website as an official government document prepared by government with the assistance of WFP. In sum, the relationship between WFP and the government of Rwanda on matters of ENA-type survey work and pre-crisis survey work have been strengthened measurably as a result of efforts taken in the aftermath of the earlier missteps and misunderstandings. From an evaluative perspective: kudos to both parties.

The remaining need is to gradually revive the reputation of the EFSA instrument in general as statistically valid approach for gathering food security-related data in a rapid manner to support decisions regarding responses to emergency situations.

Evaluative commentary

The next several paragraphs reflect on the extent to which the final (but never officially released) version of the Rwanda EFSA and the final version of the CFSVA appear to conform with SENAIP requirements for ENA reports/surveys. In the case of this CFSVA, the document serves both as a pre-crisis and as an ENA survey.



The EFSA

The evaluation team prepared, as a component of its terms of reference, checklists for comparatively measuring key elements of pre-crisis and ENA documents against SENAIP qualitative requirements. As noted in the main body of the report, a total of 44 Emergency Food Needs Assessments were reviewed and ranked on several criteria measuring the extent to which each EFSA clearly stated its methodology, the manner in which data were collected and analyzed, the extent to which all necessary components of food security and nutrition were included, whether or not the data, analysis and conclusions were clearly presented and whether and to what extent there were recommended responses in terms of numbers of beneficiaries to be assisted and the type and amount of food (and non-food) assistance required.

The Rwanda EFSA was a rapid assessment conducted in late April 2006 by a team that included CO, RB and HQ staff, as well as a member of the Disaster Management Unit of the Prime Minister's Office and involvement from the NGO community. It is not available publicly on the internet, but is available on the internal WFP website. It is focused to some degree on slow onset crisis issues – primarily on the impact of recent rainfall diminution and possible resultant drought. It contains a clear description of methodology, describes in some detail the data collection methodology and appends the questionnaire. It did not have baseline data available and does not do a robust job of describing the limitations and likely confidence levels inherent in the data collection techniques and data availability – a small but, in this case, important detriment.

The EFSA does a reasonably good job in analyzing food trade issues, though mostly focused on local, petty trade with little information on cross-border trade or on the possible impact of food aid on trade. The discussion of food access issues (prices and incomes) is first rate as are its considerations of coping strategies. The analysis of food utilization and nutrition issues is only slightly less good. The determination of the number of people who are food insecure uses both a food economy analysis and nutritional indicator data to develop the numbers. Dietary diversity is not used as a proxy for food insecurity nor is the option of a coping strategy index. There is clear presentation of the geographical breakdown of food insecurity and the EFSA does an excellent job in analyzing the probable causes of food insecurity in the identified geographical areas. In terms of building a solid case for recommended courses of action to confront the identified food insecurity, it discusses the appropriateness of possible transfer modes (GFD, FFW, FFW, supplemental feeding) and non-food transfer possibilities. It deals only modestly with more developmentally-oriented non-food intervention possibilities (agriculture, health, water/sanitation, etc.). It concludes with quantitative recommendations for both food and non-food transfer possibilities. The evaluation ranked the clarity of the link between the analytical elements of the survey and the recommendations as a “4” on a scale of 0-4, the highest rating. In sum, and compared with all EFSA's rated for this evaluation the Rwanda EFSA – in its final form – is among the best. The fact that information and conclusions from an early, partial, inaccurate version of the paper made their way into the media is unfortunate, but does not detract from the quality of the EFSA in its final (though, unfortunately, unpublished) version.

The CFSVA.

At the time of the field visit this CFSVA had not been officially released. It was, however, used – in draft form – to substitute for the EFSA (in other words, it served as an emergency needs assessment function as well as a pre-crisis survey) for purposes of providing food security analysis and recommended response options for PRRO 10531.0.

CFSVA field work commenced in March, 2006 (i.e., prior to the EFSA) and was completed in mid-April. It is presently not available on the internet or in the internal WFP on-line Docustore. Its preparation was a major undertaking, involving a large number of WFP regional and HQ staff, 10 NSIR statisticians and more than 100 field enumerators. The PRC review was held in early September 2006.

The CFSVA description of methods is clear, its primary collection methodology well-presented with all questionnaires appended. It had no prior baseline data available. To a much greater extent than the



EFSAs, it does a thorough job of describing the limitations inherent in the data and data-gathering techniques and discusses the confidence intervals permitted by these data. It is reasonably thorough in its discussion of food trade and food markets and extremely thorough in discussions of food access issues, coping strategies and food utilization and nutrition. It utilizes all four of the major methods for determining the status and extent of food insecurity: nutritional indicators, dietary diversity, coping strategies and food economy analysis.

The CFSVA presents clearly the geographical extent of food insecurity, and is thorough in its presentation of nutritional data and analysis. Its discussion of response options was assigned a “3” rating (on a scale of 0-4) by the evaluation team, not surprising since CFSVAs are by their nature intended to be “baseline” surveys, and are not, normally, prescriptive documents. In this case, since the CFSVA had to be used as if it were also an ENA, there are discussions of recommended courses of action suitable for use in a PRRO. These recommendations include discussion of non-food transfer options and non-food development-type interventions. The clarity of the linkage between analysis and recommendations was rated a “4” by the evaluation team. Overall, this is among the very best of CFSVAs reviewed by the team. It should be noted, in passing, that the CFSVA was reviewed technically, and approved, by a five-person NSIR team from the Rwanda government.

PRRO 10531.0 (Jan 2007-Dec 2008)

The evaluation team review of PRROs was done in a fashion similar to that used to review EFSAs/CFSVAs, i.e., through the use of spreadsheets to compare the types of information contained in all PRROs reviewed, with particular emphasis on the relationship between the numbers of beneficiaries identified and amounts of resources requested on the one hand vs. those recommended in supporting ENA documents.

As noted earlier, it is quite evident that the PRRO 10531.0 incorporated a considerable amount of ENA-based and pre-crisis assessment material. It cites numerous instances of use of data from the CFSVA (12 citations in the PRRO text) and from the Great Lakes JNA of April, 2006:

“The PRRO implements the recommendations of the WFP/FAO/UNHCR Joint Needs Assessment mission in April 2006. It also incorporates the findings of the WFP 2006 Comprehensive Food Security and Vulnerability Assessment. It supports the 2002-2006 Poverty Reduction Strategy and is consistent with ongoing discussion of the forthcoming Economic Development and Poverty Reduction Strategy 2007-2011.”

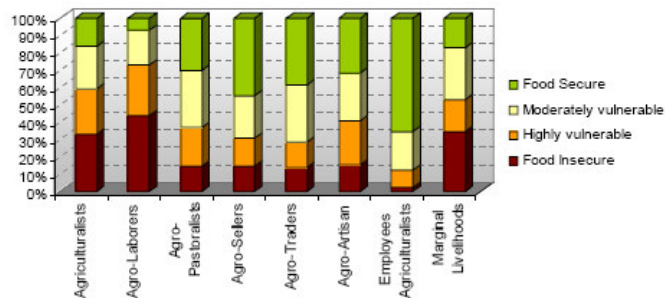
In terms of beneficiary levels, the version of the PRRO discussed in the PRC proposed assisting 386,000 beneficiaries. But there was concern that these levels were higher than had been assisted under the GL PRRO:

“ODO raised a concern as to why the budget of the proposed PRRO has been dramatically increased vis-à-vis the previous operations carried out in the country and advised the CO to look into it. The CO agreed to review the budget size of the PRRO and reduce the amount, if possible, as suggested. ODO cautioned the CO that it would be difficult to convince donors for their contributions if the food requirements under the proposed PRRO were much higher than those made available in the past.”

The final PRRO, submitted to the EB, had reduced the beneficiary levels to 294,000. The recommendations contained in the CFSVA were not presented in terms of numbers of beneficiaries to be assisted but rather as percentages of the population in each district who are moderately-to-severely food insecure, by livelihood category and the types of food and non-food programmes that are most suitable and likely to be most effective in reducing the severity of food insecurity for these identified groups. It was left to the PRRO preparers to do the calculations as to how many to help and how to help then – in effect to draw the line below which assistance would be provided in the identified geographic areas.



Chart 1: CFSVA summary conclusions re severity of food insecurity by livelihood group



Conclusions

As a case study in the uses of ENA and pre-crisis surveys to inform programmatic decisions, Rwanda offers a number of important examples and lessons.

First, the CO, with support from the Regional Bureau and ODAN and ODAV in headquarters, has prepared an excellent set of ENA and pre-crisis survey documents which were appropriately used to develop its WFP response to the food security dilemmas the country now faces. With only the EFSA “hiccup” representing a stumble, the entire ENA and pre-crisis effort was done with a high level of professionalism and with commendable results in terms of the quality of these surveys and resulting reports. The PRRO uses them well, documents that use clearly and is better because of them.

More important, however, is the success in improving cooperation and collaboration not only with government but with other partners as well – notably USAID’s FEWNET operation. The CFSVA is now (unofficially) widely available among donors and NGOs in Rwanda and is being used and praised by them. One interviewee noted that one of the President’s senior advisors was recently seen carrying and presumably referring to the executive summary of CFSVA which has become for all intents an official government document – a very good outcome, indeed.

Even though the main text of this evaluation raises a number of serious concerns about the effectiveness, costs, and utility of the CFSVAs generally, the Rwanda CFSVA has been a major success in a number of ways – informing the PRRO, helping solidify improved working relations with the government, the extensive use of partnering arrangements and the utility to many stakeholders of the report itself – right up the office of the president. The CFSVA experience in Rwanda may offer several avenues of potential interest to those who may become involved in the recommended process of rethinking the role and nature of the CFSVA.

In terms of the major elements of this evaluation one can summarize the ENA experience in Rwanda as follows:

relevance (*i.e., serving the needs of the ultimate beneficiary*) The CFSVA and other ENA surveys have clearly informed and, arguably, improved the targeting and net beneficial impact of the PRRO and the resource flows that stem from it.

effectiveness (*i.e. transparency, quality, credibility, utility*) The transparency of the CFSVA process, the wide recognition of the intrinsic quality of the survey work and resultant document, the acceptance by the government, donors and NGO of the data and analysis and its manifold utility in its many uses attest to a very high level of overall effectiveness.

efficiency (*i.e., cost efficient, timeliness, human resources, institutional arrangements*) If there is a potential down-side of the ENA and pre-crisis process in Rwanda it may be here. The CFSVA was extremely labour-intensive, as noted above. Its true cost has been impossible to calculate because it is so hard to include all the staff costs and the costs incurred by the partners. Country staff in Kigali indicated they had no real notion of the total costs incurred, suggesting the evaluation team try to locate that



information in ODK or Rome. The costs were almost certainly high. Timeliness is also hard to determine, given the actual chain of events that sidelined work on the EFSA.

impact (*influence on programmatic decisions*). While difficult to measure, given the extensive set of background documentation used to formulate the PRRO, it is still fairly evident that the CFSVA was a significant – even a preponderant – source in informing decision regarding resource types, levels and geographic locations of resource distribution in the PRRO document.

sustainability (*i.e., to what extent are results sustainable after completion*). It is obviously far too early to determine the sustainability of the SENAIP products and outcomes in Rwanda. The training effects are likely to remain, the durability of the CFSVA as a contributor to future WFP and partner decision-making can only be a guess, but it seems highly probably to endure until there is a better product, or until the situation and context change sufficiently to warrant a new baseline or needs assessment.

In sum, SENAIP, through its capacity-building, guidance strengthening, support for ENA field staff and financial support to the production of the CFSVA, has played a significant role in this improvement, as attested by interviews of those in the Country Office and the ODK Regional Bureau who give the effort high marks. Much of the credit for what seems a real success in Rwanda must go to the country office staff in Rwanda who have persevered in promoting good working relationships with partners, emphasizing the need for high quality needs assessment and pre-crisis information. In doing so they have greatly magnified the positive contributions derived thus far from SENAIP.

J.5: Zambia Case Study

The following case study of WFP assessment activities in the Republic of Zambia was undertaken as part of the evaluation of the Strengthening Emergency Needs Assessment Implementation Plan (SENAIP) which was commissioned by the Office of Evaluation (OEDE). SENAIP is funded partially through WFP's core budget, with significant additional funds from various donors, particularly ECHO. This evaluation has a two-fold purpose: (i) accountability and (ii) learning. In particular the evaluation will provide guidance on which assessment competencies and procedures should be mainstreamed in the WFP PSA budget for the 2008-2009 biennium.

The case study was undertaken to test and enrich the general hypotheses developed during the desk review of SENAIP documents concerning WFP's global operations. It also provided an opportunity to gather and incorporate the perspectives of WFP's Country Office staff and staff from other stakeholder organizations.

This case study *was not intended to evaluate* the specific quality of assessment work in Zambia. This would fall outside of the SENAIP ToR and a thorough country evaluation would not have been possible in the time available. Therefore no specific recommendations are offered to the Country Office.

Zambia was selected as a case study for several reasons. Firstly, it has a number of on-going programmes. These respond to diverse needs including drought and flood affected populations, refugees, the HIV-AIDS pandemic and structural food insecurity. WFP Zambia, through the established VAM unit and the out-posted RAO markets officer, has undertaken a variety of assessment studies. The interplay between these assessments and the various programme documents provides the context for the observations made in this case study. Furthermore, Zambia provides a very interesting institutional context where the various food security stakeholders are collaborating in their analysis as part of the Zambia Vulnerability Assessment Committee (VAC), and under the leadership of the Government.

The intention of this case study is primarily to document facts that are then woven into the main evaluation study. However, it is inevitable that a certain amount of evaluative comment does occur in a report such as this.

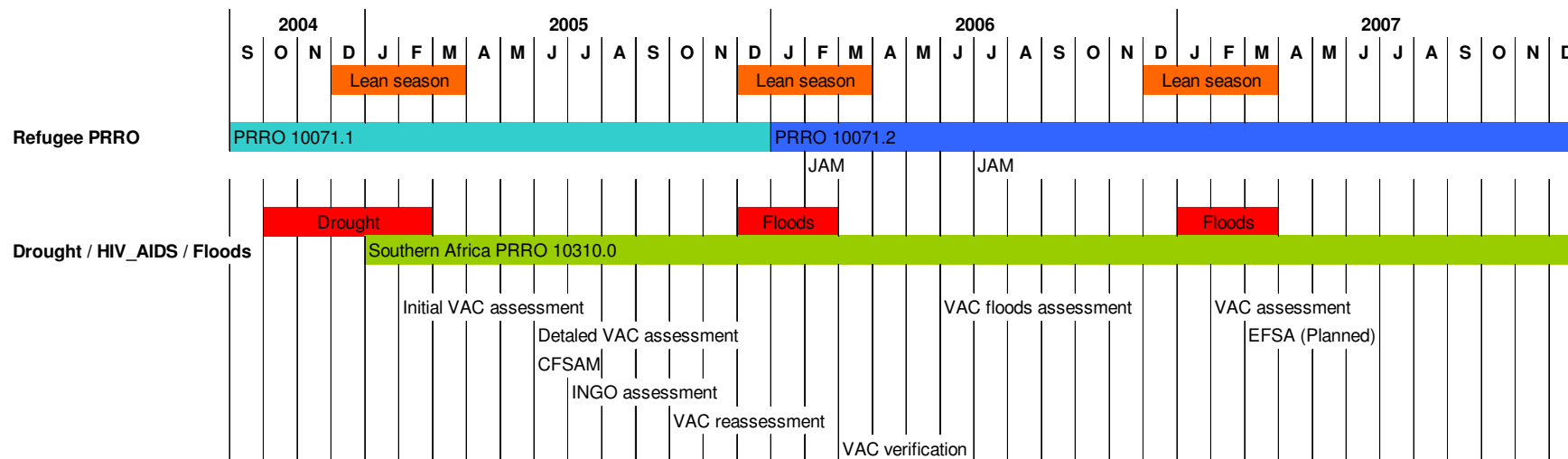
The evaluator is extremely grateful to Simon Dradri (RAO – markets officer) for facilitating this study – his assistance and candor is much appreciated. Thanks are due to the country representative, David



Stephenson, for making his staff and facilities available to the evaluation, and to all of the WFP Zambia and partner agency staff who willingly shared their time and experience with the evaluator.



Timeline of Assessments and WFP Programmes in Zambia





The main events that have heightened food insecurity and required WFP to intervene in Zambia include:

- vi. Established support to refugees – currently through PRRO 10071.2
- vii. A follow-up to the large scale emergency response to the drought of 2001-02 through a regional PRRO 10310.0. A major element is support of HIV-AIDS affected households.
- viii. The PRRO has also been used as a vehicle to respond to emergency needs following a drought in 2004-05 and floods in early 2006 and 2007.
- ix. A new country PRRO, to replace the regional PRRO, is under development to start in 2008.

Key lessons learnt from the relationship of assessments to each of these issues are recorded below.

Lessons Learnt

Refugee PRRO

- WFP Zambia were reluctant to discuss the refugee PRRO and the two JAM studies. Therefore no detailed comments are offered on the experience of Zambia with JAM assessments.
- The evaluation was unable to establish why the JAMs took place after the start of the new PRRO, rather before so that they could inform the design of the new PRRO.

Emergency caseload in PRRO

- Following the drought of 2004-05 a number of parallel assessment processes took place. This was a reflection of the low credibility of the Zambia VAC at that point. Its assessments of the 2002 drought had poor credibility and needs exaggerated. The credibility of the VAC has improved massively since then. A large part of this is due to the appointment of a well respected civil servant to head the Disaster Management and Mitigation Unit (DMMU) under which the VAC resides.
- An early assessment was carried out by the VAC, which included WFP, Government of the Republic of Zambia (GRZ), FEWS NET and other stakeholders.
- A separate INGO study was commissioned basically as NGOs were concerned about a) the tendency of Government to over estimate needs and b) the need for timely figures. This slightly ironic given that the INGO survey came up with a much higher figure than the VAC and also proved much slower than anticipated.
- Ultimately the INGOs agreed to shelve their assessment and a final report was never issued. This was deemed in the best interest of generating consensus that would facilitate a donor response. However, the INGOs remain unconvinced that the VAC figure was more accurate. Indeed they believe that the initial estimates were deliberately suppressed in order to make them more palatable to the donors.
- The CFSAM was conducted primarily as a means of building credibility into a fractured assessment process. The major advantage of the CFSAM is that a) it can be done quickly, and b) the impartiality of the process gives it considerable credibility amongst donors.
- Assessment professionals criticised the CFSAM as a highly subjective exercise, usually conducted by external consultants who have a limited understanding of the national production system. The optimal time for the crop assessment component also differs from the optimal time to assess needs.
- The 2006 CFSAM successfully served to reinforce the VAC conclusions. While it gave the impression of triangulating the VAC results, in fact the CFSAM essentially used the VAC analysis. This reinforced donor confidence in the VAC results.
- Ultimately the VAC figures were used as the authoritative response planning figures. The VAC informed targeting decisions in particular. However, the results were not highly specific on programme modalities. The VAC specifically argued that they did not include the relevant skills to make such recommendations. Their preference is that this should be a separate process.
- However, there was a feeling that amongst the IPs that the donors required an unmerited adherence to the results of the VAC assessment in the subsequent response. The IPs were unable to apply their more intimate knowledge of their operational areas to modify the response.



- The initial VAC assessment that followed the drought was followed by regular VAC reassessment exercises. These were necessary to re-adjust the beneficiary numbers, which moved from 1.1 to 1.7 million during the course of the season. Both the implementing agencies and the donors routinely adopted these revised figures. These figures also formed the basis of subsequent budget revisions for the PRRO.
- While updating the numbers was necessary to track the evolution of the season, it is arguable whether re-assessment or monitoring would be a more efficient way to meet managers information needs. WFP also operates a CHS monitoring system, with twice yearly surveys. There is an ambiguity about how the CHS data is used in Zambia, vis-à-vis the VAC reassessments.
- The Real Time Evaluation (RTE) was a multi-agency exercise, with the objective of verifying targeting and assessing impact. In practice the methods used (beneficiary opinions) did not prove robust enough to confirm, or refute, the accuracy of assessments.
- A substantial component of the RTE was a market analysis. This was very helpful to the debate on cash and food transfers. This concluded that generally cash had not inflated prices, nor food deflated them. This allowed the debate to move forward and focus on other contextual factors that determine its relevance.
- The assessment of the impacts of the 2006 floods was a somewhat cumbersome process. The VAC produced an assessment nearly six months after the floods. This analyzed the consequences of the floods for crop production.
- On this experience there have been substantial attempts to improve the assessment of the 2007 floods. This has been through building capacity of the DMMU and districts to assess immediate needs. While their current capacity is weak, it is recognized that any disaster assessment system needs to call on their widely dispersed capacity to drive an initial assessment.

Chronic caseload in PRRO

- Much of the caseload in the PRRO is in response to HIV-AIDS affected households. It is stated that the VAC figures are used as the basis of planning the PRRO. However, the Zambia VAC does not specifically analyze the needs of this group – but rather focuses on drought and flood affected populations. It is therefore unclear what assessment figures were used for planning the PRRO.
- WFP staff in the CO felt that there is a distinct lack of assessment tools that can help in analyzing needs and response options to address chronically food insecure populations, including the specific case of HIV-AIDS.

Development of new PRRO

- The initial intention was that the new country PRRO (to replace the ending regional PRRO) would be based on a SENAC funded CFSVA – or Chronic Vulnerability Assessment and Analysis as it is known in Zambia.
- However, the implementation of the CVAA has been put on hold. The Government of Zambia is insisting that the CVAA should be a statistically valid, multi-sectoral (ie more than food security) study. The complexity, replication of existing secondary data sets and cost (>\$1m) has led to donors with holding support.
- In the opinion of the Country Office it was the right decision to delay the implementation of the CVAA until a solution acceptable to all stakeholders can be worked out. It is seen as more important for everyone to buy-in to the process, and use the product, than for WFP to go it alone in producing the CVAA.
- However, this still leaves unresolved exactly what primary assessment instrument will be used to support the development of a new PRRO. A mass of data, such as LCMS, DHS, etc., seems to be considered but with no transparent link to programme design.

Other issues

- From the Country Office perspective the critical intervention of SNAIP has been to introduce market analysis skills. This is seen as a new and distinct contribution. They look to this analysis



to help both local purchase decisions and whether to use food or cash. The RAO – market officer has brought new skills to the table.

- WFP Zambia has placed a high premium on building the capacity of national government in assessment and baseline analysis. While this is recognized to slow down the process it is viewed as essential to building understanding, commitment and sustainability.



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex K: Survey of SENAIP Trainees

K.1: Overview

This annex provides additional commentary on the training elements of WFP's efforts to strengthen its emergency needs assessment capabilities in the context of the SENAIP. It is comprised of three sub-sections: i) commentary that expands on the training-related text in the main body of the report, ii) the charted responses to most of the questions in the evaluation survey/questionnaire,¹⁴ iii) the responses on that survey to the four open-ended questions.

WFP launched its enhanced global EFSA learning programme in 2005 with a detailed training needs assessment involving consultations with WFP and external food security assessment practitioners and evaluative visits to country offices and regional bureaus, reviewing the effectiveness of previous training and the prevailing state of WFP and partner field staff ENA and VAM-related skills. This helped inform the subsequent completion and distribution of the EFSA Handbook – a necessary adjunct of the ENA training programme – and the development of SENAC guidelines, specific standards, and description of appropriate assessment tools made available as guidance in a series of training modules then being developed.

The training needs assessment led to the development of basic, intermediate and advanced training modules for face-to-face and eventual “interactive distance learning programme” aimed at WFP and partner staff who were or could be engaged in ENA and pre-crisis assessments. The TNA led to the development of a basic training in 2005. In 2006, as part of the development of the facilitators' tool kit learning paths (proficiency levels) were developed (together with VAM) for the following levels: Beginners, basic and Intermediate. The learning paths were developed to guide facilitators in adapting materials. These are also useful for developing learning objectives for on the job learning events. Lastly, the three levels allowed clear understanding existing gaps in training materials and demonstrate the complementarities between technical short courses and basic skills courses.

In parallel exercises refined guidelines were issued for UNHCR/WFP Joint Assessment Missions and work was initiated in collaboration with FAO to strengthen and clarify CFSAM assessments. During 2006 several complimentary features were introduced into the training: i) a training facilitator's tool kit, ii) a web-based “community of practice” for sharing best practices and lessons learned, iii) the initiation of a database of assessors cataloging their skills and experience.

The training programme (which ODAN staff prefer to call the “learning” programme) that evolved over the 2005-2006 period was developed from the piloting of regional workshops and email-based distance learning in 2004-05. The full ENA training programme was launched in 2005 with the initial emphasis on basic skills training offered in region-based workshops for both WFP and partner participation. In January, 2006 a “Learning Review” of the 2005 experience was held¹⁵ and lessons were extracted from the “mixed” experiences emerging from the first year's training effort.

In 2006, a full slate of country level workshops were held and the beginning of interactive distance training was initiated as was a limited experiment with on-the-job training under the supervision of experienced assessors. In addition, 2006 saw the introduction of: i) a training facilitator's “toolkit” to enable review of actual or potential trainees' knowledge and skills, ii) a prototype of a web-based “community of practice” for sharing best practices and lessons learned, and iii) the beginnings of a database of assessors to enable the selection of the right mix of skills for emergency needs assessment teams.

¹⁴ A very small number of the questions and responses were omitted from this Annex, usually because the number of responses to the particular question were too few, or for other technical reasons.

¹⁵ Klenk, Jeffrey. “EFSA Learning Programme Review: 2005” ODAN. January, 2006.



The total number of SENAIP trainees is presented below:

Learning Events 2007 (Jan to Jun)	WFP	Partners
All Learning Events (EFSA Basic Skills, Data Analysis, JAM etc)	190	92
On the job learning	7	

The number of WFP staff are higher than usually due to 3 data analysis workshops and two AA Technical meetings.

Learning Events 2006	WFP	Partners
Total WFP & Partners Attending Completed EFSA Basic Skills Learning Events	193	281
Total JAM and CAP NAF Completed	45	40
Advanced Assessor - Technical Meetings Completed	41	5
On the job learning	10	

Learning Events 2005	WFP Participants	Partners
EFSA Basic Skills and JAMs	216	124
Advanced Assessor - Technical Meetings Planned	18	0

During the field visits, the evaluation team members had the opportunity to interview a small sample of ENA assessors in the regional bureaus and country offices who have had the opportunity to participate in one or more of these training events. Several interesting observations emerge from those interviews coupled with discussions and interviews with headquarters training-related staff.

First, almost without exception they responded that the training they have thus far received has been helpful. Second, a significant number of them noted that they had not yet had the opportunity to put that training to use. They had not been confronted with an emergency situation in their country requiring an emergency assessment or a decision to undertake a pre-crisis, VAM-type assessment. Third, all wanted more training, particularly training to strengthen their analytical skills. Fourth, those who had been able to put their training to use believed that better ENAs were being produced as a result of that training.

Fifth, most agreed that the EFSA handbook was very helpful in their ENA work. One senior VAM officer commented that he had used the handbook as a tool in providing on-the-job training to more junior staff in the VAM unit. Sixth, as a training aid, the handbook should probably have an added section – perhaps a self-contained addendum – which would have a simplified set of instructions for the generalist field staff, such as those who often staff sub-offices, instructing them on how to undertake certain emergency rapid assessment actions. Sub-office staff interviewed for this evaluation noted that a simplified, “hands-on” component of the handbook would be of great use as a how to guide. Seventh, it was relatively clear from the field visits that while most trainees believe they had been promised follow-up training, most have not been contacted regarding follow-up training.



A common criticism of the workshop training thus far, one that ODAN has been made aware of from their own post-training analyses, is that most workshops to date have provided more of a general overview of EFSA rather than training in how to actually conduct an EFSA. Attendees need to be walked through an actual EFSA assessment exercise rather than having it be described for them in a PowerPoint presentation.¹⁶

In reviewing trainee reactions and comments on the utility of the training programme collected by ODAN and the additional responses to the training questionnaire developed by the evaluation team several important themes emerge:

ENA training is highly regarded and highly sought-after by field staff with ENA responsibilities and those who would like to have ENA responsibilities. Seventy percent of respondents to a question on the evaluation team questionnaire on the utility of the training responded that the training was very, or extremely, useful. A large number of respondents declined to answer this question, however.

A large number of trainees reported their desire for additional training beyond the workshop-based skills training which was all that the majority of respondents had been exposed to.¹⁷ Most (86 percent) were hoping that additional training would be made available to them. The majority had not been offered the opportunity for additional training

Of those who responded to the questionnaire 63 percent had been able to utilize the training they had received in at least one food security assessment mission of some type. Thirty-seven percent had not yet had the opportunity to put their training to use. Of those who had been able to put their training experiences to use, 88 percent had participated in an EFSA, 31 percent had participated in a CFSVA-type exercise, 24 percent had participated in a CFSAM, 24 percent in a JAM and 12 percent in a CAP-type assessment. It should be noted, however, that more than half of our survey respondents declined to provide any answer to this question. It is possible this denotes a large number of trainees who have not had the opportunity to utilize their training.

Looking at the principal guidance WFP has made available to assist ENA formulation, conduct and utilization, 65 percent reported they had used the EFSA Handbook (finding it particularly useful for in-depth and rapid assessments). Only 28 percent had used UNHCR/WFP JAM guidance and even fewer (16 percent) had used the Provisional Technical Guidance Sheets¹⁸.

Training Survey

As an element of this evaluation, the team surveyed WFP and partner staff who participated in SENAIP-related ENA training during the 2005-2006 period. An on-line questionnaire was developed, shared with WFP/ODAN for comment, and transmitted by email to all WFP and partner trainees for which email addresses were available. As many WFP and non-WFP trainees as could be located were contacted and 162 WFP trainees and 101 non-WFP trainees responded. Of WFP respondents, 49 percent had been involved in some form of ENA activity prior to training and 51 percent had not. For partner trainees, 54 percent of partner trainees had previously engaged in some form of ENA assessment activity and 46 percent had not. After having received ENA training, 65 percent of WFP trainees have been engaged in ENA-related actions and 35 percent have not – a noteworthy increase. For partners, these percentages were reversed, with 35 percent of respondents having participated in post-training ENA activities while 65 percent had not. This might represent a significant difference and may be worth further investigation by ODAN training staff. Why would a much smaller number of partner trainees be involved in ENA activities than has been the case for WFP trainees?

¹⁶ See, for example, Trujillo, Monica. 2006. "ODPC: EFSA Training Report." EFSA Learning Program. WFP. Rome for a thoughtful analysis of a regional training workshop held in Panama.

¹⁷ Approximately 75 percent of the respondents to the evaluation team questionnaire attended the basic skills workshop training.

¹⁸ It is noted that the TGS were not introduced into the training curriculum until relatively late and even then not used on a uniform basis.



Full results of the Training Survey are located in Section 2 of this Annex.

K.2: Responses to open-ended questions

Both WFP and partner participants in the survey were offered the option to respond to four open-ended questions. A small – but hopefully representative – sample of these responses from both WFP and non-WFP staff is discussed briefly in the following paragraphs.

Question 1: How have you been able to convert this training into improved Food Security Assessment-related performance?

There were a total of 90 responses to this question, 38 from WFP staff and 52 from partners. The majority of respondents were able to identify one or more areas where the training had been converted into improved understanding or performance. These ranged from increased awareness of the importance of ENAs generally, of the elements necessary to analyze the state of food insecurity and of how various survey techniques work to improving actual performance in ENA-related work. Examples offered included: i) preparation of TOR and actual ENA work programmes; ii) analyzing small-scale disasters in actual country situations (e.g., Tajikistan); iii) increased use of market analysis tools; iv) training of enumerators in interviewing techniques; v) improved participation in a JAM in Zambia; vi) sharing of training materials with colleagues in office and among partners.

Approximately 15-20 percent of responders noted they had not been able to convert their training into improved ENA performance for a variety of reasons, including the fact that there had been no ENA work required in their country or region. A few of these expressed disappointment that they had not been called on, even though there were emergencies and ENA work being undertaken. One or two noted that they had anticipated their training would enable them to take on more responsibility and increase their participation in ENA assessment work but that “the same people” were still doing the ENA work and that group in their location did not include staff recently trained.

One WFP trainee quite eloquently made a point about the relevance of the training to his/her post-training utilization that was echoed by several other WFP and partner respondents:

I have only used it [the training] theoretically in review of assessment documents. I have not had the opportunity to actually use the knowledge in a practical assessment. Even then the training was useful to understand the whole concept of assessments and key factors to consider. One of the major weaknesses of the training has been not to give the participants practical exposure. Assessments is a key component in WFP response framework and should therefore be given high priority. Mandatory requirement for a practical involvement of the trainees in ... 1 or 2 assessments within the region or neighboring country would go a long way in fully improving the capacity of the staff and would impress on the management the importance of ... the practical side. In my view the 'traditional' assessors are still overburdened with the responsibility of carrying out assessments *yet there are a resource of people who have been trained and not been utilised*. These trained staff at the same time also lose the skill if not put in practice. [emphasis added.]

Question 2: *If possible, could you provide some examples of how specific elements of the training may have helped improve the content, timeliness, and quality of the Food Security Assessments you have participated in since receiving training?*

Numerous examples of putting the training to use were offered in the 95 responses to this open-ended question. Among the more important of these examples were those noting that a common understanding among WFP and partner staff on the basic precepts of emergency problem identification, assessment criteria and methodology – imparted by a training programme where both WFP and non-WFP staff had participated together – enabled more rapid consensus-building and agreement on response modalities. Another respondent (non-WFP) noted that an improved Zambia JAM “was almost entirely due to the training we received in Nairobi.” On the other hand, another non-WFP trainee stated “I believe the



nutritional component of the jam workshop was not developed enough for such a complex and difficult topic.”

A thoughtful response from a WFP staff person noted:

My involvement to ENAs materialized approximately 6 months after the training. So much was already forgotten but EFSA handbook is a very precious help. I can also remember well the training on sampling because of actual examples presented by the facilitators. Quantitative data analysis is much more easier now and I am confident to analyze data myself (at least partly) if isolation or other security incident prevents me to get help on data analysis. This skill is important when you need data quickly and local data analysis capacity is not of the best possible quality.

If this experience is representative, then WFP’s ENA training will have accomplished much. It is suggested that ODAN consider assessing something akin to an “average retention rate” among those who had been trained a year or more earlier. Do they retain enough useful information and – particularly – the understanding of where to look for needed guidance when some of the actual training details may have been forgotten.

Question 3: *What have been the most useful elements of Food Security Assessment training you have received?*

What is most interesting about the responses to this open-ended question is the diversity of responses. There is no clear “favorite” useful element. Answers range from increased familiarity with the basic concepts of food security to strengthened analytical skills and improved understanding of the value of the handbook and of the utility of participatory interaction with all stakeholders. If one theme seems a bit more apparent than others, it is the increased interest in the analytical side of needs assessment work. A substantial number of the responses spoke of the usefulness of having learned more about survey data analysis – with almost equal interest in qualitative and quantitative data forms.

Question 4: *What have been the least useful elements of Food Security Assessment training you have received?*

A large number of respondents – both WFP and partners – found difficulty in identifying elements of the training that were less useful than others. There were a large number of “none” or “n/a” answers. It is unlikely that the majority of participants in the training programme found all elements equally useful, however a large number of respondents, apparently, felt constrained in identifying training elements that did not satisfy their expectations. Among those who did respond to this question, there were several points made that ODAN staff – and others in WFP – might find it useful to consider.

Some trainees noted that their training was not being capitalized. This is an important point; one that will be discussed in depth in the next section. The following quote from one of the returned questionnaires captures the issue succinctly:

The training is a way of ensuring more staff are able to do assessments. I do not see a strategy in WFP to make the best use of this EFSA trained pool of staff. I see it's always the same people that goes in EFSA and that trained staff are not called. As we all know, if we don't practice what we learn we forget about it.

This is a theme that also arose in the field visit interviews with several WFP staff who had received ENA-related training but who felt their training was not being utilized.

Responses to this question were even rarer among partner staff. Perhaps they felt it unwise to be critical of WFP’s training programme for fear they might be able to access it in future. One thoughtful comment suggested that the time devoted to quantitative data analysis was insufficient for such an important topic. Other topics mentioned as being of less value than others included, post assessment operations, preparation of check lists of assessments, sampling, processing field data, rapid assessments, market research, and food insecurity classification.



We conclude this summary presentation of the responses to open ended questions with a particularly thoughtful observation by one WFP staff member:

I don't want to term it the least useful element, but the part on formulating response options seemed weaker than the other sections. More focus/time spent on this aspect would be a valuable adjustment to make for future trainings. I believe my colleagues who attended in the training in Sri Lanka got a much more practical training. Although I didn't attend both, I believe for most field staff, particularly those who are based in sub-offices and will do a lot of the nuts and bolts work when an assessment takes place, this more practical approach is probably a better one. The inclusion of government counterparts in the regional training I feel in the end was a waste of money. The people selected were the wrong ones and have not participated or contributed to any WFP assessment activity since.

Discussion

In a world where natural and human-caused disasters are progressively more frequent and involve ever-larger numbers of victims, it is hard to overestimate the importance of increasing the numbers of WFP and partner staff appropriately knowledgeable about the basic precepts of food insecurity and its causality and with the determinants of life and livelihood-threatening emergencies – their causes and the best means for confronting them. Those who have developed and operate WFP's SENAIP training programme have clearly recognized the importance of increasing the numbers of WFP and partner staff with those capabilities and has set about earnestly to do that. The program has, with commendable speed and diligence, identified, developed and implemented a large number of relevant ENA training modules, identified trainers, provided basic EFSA training to several hundred WFP and partner staff, and more advanced training to smaller numbers. The ODAN training unit has moved from region-based to country-based, increasingly situation-specific, training programmes. They have actively sought reactions and criticisms from those who have been trained and have endeavored to use honest appraisals to improve the effectiveness of their training efforts. The number who have been trained in the less than 30 months since the SENAIP training push commenced is impressive. The net result from ODAN's own feedback from trainees and from the survey conducted as part of this evaluation attest to the feeling among a very considerable majority of those trained that the training has been relevant and useful in improving their ability to conduct emergency food security assessments and analyze the results appropriately.

It is not the purpose of this evaluation to dissect the elements of individual training modules or discuss the content of each of the workshops and what should or should not be changed in these components and approached to improve training effectiveness. That is not where our expertise lies. We have concluded that the training staff in ODAN have taken their job seriously and put together with considerable diligence a training programme that addresses essential needs and gaps in WFP's and partner organization's skills arrays. It is our task as evaluators to award deserved plaudits to WFP/ODAN and other staff for the strength of the effort not only to extend basic ENA training to a large number of WFP and partners staff and also to devote a lot of time and attention to the feedback from those trained, to utilize consultants to help to identify and remove the weaknesses and for a genuine desire to maximize realized progress toward SENAIP objectives by identifying ENA weaknesses in WFP, designing training-oriented remedies and effectuating that training effort with serious intent and, we think, quite positive results.

In the evaluation team's Country Office Survey, field managers were asked to convey their priorities regarding the categories of capacity-building they felt were most important to further strengthen food security analysis in their countries. The three areas receiving the largest number of votes for very or extremely important were: i) "monitoring and evaluation of the food security impact of programmes", ii) "early warning systems," and iii) "food security baselines (e.g., CFSVAs)". The three areas viewed as the least important were the various types of joint assessments: i) "joint assessment missions (with UNHCR) for refugee needs, ii) "crop and food supply assessment missions (CFSAMs)", and iii) "inter-agency assessment missions". The category deemed most important – monitoring and evaluating the food security impact of the programme" was regarded as about double the importance of the lowest rated category – JAMs.



Findings

1. Substantial training of WFP and partner field staff is of seminal importance in improving the quality and credibility of emergency needs assessments and pre-crisis data. WFP's strong emphasis on training is appropriate. The methodology – development and refinement of regional workshops, the subsequent devolution of these training sessions to the country office level, the additional development of distance learning is, in the evaluation team's view, the correct approach.

2. The spectrum of preexisting skills among WFP staff is broad. This makes it difficult to populate WFP training workshops with trainees of similar skill levels. The experience reported back by many ex-trainees is one where there was a wide range of knowledge and experience among participants in given workshop. There has been some unhappiness expressed by some participants that their learning experience was degraded by the fact that other members of the class were not of similar experience and skill levels. There is need to more carefully ensure that participants in a given workshop or training class have similar (if not always identical) skill levels so they can advance at an acceptable rate of progress and felt “held back” by those in the class needing remedial or more basic training. WFP/ODAN are aware of these comments and have sought to reduce these situations by their gradual development of an assessor database identifying the skills and experience of all staff who are – or are candidates to become – assessors. In future training a greater effort to rank skill levels prior to initiating a given learning event will enable faster progress by attendees.

3. Follow-on training is an area needing attention. This need was identified by several staff in field discussions and interviews – and in the survey results – as a significant concern. In effect, trainees – especially the majority who had participated only in basic EFSA skills training – had been assuming a continuation of that training with learning options made available in more advanced subject matter. Many expressed disappointment that none has yet been offered them. They had been led to believe they would be contacted by HQ training staff on next steps, or options, in their individual training programmes.

This means more than just determining what training a person has had and what additional training would be recommended. A large number of respondents to the evaluation team questionnaire indicated they have not been able to put their training to use. We think it is important for WFP to know why.

4. There is need to do a better job of marrying the learning/training programme with WFP's personnel system. As best the evaluation could determine, there was not a mechanism in the personnel system enabling the identification of those who, by dint of their having received – and applied with skill – the methodologies and skills garnered from ENA learning programmes, should be rewarded by salary and/or benefits increases and promotions taking them to a level commensurate with their colleagues with similar skills in other organizations. Based on our field visits and other interviews, it seems that a significant number of the most skilled ENA field staff – international staff, senior country VAM officers, RAOs – have been, or are being, attracted away from WFP by richer rewards offered by other development agencies, consulting firms, research institutions or other international organizations. Thus, these other agencies are reaping the rewards resulting from the resources that WFP has invested in training these key staff. It may, as a result of this brain drain, be necessary to review and, as necessary, adjust agency personnel practices to retain the best of these skilled officers. WFP must become more competitive in this market. The sunk investment in staff development and staff training should not be lost. This needs to be addressed by WFP senior management; it is not primarily an ODAN issue.

In the field visits, team members were made aware that the most experienced, the best trained, the most valuable VAM, RAO and other field staff essential for continuing the improvement of emergency needs assessments are also the most attractive to other development or emergency response organizations. If WFP is to capitalize its investment in the training of these highly proficient individuals, the agency must find a way to reward those who do well in training programmes and post-learning application of skills.



5. While a higher percentage of more recent ENAs seem to the evaluation team to be of better quality technically and in the level of analysis, not all are better. Some done in the 2004-05 base period were as good or better than subsequent ENAs. Some of those among the more recently completed are still not as well done as they could be. WFP/ODAN will not be surprised by this. There is still work to be done to ensure that virtually all of the newer ENAs are – in terms of quality of information-gathering techniques, the selection of appropriate statistical analysis tools, the actual application of these tools and the analytical judgments made as to what data are of greater or lesser significance for conclusions and recommendations for responses to emergencies – better and more robust than the average of those prepared prior to about mid-2005.

Managers in COs and RBs – i.e., those responsible for preparing and/or approving EMOPS/PRROs – were supposed to have received training in optimizing utilization of ENAs in the preparation on programme documents. Such training has yet to be made available to the majority of this cadre of managers. It should be.

Managers need training in how better to utilize the information in the newer, higher quality, ENAs to improve the quality of and accuracy/credibility of subsequent programmatic documentation. Interviews with members of the Advisory Group abetted by the team member's own review of a large number of EMOPS/PRROs in the context of their supporting ENA documents strongly suggest the utility of such training for managers. Such training could be quite efficiently provided by means of one or two short sensitization seminars. These managers need to be able to judge the quality/reliability/credibility of EFSA (particularly "rapid") assessments and the supporting utility of CFSVA-type pre-crisis documentation prior to either drafting or approving programme documents which commit resources to emergencies or protracted recovery operations. As noted elsewhere in this evaluation, programme documents, in general, need to be clearer in demonstrating how the underlying data have informed decisions regarding resource magnitudes, deployment and timing. Training of managers in this art is very important and should be undertaken with dispatch.

6. The skill level of Advanced Assessors must be high. They are on call to respond to emergency situations of all types in their own region and, when needed, in other parts of the world. An important element in the training of those who are part way along the skills path to that level should include as much on-the-job training with Advanced Assessors who should have the added responsibility of being involved in the selection of those who will replace them or of those likely to become Advanced Assessors in other COs or RBs.

A great deal of attention has been devoted to the emerging cadre of "advanced assessors and other highly qualified staff who are en route to becoming advanced assessors. What has been perhaps too little noted is the responsibility that many of these key individuals are already bearing – that of on-the-job training for more junior VAM and other ENA-related field staff. This should be officially recognized in job descriptions and encouraged.

7. Another area for ODAN reflection is to further address the relationship between the ENA training effort and the role of the EFSA handbook within the training effort. The evaluation team believes that the handbook could be strengthened by being made more immediately useful as a guide and refresher to the training programme. Elsewhere in this report, it is recommended that the ENA website be revised to include examples of best practices in various aspects of ENA development, design, conduct and utilization of results. In this same regard, the up-coming revision of the EFSA handbook should contain hands-on, how-to elements which provide guidance by utilizing actual examples of both good and bad practices from previous ENAs. In addition, it would useful for many users of the handbook to contain an annex with a greatly simplified presentation of those elements of needs assessments that might be conducted by staff with little direct assessment experience – suitable perhaps for many staff in country sub-offices who might be called on in emergencies to do rapid assessments of local situations. Consideration might also be given to changing the format of the handbook to a loose leaf notebook to facilitate up-dates on a page-by-page or section-by-section basis.



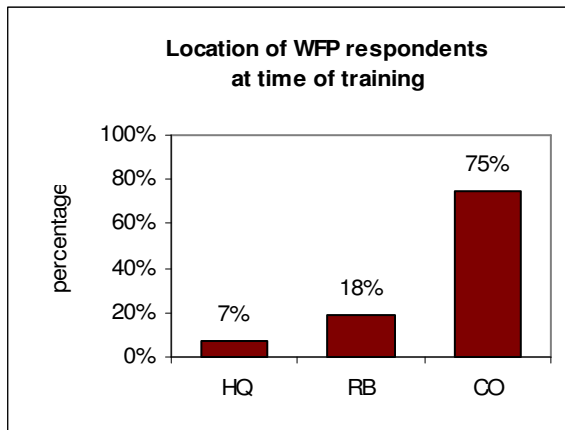
K.3: Responses to closed questions

The following 55 charts display the responses made by WFP staff and partner staff who have received ENA-related training under the SENAIP programme. Of the nearly 1,000 trainees, a total of 263 responded and returned the electronic questionnaire. WFP and non-WFP staff responses are provided here in the form of charts depicting, for the most part, the percentage of respondents answering yes or no, or selecting one or another of the possible multiple choice answers.

Altogether there were 162 WFP staff who answered and returned at least some of the questionnaire and 101 non-WFP responses. In the charts that follow, the percentages depicted refer to the total number of people who responded to the specific question, not the percentage of total respondents, in other words the denominator is the total respondents to the particular question, not the total number who returned the questionnaire. Non-WFP responses combine responses to the English, French and Spanish language questionnaires.

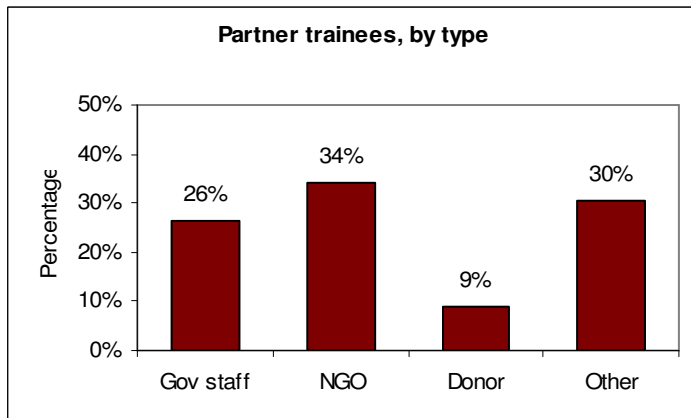
Question: At the time of training where were you assigned?

	HQ	RB	CO
WFP staff	10	27	109
Percentage	7%	18%	75%
			n=146



Question: At the time of training were you: government staff, NGO, donor. Other?

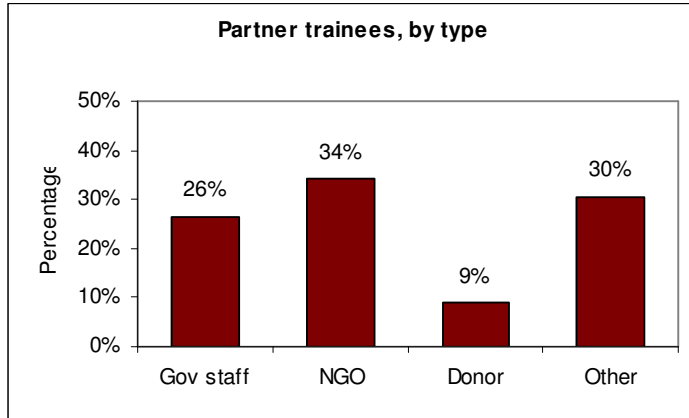
	Gov staff	NGO	Donor	Other
Non-WFP	26	34	9	30
	26%	34%	9%	30%
				n=99





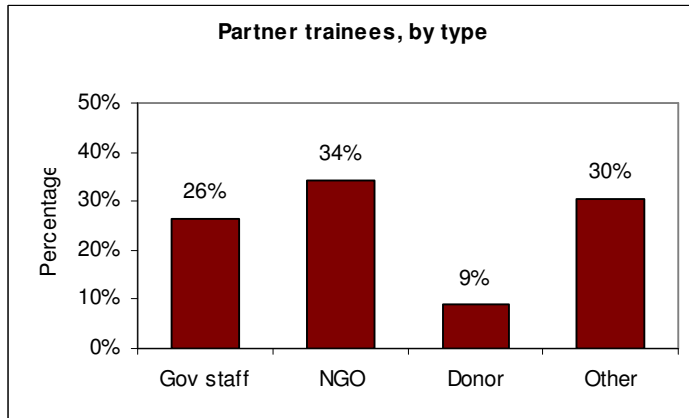
Question: What type of training did you receive (check all that apply)?

	EFSA	JAM	Quantitative	Other
WFP	120	25	35	20
	81%	17%	24%	14%
# unique respondents = 148				



non-WFP:

EFSA	JAM	Quant	Other
49	10	5	2
3	2	1	2
19	5	2	2
71	17	8	6
72%	17%	8%	6%
# unique respondents=99			

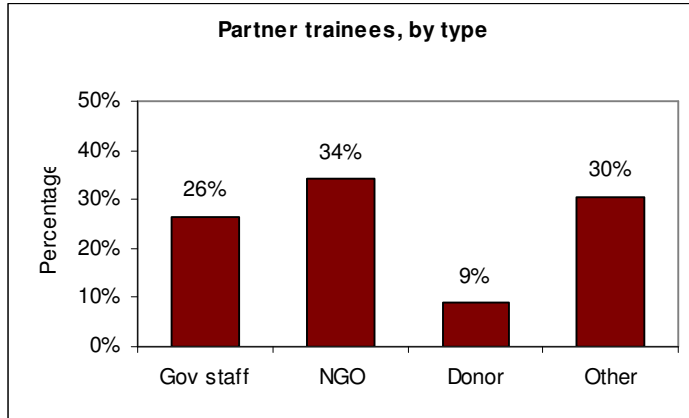


Note: percentages do not total 100 % because respondents allowed to select more than one possible option.



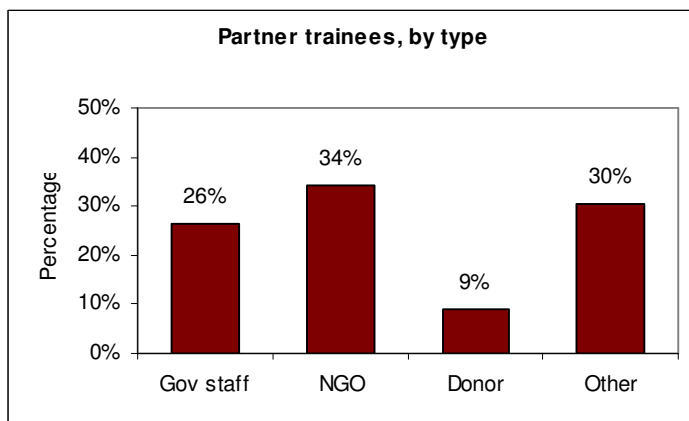
Question: In your view, how useful was the training for your work at that time on a scale of 1-5?

	1	2	3	4	5
WFP	4	8	19	48	70
	3%	5%	13%	32%	47%
				n=	149



non-WFP

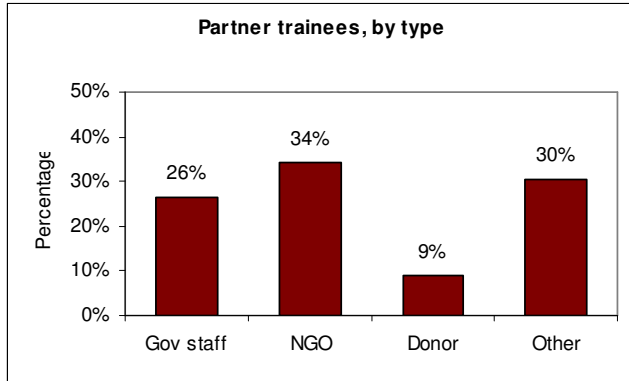
1-5					
scale:	1	2	3	4	5
en	1	2	12	28	20
sp	0	0	1	0	2
fr	1	1	3	7	10
tot	2	3	16	35	32
%	2%	3%	18%	40%	36%
				n=	88





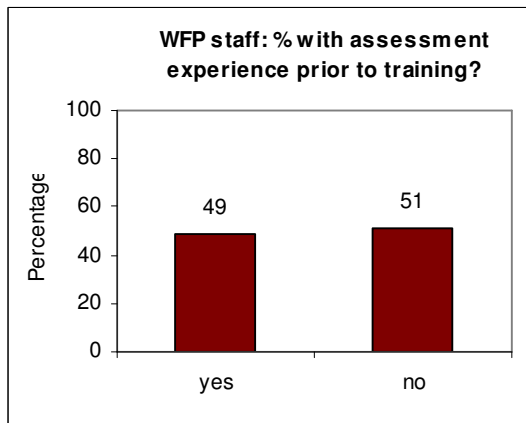
Question: WFP Staff: Where are you assigned presently?

HQ	RB	CO
8	16	124
5%	11%	84%
	n=	148

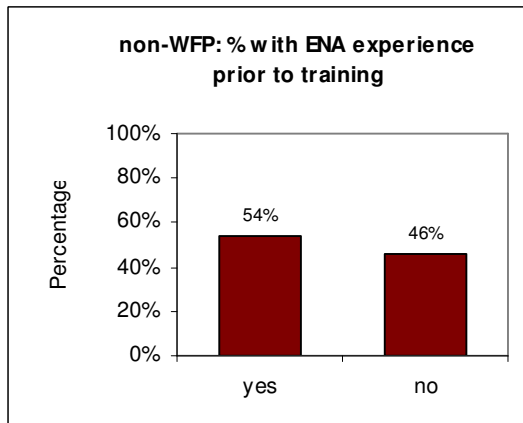


Question: Did you participate in any form of ENA prior to receiving training?

	yes	no
WFP	49	51



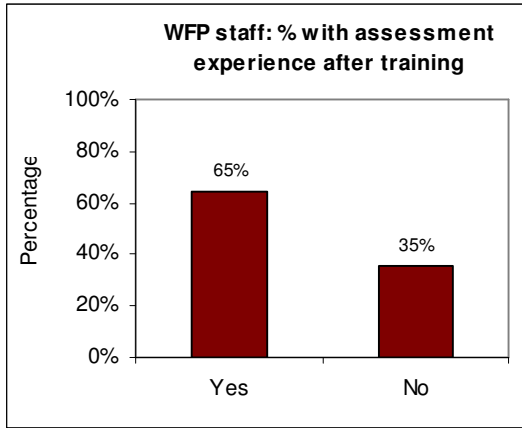
	yes	no
non-WFP	52	45
	54%	46%
	n=	97



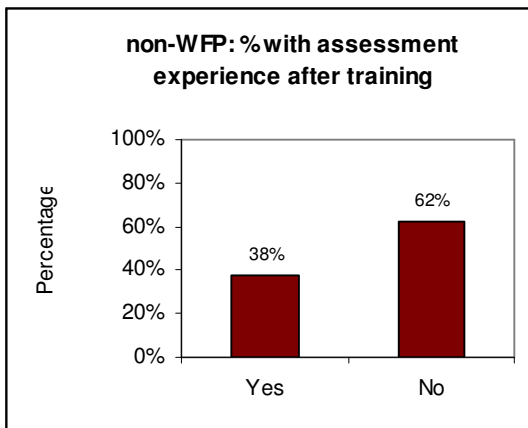


Question: Have you participated in any type of assessment after training?

	Yes	No
WFP	97	53
	65%	35%
n=	150	



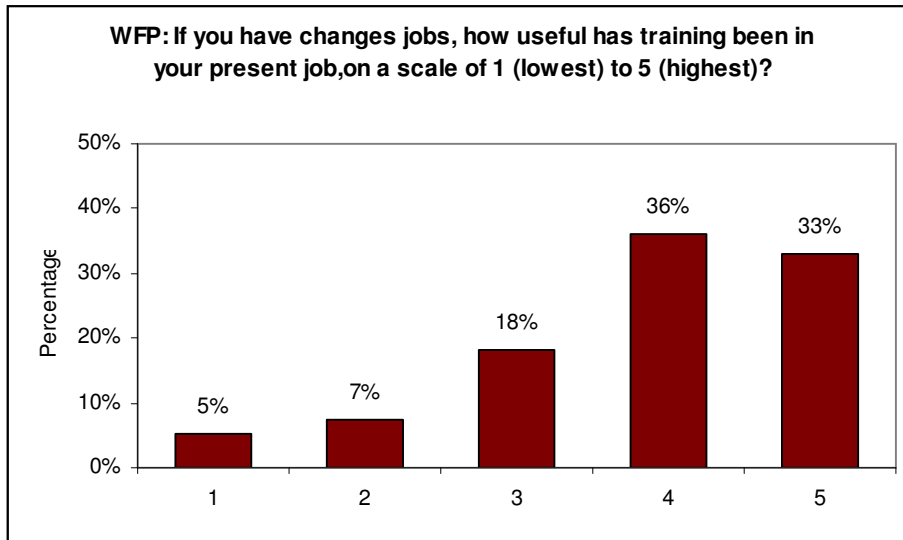
	Yes	No
non-WFP	23	42
	8	14
	3	0
	34	56
	38%	62%
n=	90	



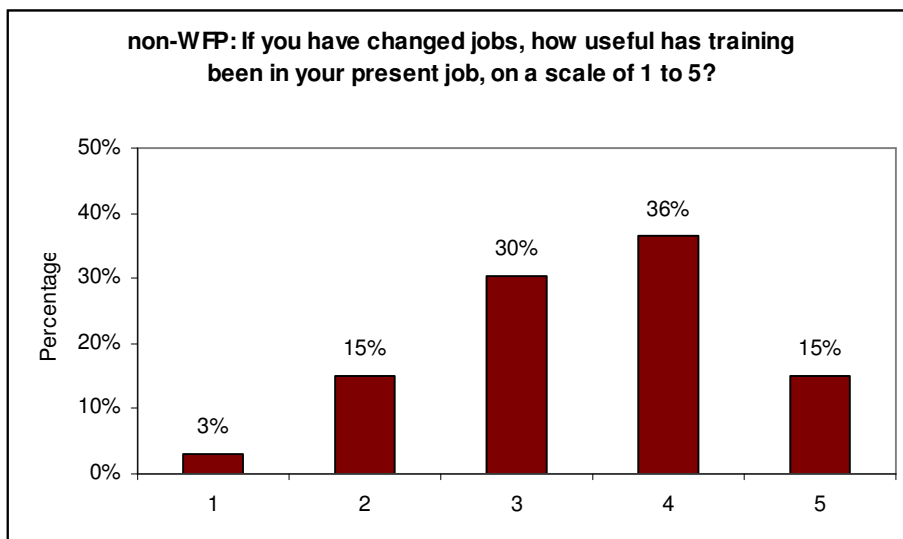


Question: If you have changed jobs, how useful has your training been in your present assignment, on a scale of 1 (lowest) to 5 (highest)?

WFP	1	2	3	4	5
	8	11	27	54	49
	5%	7%	18%	36%	33%
					n= 149



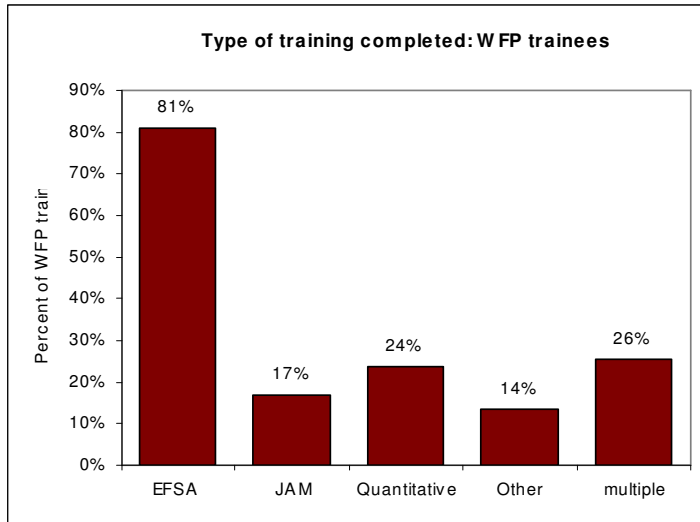
non-WFP	1	2	3	4	5
eng	1	4	8	6	1
fr	0	1	1	4	4
sp	0	0	1	2	0
tot	1	5	10	12	5
%	3%	15%	30%	36%	15%
					n= 33



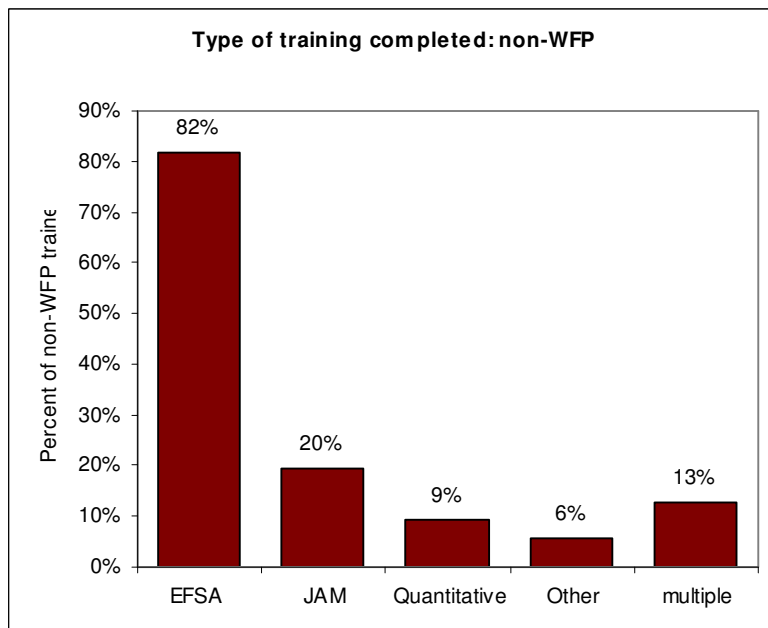


Question: What types of ENA training have you received (select all that apply)?

WFP	# times selected:		
	EFSA	120	81%
	JAM	25	17%
	Quantitative	35	24%
	Other	20	14%
	multiple	38	26%
	n=	148	



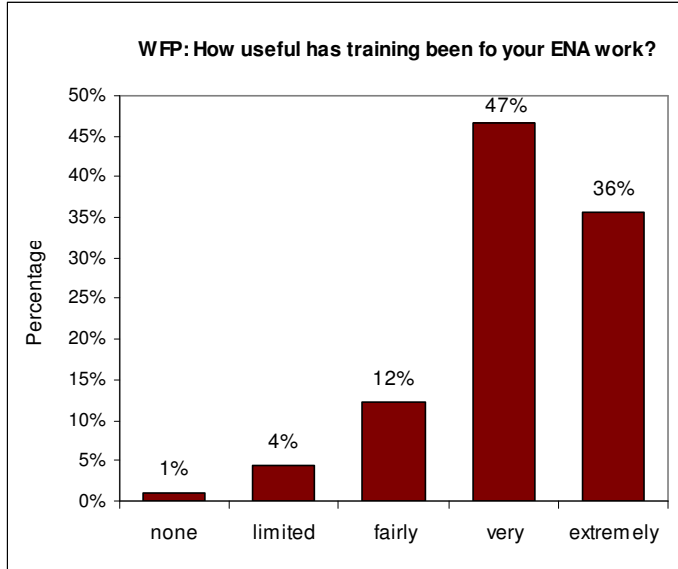
non-WFP	EFSA	71	82%
	JAM	17	20%
	Quantitative	8	9%
	Other	5	6%
	multiple	11	13%
	n=	87	



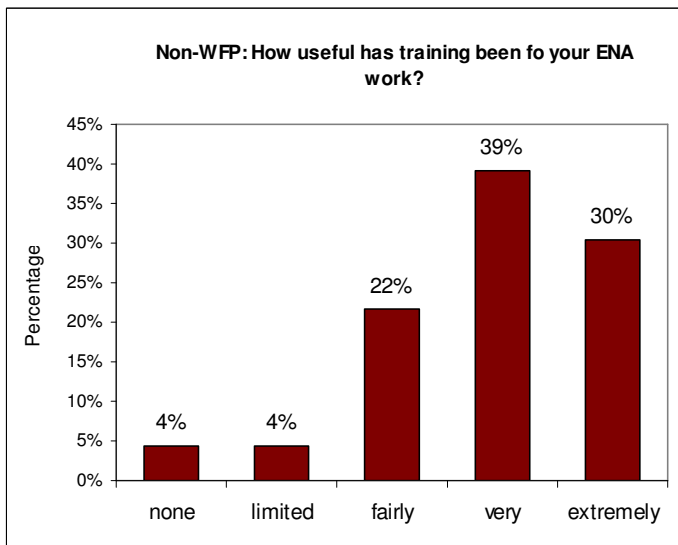


Question: How useful has your training been for your ENA work?

WFP	none	limited	fairly	very	extremely
	1	4	11	42	32
	1%	4%	12%	47%	36%
				n=	90



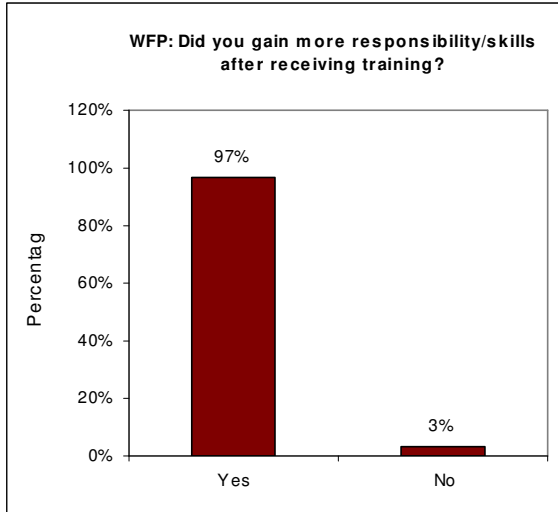
non-WFP		none	limited	fairly	very	extremely
Eng		1	1	2	9	5
Sp				3		
Fr					6	2
Tot		1	1	5	9	7
%		4%	4%	22%	39%	30%
					n=	23



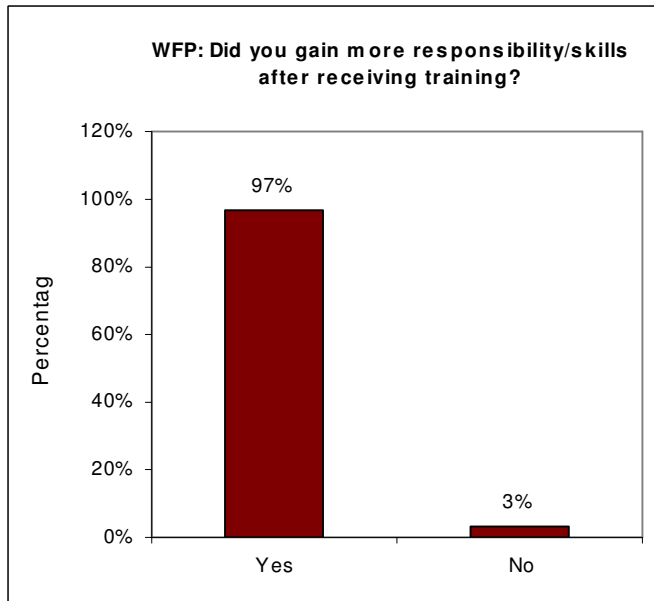


Question: Did you gain additional responsibilities or skills after receiving training?

	Yes	No
WFP	91	3
	97%	3%
	n=	94



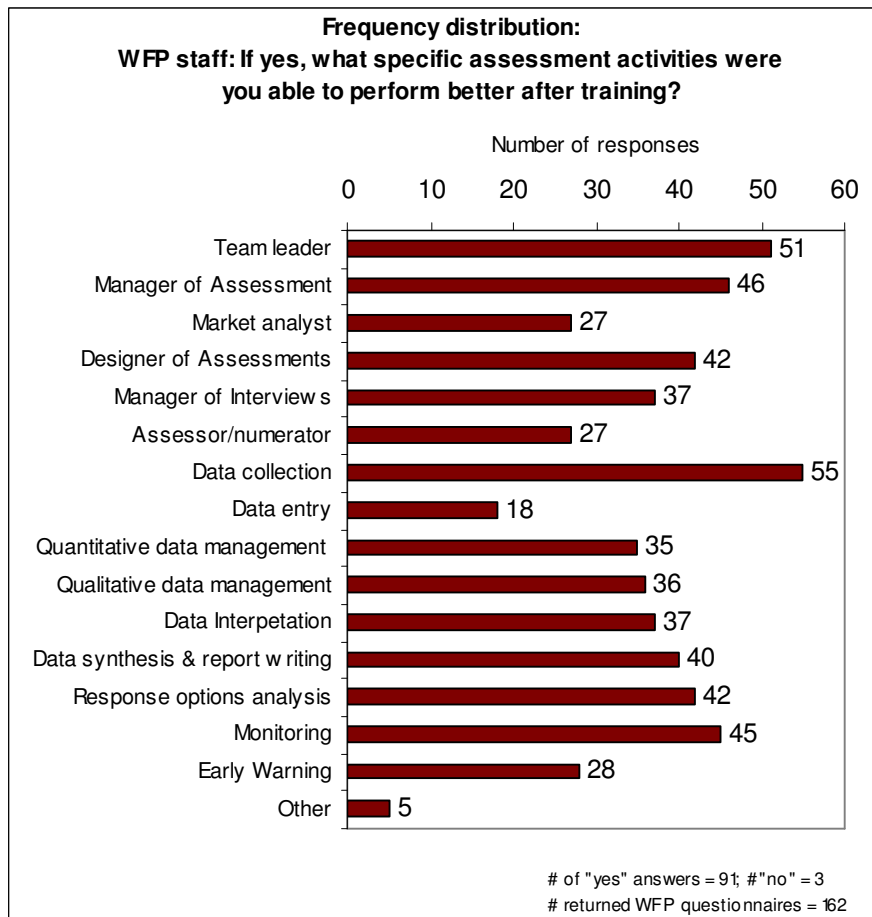
non-WFP	Yes	No
eng	18	1
sp	3	0
fr	8	0
tot	29	1
%	97%	3%
	n=	30





Question: If the answer to the previous question is “yes,” what specific assessment activities were you better able to perform as a result of this training (check all that apply)?

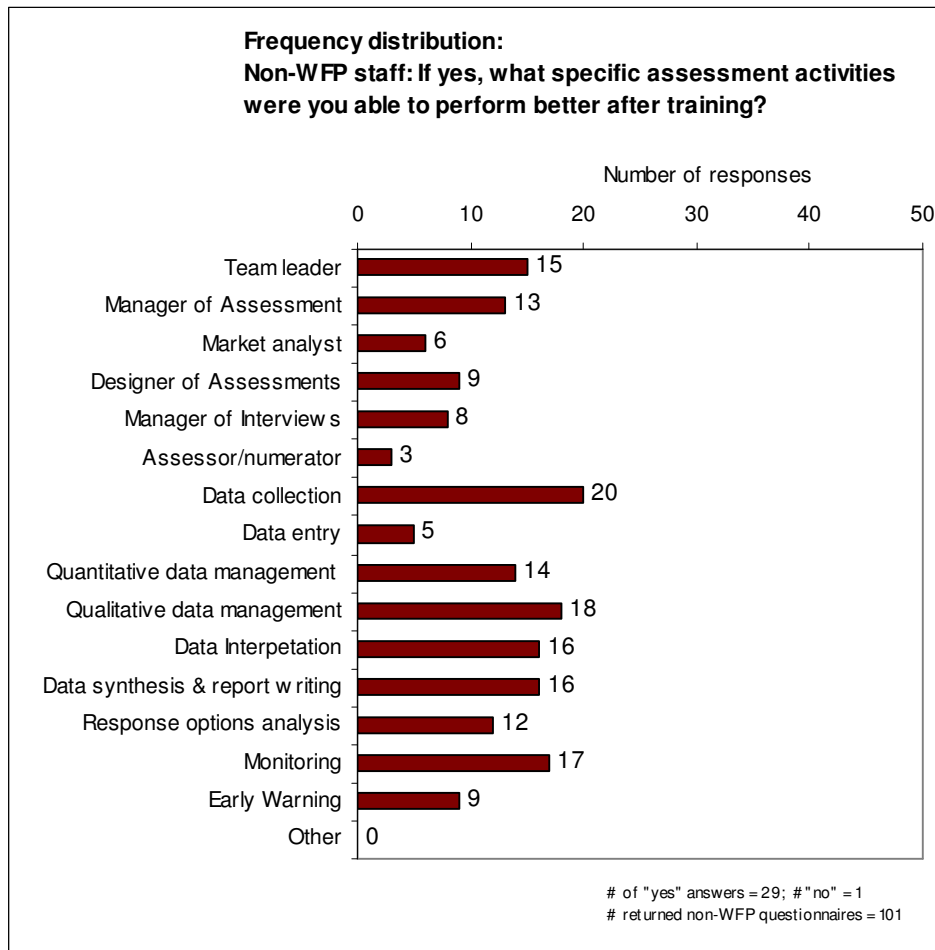
WFP	Team leader	51
	Manager of Assessment	46
	Market analyst	27
	Designer of Assessments	42
	Manager of Interviews	37
	Assessor/numerator	27
	Data collection	55
	Data entry	18
	Quantitative data management	35
	Qualitative data management	36
	Data Interpretation	37
	Data synthesis & report writing	40
	Response options analysis	42
	Monitoring	45
	Early Warning	28
	Other	5





Question: If the answer to the previous question is “yes,” what specific assessment activities were you better able to perform as a result of this training (check all that apply)?

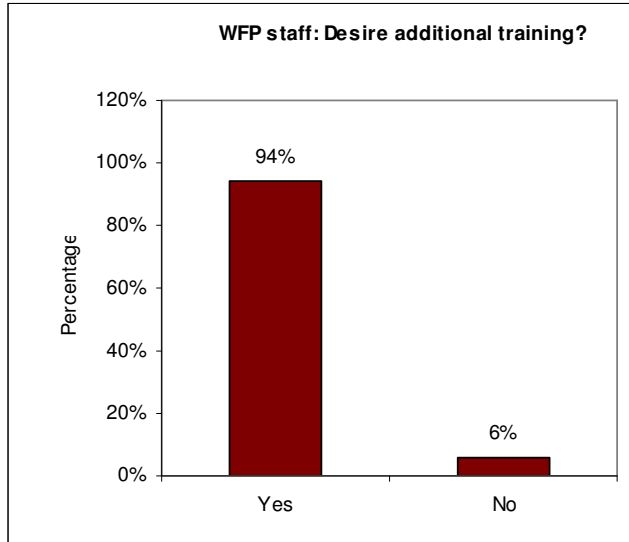
	En	Fr	Sp	Total
non-WFP Team leader	8	5	2	15
Manager of Assessment	8	5	0	13
Market analyst	2	3	1	6
Designer of Assessments	6	3	0	9
Manager of Interviews	5	2	1	8
Assessor/numerator	3	0	0	3
Data collection	11	7	2	20
Data entry	3	1	1	5
Quantitative data management	10	4	0	14
Qualitative data management	12	4	2	18
Data Interpretation	10	5	1	16
Data synthesis & report writing	11	4	1	16
Response options analysis	8	2	2	12
Monitoring	11	3	3	17
Early Warning	7	1	1	9
Other	0	0	0	0
NOTE:				
Total respondents "Yes"	18	8	3	29
Total respondents "No"	1	0	0	1



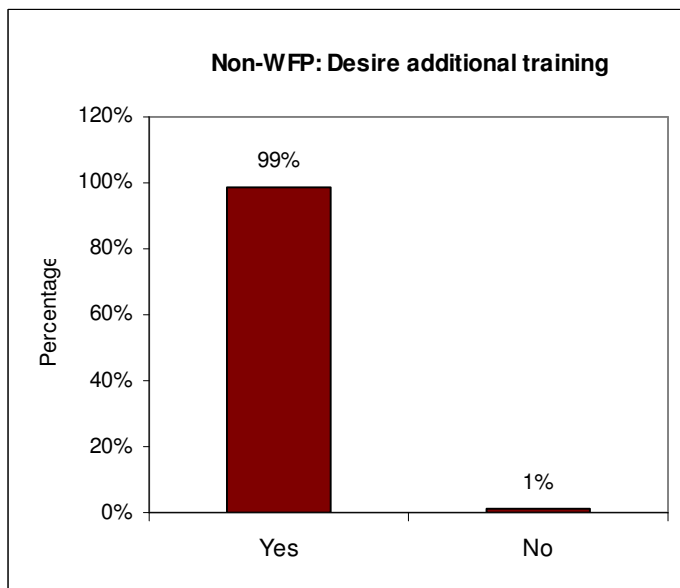


Question: Would you like to receive additional training in food security-related assessments?

	Yes	No
WFP	138	9
	94%	6%
n=	147	



	Yes	No
non-WFP		
English	62	1
French	3	0
Spanish	8	0
Totals	73	1
	99%	1%
n=	74	

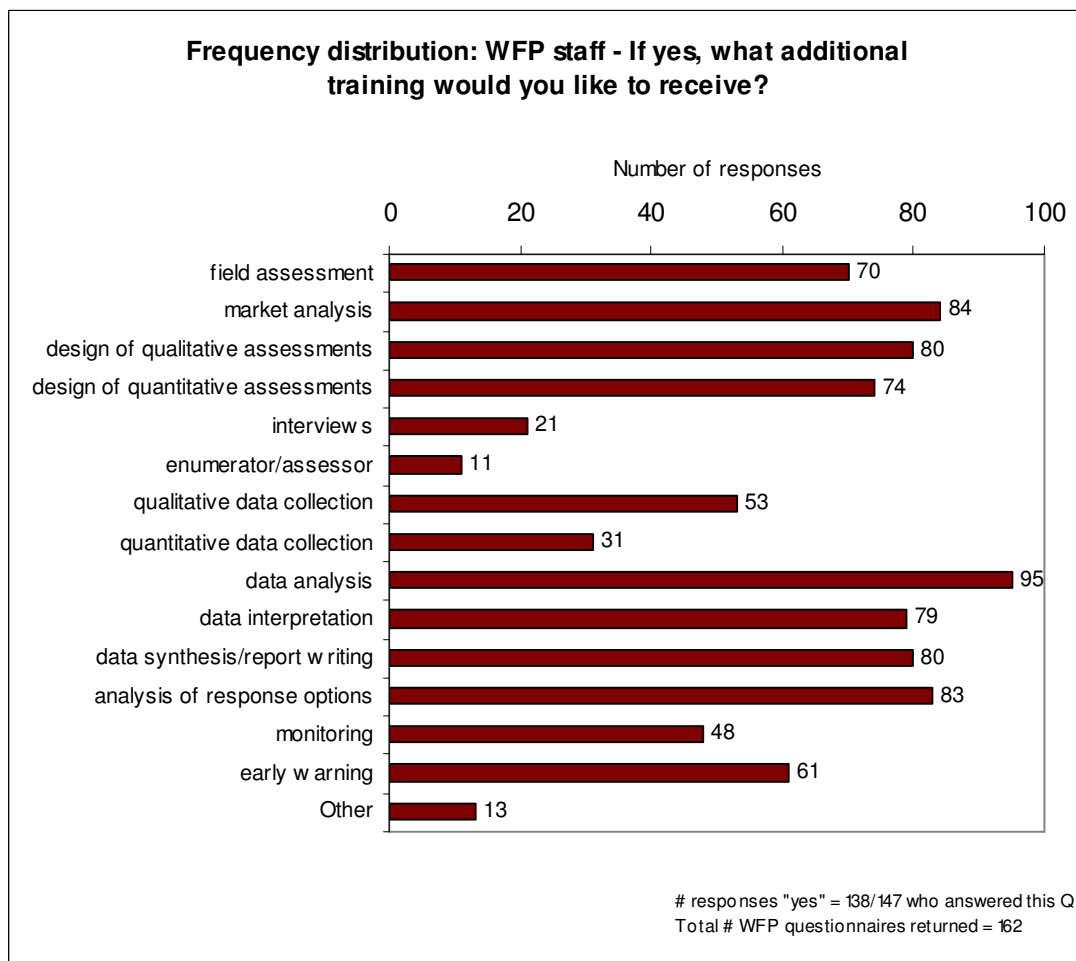




Question: If answer to previous question was “yes,” what additional training would you like to receive?

WFP staff:

Type of training	# responses
field assessment	70
market analysis	84
design of qualitative assessments	80
design of quantitative assessments	74
interviews	21
enumerator/assessor	11
qualitative data collection	53
quantitative data collection	31
data analysis	95
data interpretation	79
data synthesis/report writing	80
analysis of response options	83
monitoring	48
early warning	61
Other	13

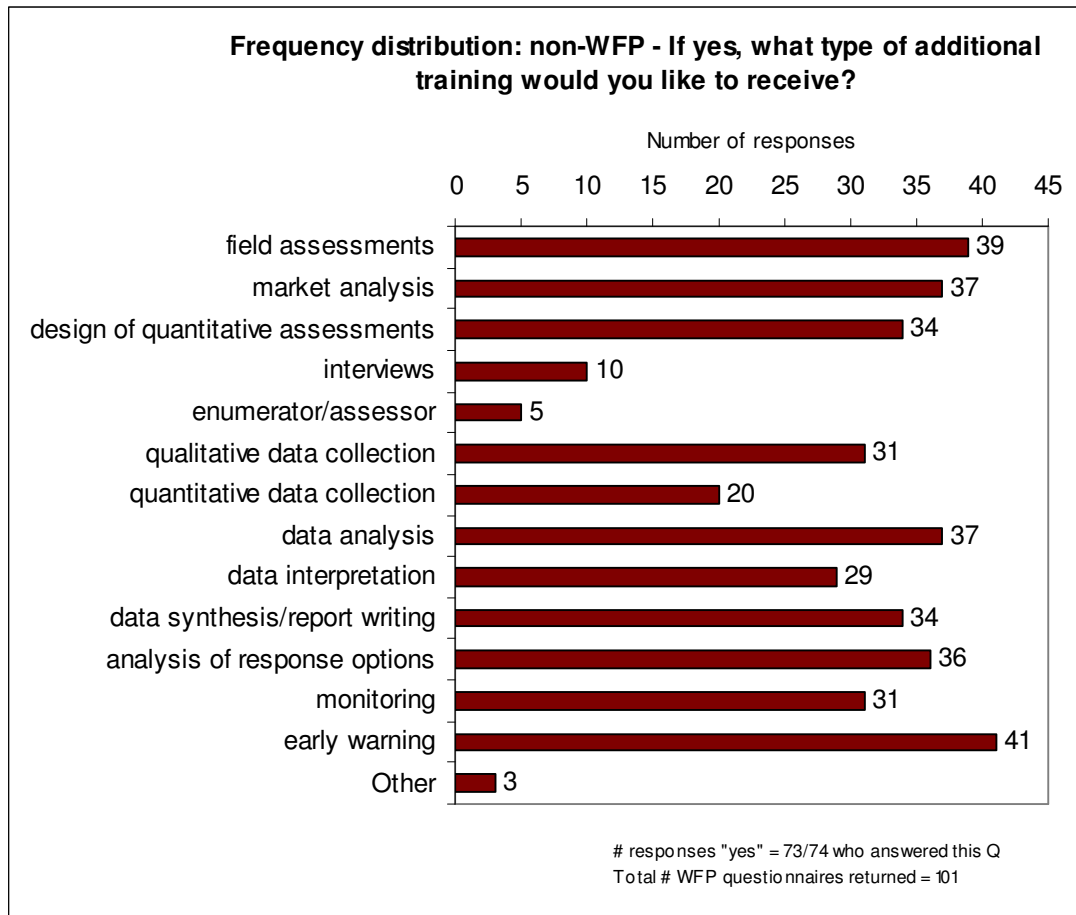




Question: If answer to previous question was “yes,” what additional training would you like to receive?

Non-WFP staff:

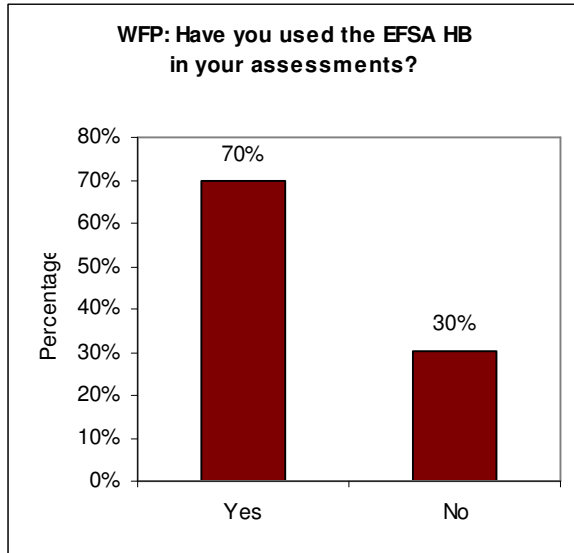
field assessments	39
market analysis	37
design of quantitative assessments	34
interviews	10
enumerator/assessor	5
qualitative data collection	31
quantitative data collection	20
data analysis	37
data interpretation	29
data synthesis/report writing	34
analysis of response options	36
monitoring	31
early warning	41
Other	3



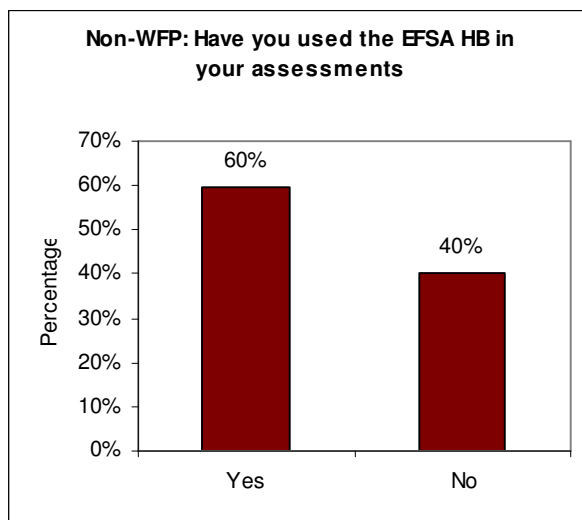


Question: Have you used the EFSA handbook in your assessment work?

	Yes	No
WFP	101	44
	70%	30%
	n=	145



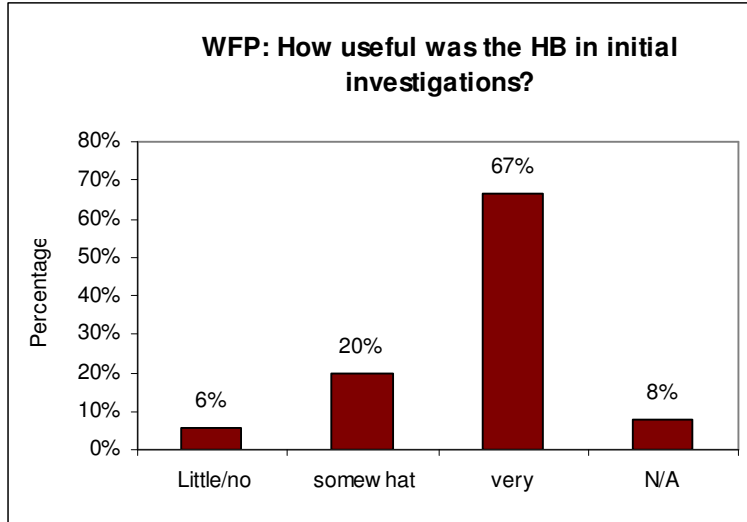
non-WFP	Yes	No
Eng	39	23
Sp	2	1
Fr	11	11
tot	52	35
%	60%	40%
	n=	87



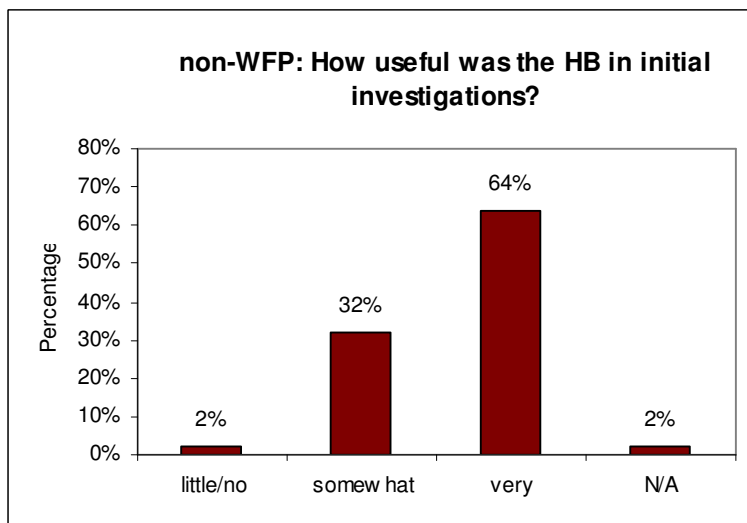


Question: How useful was the handbook in initial assessment work?

WFP	Little/no	somewhat	very	N/A
	5	18	60	7
	6%	20%	67%	8%
			n=	90



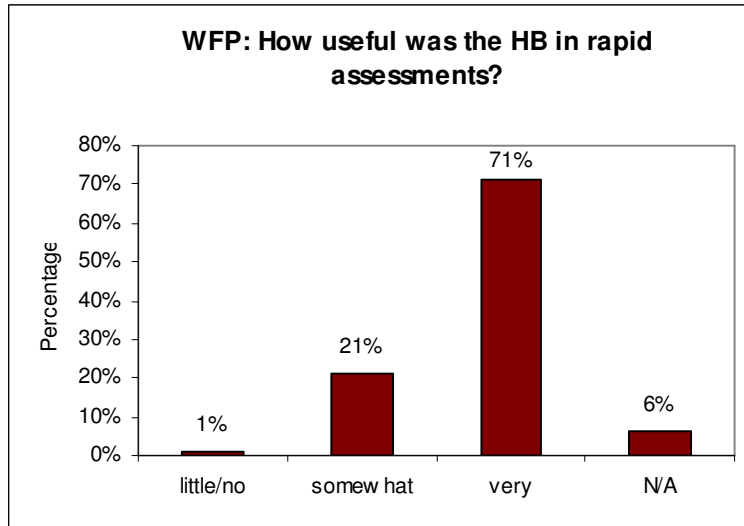
	little/no	somewhat	very	N/A
En	1	10	21	1
Fr	0	4	6	0
Sp	0	0	1	0
Tot	1	14	28	1
%	2%	32%	64%	2%
			n=	44



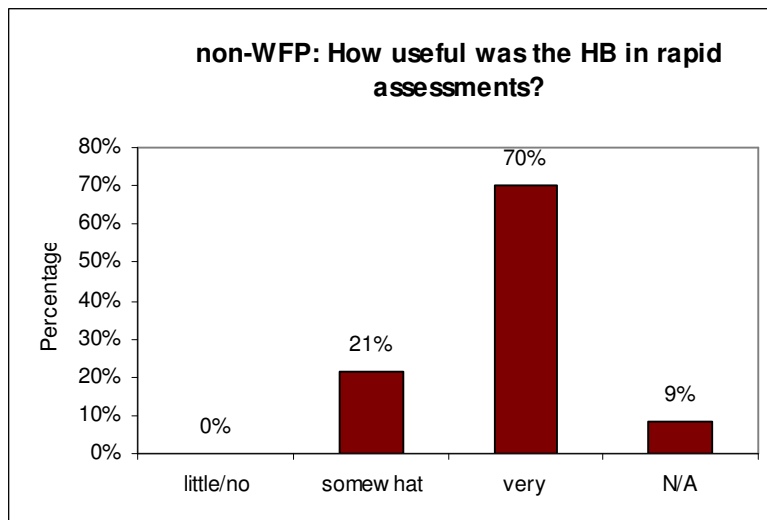


Question: How useful was the handbook in undertaking rapid assessments?

	little/no	somewhat	very	N/A
WFP	1	20	67	6
	1%	21%	71%	6%
			n=	94



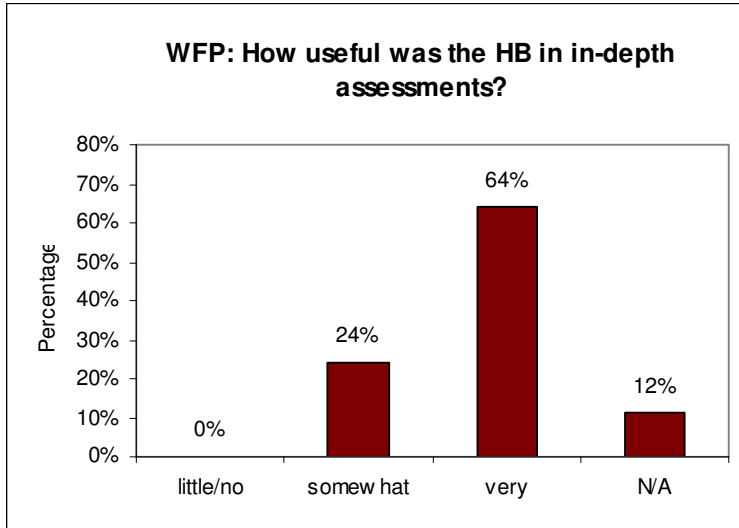
non-WFP	little/no	somewhat	very	N/A
en	0	10	22	4
sp	0	0	1	0
fr	0	0	10	0
tot	0	10	33	4
%	0%	21%	70%	9%
			n=	47



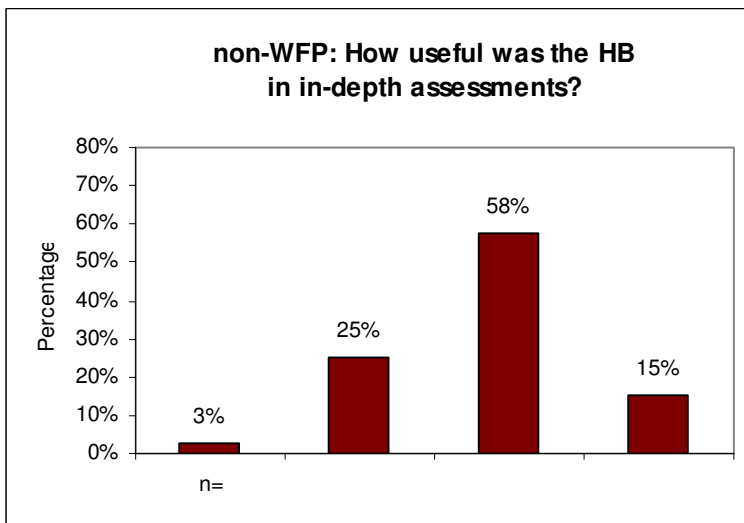


Question: How useful was the handbook in in-depth assessments?

WFP	little/no	somewhat	very	N/A
	0	19	50	9
	0%	24%	64%	12%
			n=	78



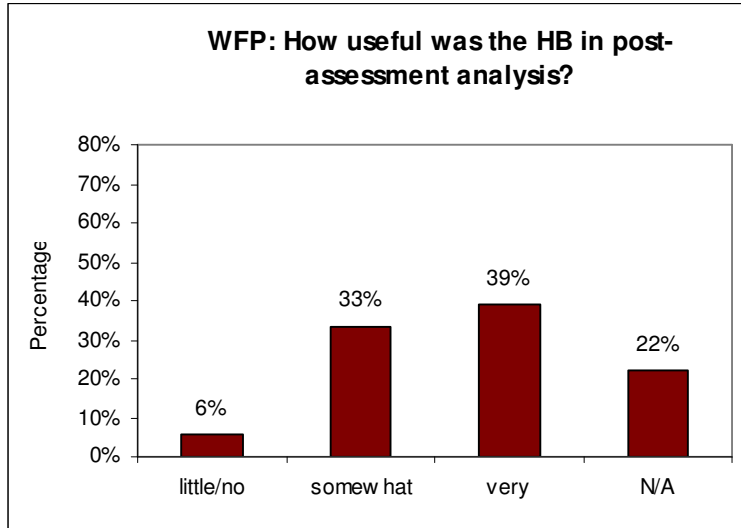
non-WFP	little/no	somewhat	very	N/A
en	1	8	17	6
sp	0	0	1	0
fr	0	2	5	0
tot	1	10	23	6
%	3%	25%	58%	15%
			n=	40



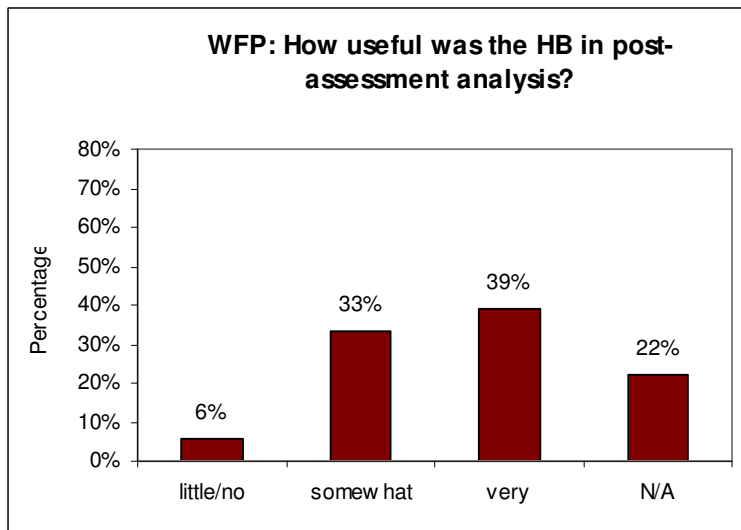


Question: How useful was the handbook in post-assessment analysis?

WFP	little/no	somewhat	very	N/A
	4	24	28	16
	6%	33%	39%	22%
			n=	72



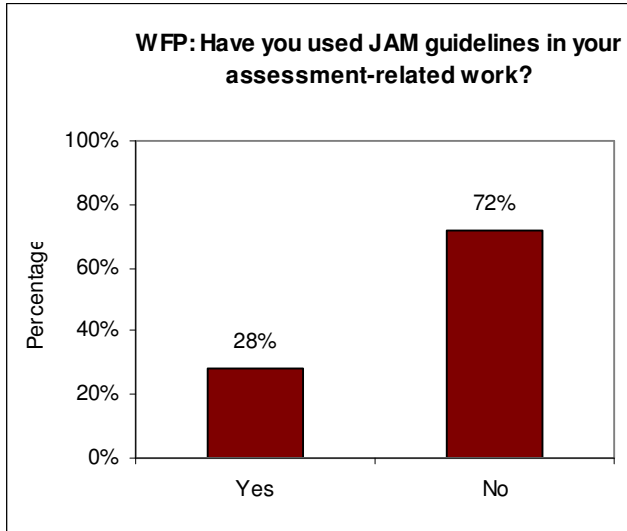
non-WFP	little/no	somewhat	very	N/A
en	3	11	15	4
sp	0	0	1	0
fr	1	2	3	0
tot	4	13	19	4
%	10%	33%	48%	10%
			n=	40



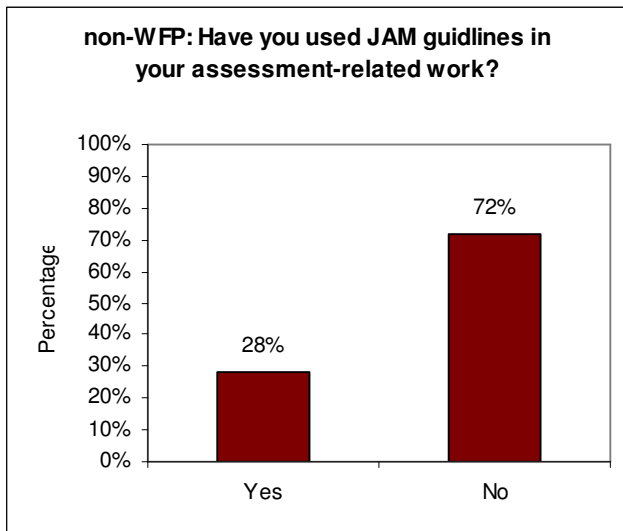


Question: Have you used JAM guidelines in your assessment work?

WFP	Yes	No
	41	103
	28%	72%
n=	144	



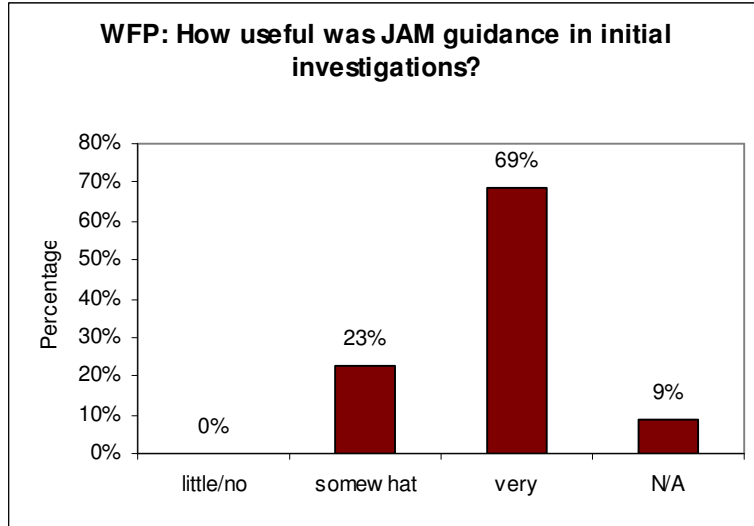
non-WFP	Yes	No
Eng	15	46
Fr	8	13
Sp	1	2
Tot	24	61
%	28%	72%
n=	85	



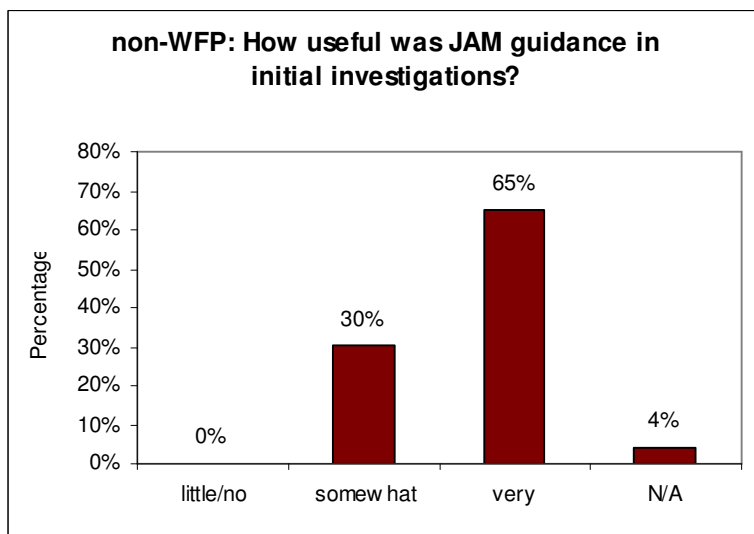


Question: How useful was JAM guidance in initial investigation?

WFP	little/no	somewhat	very	N/A
	0	8	24	3
	0%	23%	69%	9%
			n=	35



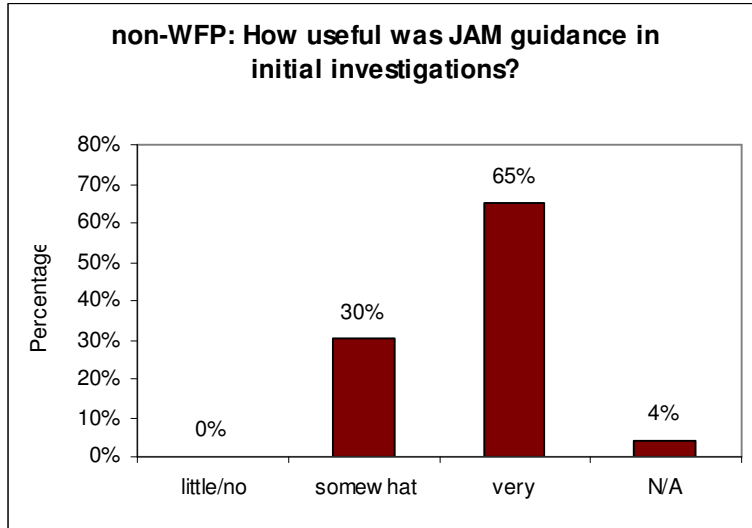
non-WFP	little/no	somewhat	very	N/A
En	0	2	11	1
Sp	0	1	0	0
Fr	0	4	4	0
Tot	0	7	15	1
%	0%	30%	65%	4%
			n=	23



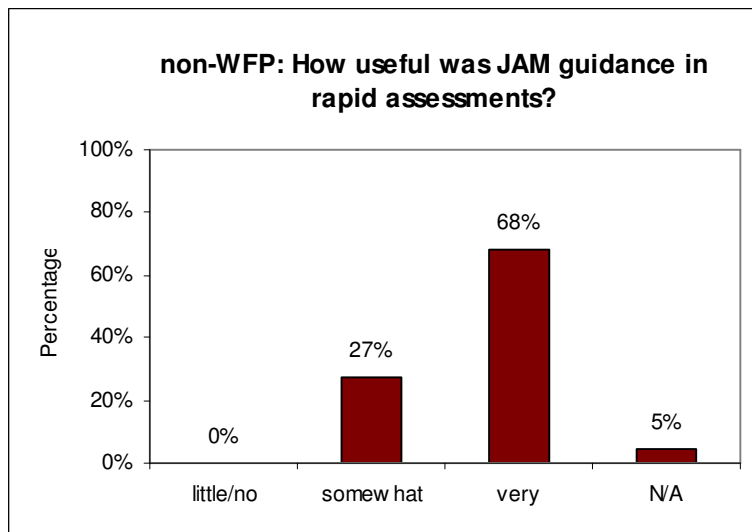


Question: How useful was JAM guidance in rapid assessment work?

WFP	little/no	somewhat	very	N/A
	0	4	31	2
	0%	11%	84%	5%
			n=	37



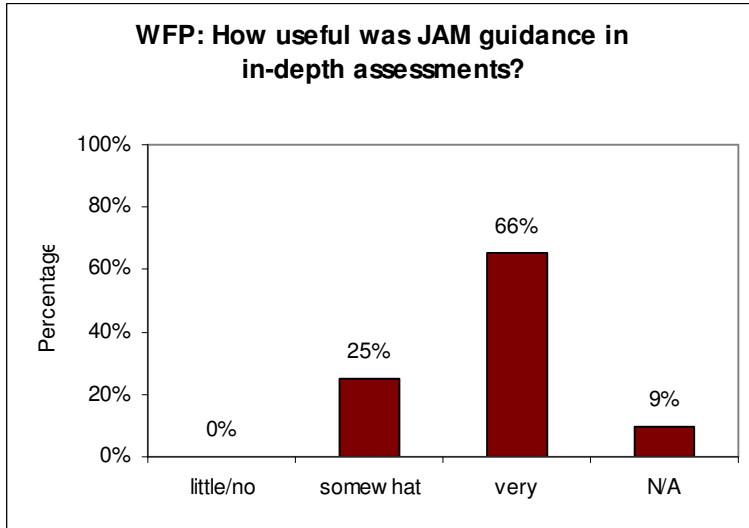
non-WFP	little/no	somewhat	very	N/A
En	0	4	8	1
Sp	0	1	0	0
Fr	0	1	7	0
Tot	0	6	15	1
%	0%	27%	68%	5%
			n=	22



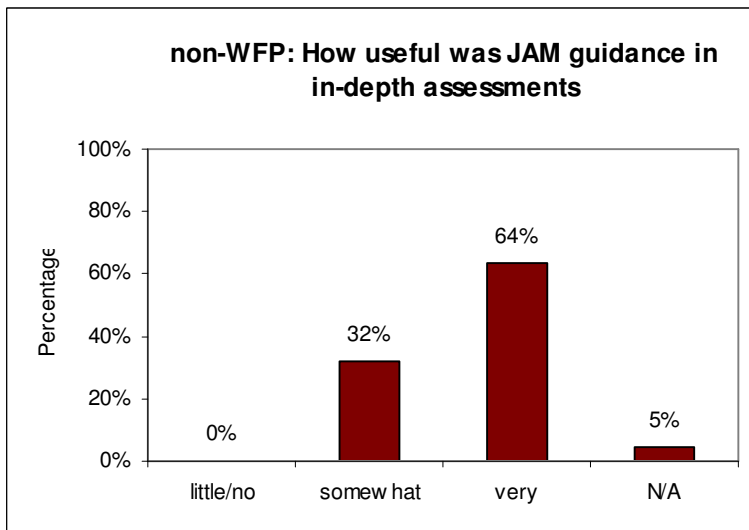


Question: How useful was JAM guidance in in-depth assessments?

WFP	little/no	somewhat	very	N/A
	0	8	21	3
	0%	25%	66%	9%
			n=	32



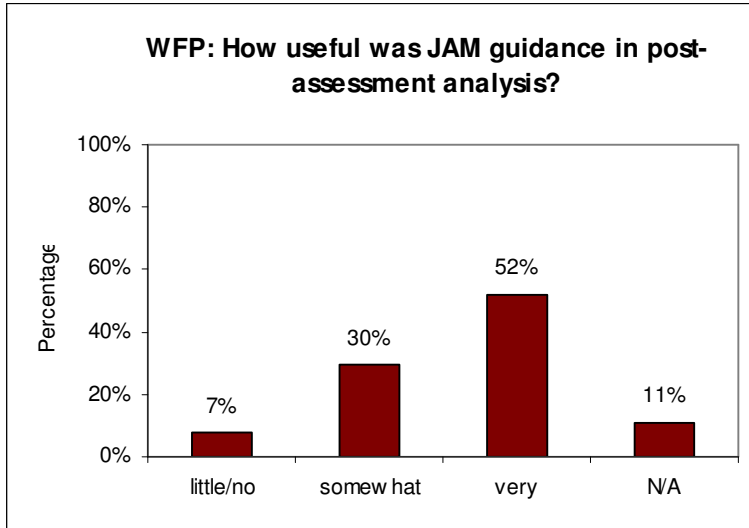
non-WFP	little/no	somewhat	very	N/A
En	0	3	10	1
Sp	0	1	0	0
Fr	0	3	4	0
Tot	0	7	14	1
%	0%	32%	64%	5%
			n=	22



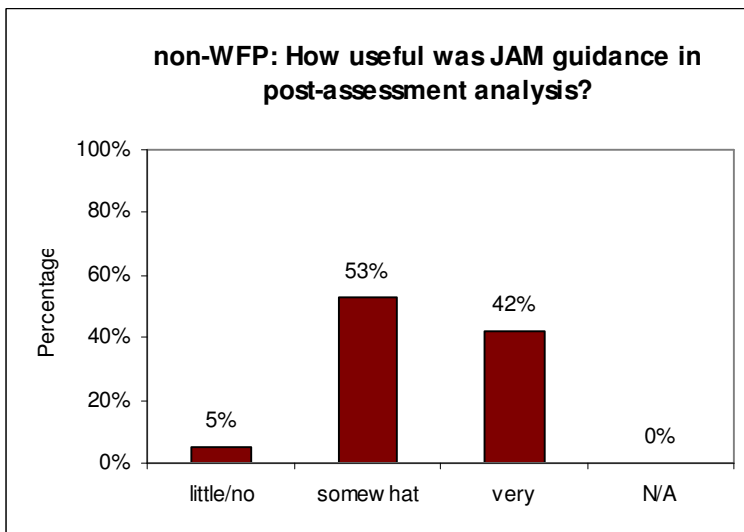


Question: How useful was JAM guidance in post-assessment analysis?

WFP	little/no	somewhat	very	N/A
	2	8	14	3
	7%	30%	52%	11%
			n=	27



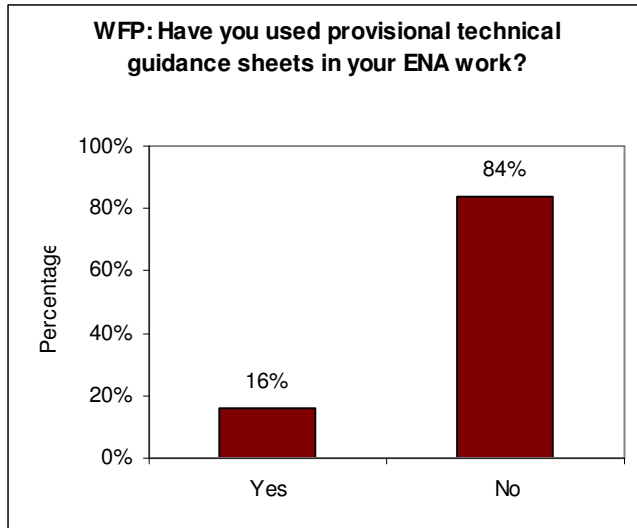
non-WFP	little/no	somewhat	very	N/A
En	0	8	3	0
Sp	0	1	0	0
Fr	1	1	5	0
Tot	1	10	8	0
%	5%	53%	42%	0%
			n=	19



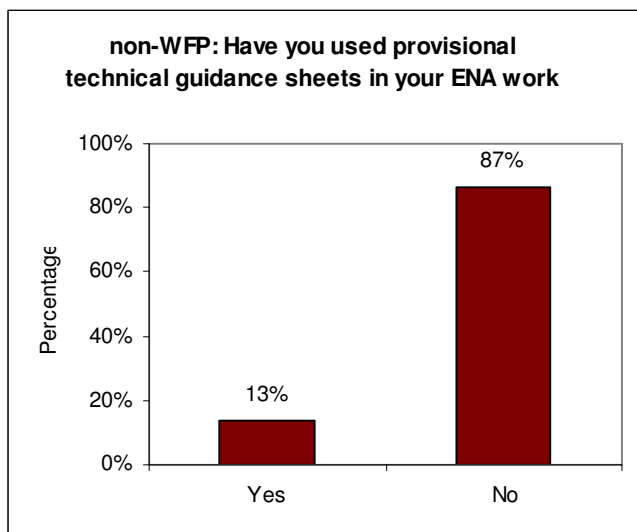


Question: Have you used provisional technical guidance sheets in your ENA work?

WFP	Yes	No
	23	120
	16%	84%
	n=	143



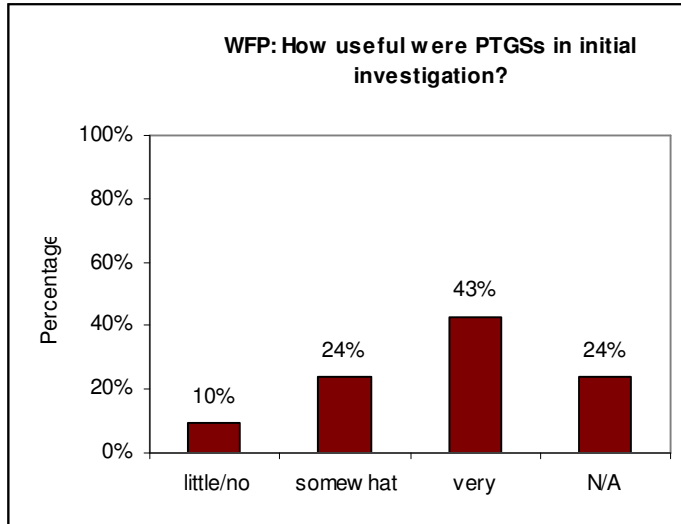
non-WFP	Yes	No
En	8	50
Fr	3	18
Sp	0	3
Tot	11	71
%	13%	87%
	n=	82





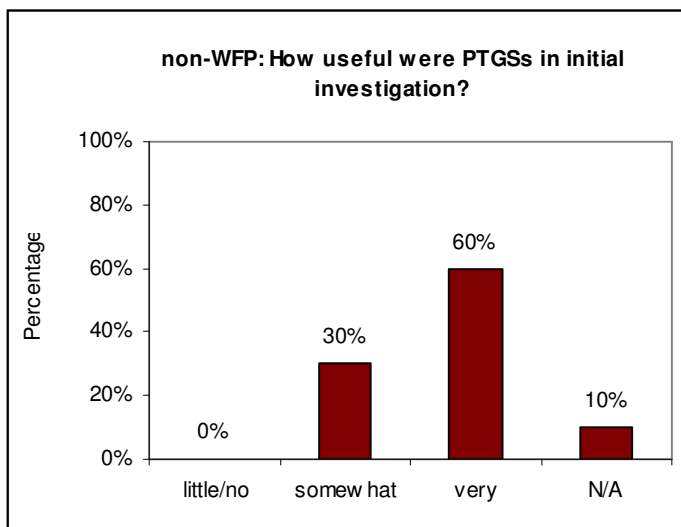
Question: How useful were provisional technical guidance sheets in initial assessments?

WFP	little/no	somewhat	very	N/A
	2	5	9	5
	10%	24%	43%	24%
			n=	21



Please note very small number of non-WFP trainees who answered this question:

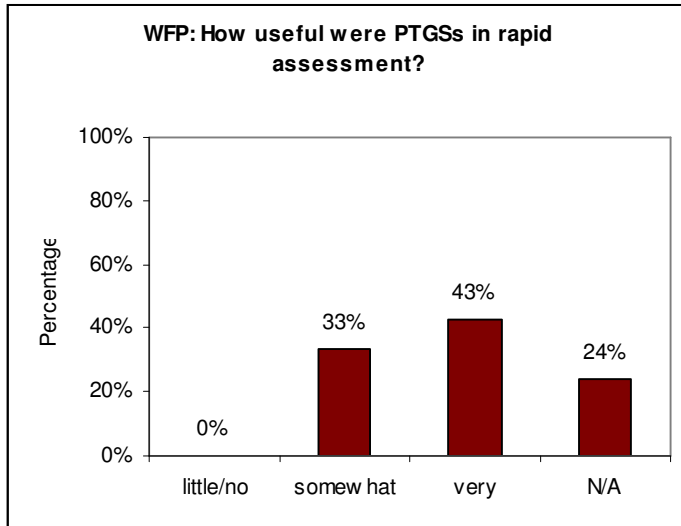
non-WFP	little/no	somewhat	very	N/A
en	0	1	4	1
sp	0	1	0	0
fr	0	1	2	0
tot	0	3	6	1
%	0%	30%	60%	10%
			n=	10





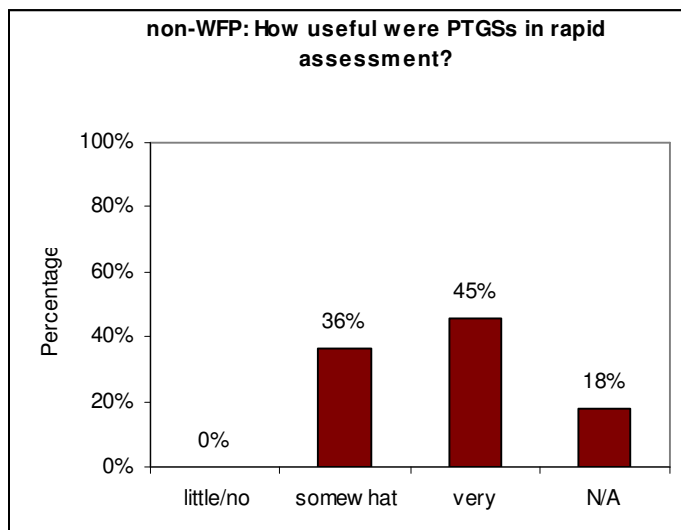
Question: How useful were provisional technical guidance sheets in rapid assessments?

WFP	little/no	somewhat	very	N/A
	0	7	9	5
	0%	33%	43%	24%
			n=	21



Please note very small number of non-WFP trainees who answered this question:

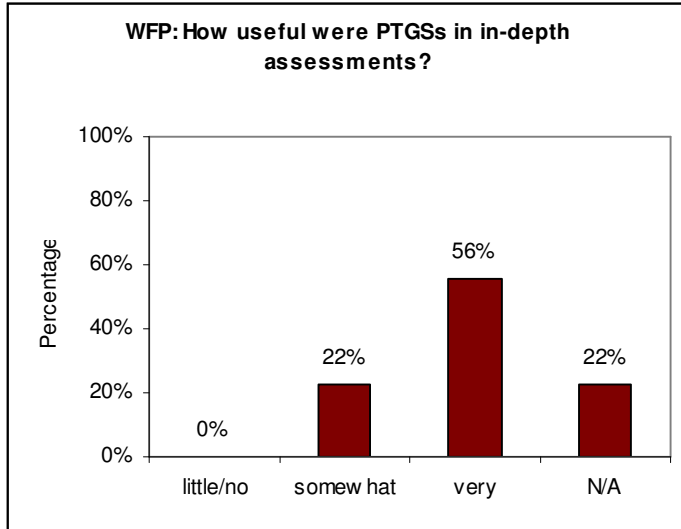
non-WFP	little/no	somewhat	very	N/A
en	0	2	3	2
sp	0	1	0	0
fr	0	1	2	0
tot	0	4	5	2
%	0%	36%	45%	18%
			n=	11





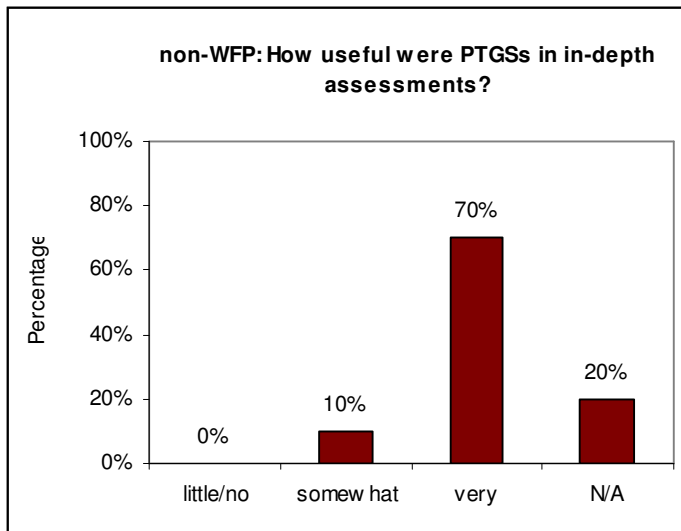
Question: How useful were provisional technical guidance sheets in in-depth assessments?

WFP	little/no	somewhat	very	N/A
	0	4	10	4
	0%	22%	56%	22%
			n=	18



Please note very small number of non-WFP trainees who answered this question:

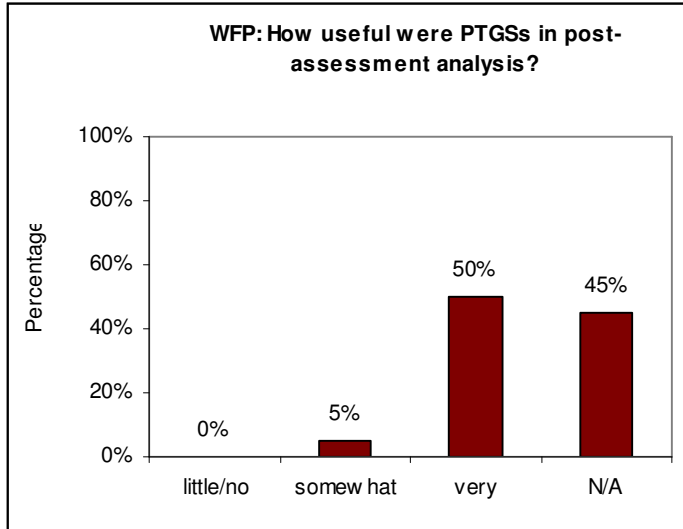
non-WFP	little/no	somewhat	very	N/A
	0	0	4	2
	0	1	0	0
	0	0	3	0
	0	1	7	2
	0%	10%	70%	20%
			n=	10





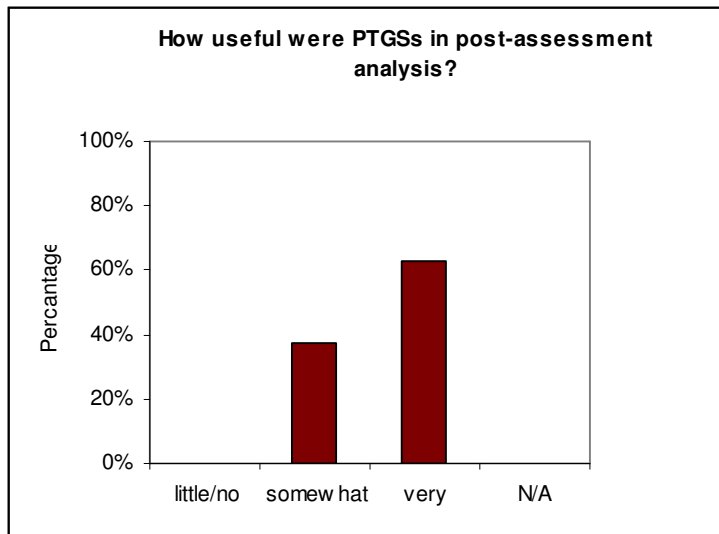
Question: How useful were provisional technical guidance sheets in post-assessment analysis?

WFP	little/no	somewhat	very	N/A
	0	1	10	9
	0%	5%	50%	45%
			n=	20



Please note very small number of non-WFP trainees who answered this question:

non-WFP	little/no	somewhat	very	N/A
	0	1	4	0
	0	1	0	0
	0	1	1	0
	0	3	5	0
	0%	38%	63%	0%
			n=	8





Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex L: Survey of WFP Country Offices

L.1: Survey Questionnaire

Senior WFP management has acknowledged that enhanced emergency food security needs assessment capacity is essential to the agency's future. In response WFP has formulated and implemented a 30-month Strengthening Emergency Needs Assessment Implementation Plan (SENAIP), which is due to be completed at the end of 2007. The SENAIIP is funded partially through WFP's core budget, with significant additional funds from various donors, particularly ECHO, who fund the SENAC project - by far the largest element of SENAIIP.

An independent evaluation of the SENAIIP has been commissioned by WFP, with the purpose of informing decisions on which competencies and procedures should be mainstreamed within the organization. The opinion of the Country Offices is critical to this decision.

It is specifically intended that this questionnaire should be completed by a program officer, rather than a food security analyst (VAM, etc)

Please take the time to fill in the short questionnaire below - it should take a maximum of 20 minutes. Your views are important in designing the next phase of this activity. We will be producing of a summary of our findings by mid 2007 for your information and use.

Many thanks for your assistance.

Respondent details

Name

Position

Country

A. FOR EACH OF YOUR ON-GOING EMOPS AND PRRO'S WE WOULD APPRECIATE YOUR EXPLANATION OF THE LINKS BETWEEN FOOD SECURITY ASSESSMENTS AND THE DESIGN AND IMPLEMENTATION OF WFP PROGRAMS.

This section is replicated in case there is more than one on-going program.

1. Title of the EMOP / PRRO

2. What was the main food security assessment used to decide on the beneficiary numbers and the content of the response activities?

3. Which agency led the assessment?

4. Which other agencies participated in the design and analysis?



5. Were the assessment recommendations incorporated in the initial program design for:

Total beneficiary numbers	Fully	Partially	Not at all	N/A
Total food needs	Fully	Partially	Not at all	N/A
Choice of intervention (eg, GFD, SFP, FFA, etc)	Fully	Partially	Not at all	N/A
Ration basket	Fully	Partially	Not at all	N/A
Targeting of beneficiaries	Fully	Partially	Not at all	N/A

6. Where relevant can you explain why it was decided to deviate from the assessment recommendations:

7. Please describe any supplementary assessments that have occurred during the implementation of the EMOP / PRRO and how the results have influenced program management:

B. ADDITIONAL QUESTIONS ON ASSESSMENTS AND PROGRAMS

1. Over the last three years how do you rate changes in the overall:

Accuracy of assessments	1	2	3	4	5	NA
Timeliness of assessments	1	2	3	4	5	NA
Credibility of assessments	1	2	3	4	5	NA
Relevance of assessments to programming	1	2	3	4	5	NA

Circle one: 1 (Much worse) -- 5 (Much better)

2. In your opinion, how could the usefulness of assessments to the preparation and implementation of WFP programs be improved?

3. What do you perceive to be the importance of the following factors in determining the *donor response* to your appeals?

Credibility of the food security assessment	1	2	3	4	5	NA
Quality of EMOP / PRRO proposal	1	2	3	4	5	NA
Past performance of WFP in-country	1	2	3	4	5	NA
Political relationship of donor with host Government	1	2	3	4	5	NA
Media exposure of crisis	1	2	3	4	5	NA
Overall availability of donor funds	1	2	3	4	5	NA
Other	Please specify					

Circle one: 1 (Not important) -- 5 (Very important)



C. CAPACITIES FOR FOOD SECURITY ANALYSIS

1. How important is it to further strengthen capacities for the following types of food security analysis in your Country?

Food Security Baselines (eg. Comprehensive Vulnerability Analysis)
Early Warning Systems

Initial needs assessment for rapid onset emergencies (such as flooding or earthquakes)
Joint Assessment Missions (with UNHCR) for refugee needs
Crop and Food Supply Assessment Missions (CFSAMs)
Inter-agency assessment missions

Market analysis as a component of needs assessment
Assessment of needs of the chronically food insecure
Monitoring and evaluation of the food security impact of programs
Other

Large grey rectangular area for rating responses.

Please specify

Circle one: 1 (Low priority) -- 5 (High priority)

2. What support from the Regional Bureau and WFP HQ staff (over the last 2-3 years) has helped your CO to conduct and improve needs assessments at the national level (eg. missions from regional staff, specific studies, technical guidance materials, training, financial support, etc.)

Please be as specific as possible on who offered the support and why it was valuable.

Large grey rectangular area for text response.

3. What support would you like to receive from the RB and HQ to help further improve food security assessments at the national level?

Technical assistance with food security baseline surveys
Technical assistance with emergency needs assessments
Technical assistance with market analysis
Developing and disseminating technical guidance notes
Training WFP CO staff in assessment methods
Training partner staff in assessment methods
Financing of assessments

Large grey rectangular area for rating responses.

Circle one: 1 (Not important) -- 5 Very important

4. Do you have any other comments or suggestions on what support WFP HQ and RB should offer Countries to improve their assessment capacity?

Large grey rectangular area for text response.



L.2: Survey Responses

In all, we had 40 responses.

Section A: Linkage to PRROs and EMOPs

The countries reported the following assessment related activities:

17 Vulnerability or VAM studies

11 EFSAs or Rapid assessments

9 JAMs

5 annual assessments

4 other studies such as MICS

2 monitoring

2 support in preparing program documents(such as in DPRK)

The comments on the VAM studies show that they were used for initial geographic targeting and then in some cases to target beneficiaries. Then they identify a target group that fits into a program such as female headed households (or HIV affected, or large families, or people who do or do not grow cassava). Then they estimate how many female headed households are in that area as the beneficiary number.

Burkina Faso – “The 2003 CFSVA and the 2006 food security and nutrition assessment were used to identify the areas where the situation was the most critical and required a food aid intervention. For these areas, beneficiaries were estimated on the basis of the prevalence of acute malnutrition, and government and cooperating partners’ capacity to reach and assist the beneficiaries.”

Laos – “For beneficiary figure, CO preliminarily selected 27 districts based on secondary data for the following variables: likelihood of relocation, lack of access roads, number of former opium cultivating villages, poverty levels as indicated both by the Government plan and VAM analysis. For the content of the response activities, livelihoods assessment lead by external consultant and CO VAM officer was used. Targeting at village level was conducted through assessments based on food security indicators.”

Nicaragua – “The VAM study was crucial for the geographical targeting process. The targeted municipalities were identified through this analysis. Once the municipalities were selected, the food security assessments were conducted in the most affected communities in each municipality. The estimated number of beneficiaries was based on the community and municipality census. The types of response activities were decided in coordination with the community immediate needs and demands.”

What we categorize as EFSAs is called by many names in the survey responses. There is an RNA in Cameroon, Emergency food needs assessment in CAR, a joint needs assessment using the “EFSAs methodology” in Peru, and emergency food security and needs(I think they intended nutrition) assessment in Darfur.

In larger operations, there is an “annual needs assessment” of some type. This was reported in Sudan, Malawi, Kenya, Mauritania, and Somalia. This appears the norm in all large countries in Southern Africa, the Horn of Africa and the Sahel. The assessment process has been somewhat institutionalized.

Deviations of Programming from Recommendations:

A.5 . “Were the assessment recommendations incorporated in the initial program design for:”

	Total Ben	Total Food	Intervention	Ration	Targeting
fully	24	19	25	18	28
partially	12	15	13	13	
Not at all	1	1	2	2	1
NA	3	5		7	11



Half of the respondents did not answer the open-ended question about deviation in programming. Most of the responses said that they did not deviate too much. Several themes developed out of responses to why programming figures deviated from assessment figures.

Interesting to note, almost all the deviations were to lower the assessment recommended figures. This may indicate that assessments are not always taking into account the realities of programming.

1. One reason cited in the survey responses for deviation was a response to “reduced resources” or “funding forecasts”. Basically, the donor had told them what they could expect for resources.
2. Another reason was that previous programming experience in the country showed that the assessment findings were inaccurate. This included recommendations on rations and areas to concentrate activities.

Laos -- “The design was not deviated substantially from the assessment recommendations. However, food needs and beneficiary figure were adjusted as the assessment did not fully reflect the situation of specific geographical areas and target group.”

3. A particular case of JAMs, figures “were provided” and “the JAM did not officially recommend a total beneficiary number.”
4. Some respondents thought that the recommendations were too general, or inappropriate. The recommendations were not “strategic”, gave inappropriate rations, did not include important areas or target groups.

Guinea Bisau -- “The assessment did not provide very specific details on caseloads and rations. The formulation of the PRRO took over where the assessment left off.”

Colombia -- “The needs assessment was not specific and in-depth for all the areas of the design of the new project, as it looked only into some indicators ... in its recommendations the study did not go into detail as to the types of assistance required by the possible WFP beneficiaries or the total food needs required by the displaced population in Colombia. For the design of the PRRO the CO took into account the previous PRRO experience, other studies and assessments carried-out by WFP, other UN organizations and NGOs and data from the Government.”

Tajikistan -- “The assessment identified areas with populations who are chronically food insecure and areas vulnerable to food insecurity and to some extent the findings have therefore been used for identifying the areas which receive GFD. The findings have not been helpful very much in further targeting of beneficiaries.”

Haiti -- “The VAM didn’t have per se strategic recommendations it was more a snapshot of Food Diversity situation. However the various conclusions and general recommendations have been taken into account in the implementation rather than in the designing of the project.”

There are several unique situations that might also illustrate issues with a normative program.

- Somali – a particular case because the FSAU does all food security analysis. It is intentionally divorced from any programming concerns. Individual agencies or consortiums
- Sudan – situation changing and deteriorating so quickly that assessment was out of date
- OPT – Intention to fully use assessment findings, but findings were too late to inform programming
- DRC – OCHA-led study and it did not treat food at all.

Assessment Leads

30 of the 40 responses said that WFP was the lead agency for the assessment. In other cases there were co –led with:

- UNHCR (4)
- Government (3)
- UNICEF (1)



- FAO (1)

6 assessments were led by other agencies

- Government/Ministry of Plan (2)
- OCHA (1)
- FSAU (1)
- UNHCR (1)
- Multi-agency (1)

Other partners in assessment design and analysis

Other UN agencies seemed to be the most common partners:

- FAO (11)
- UNICEF(11)
- UNHCR(7)
- UNDP(2)

NGOs and civil society played a significant role:

- NGOS(9)
- ICRC(1)
- CDC(1)

There was much government participation:

- Statistics (7)
- Planning, Finance, and Development (5)
- Agriculture (4)
- Health (3)
- Interior (1)
- Refugee service (1)
- Social welfare (1)
- Disaster management (1)
- Meteorology (1)
- Food Security (1)
- Education (1)
- Interior(1)

Supplementary assessments

Several other studies were cited that supported assessment:

- Nutrition surveys(5)
- CO lead rapid assessments (4)
- Monitoring and early warning (3)
- Other HH surveys(3)
- Crop assessments(1)
- Desk review on HIV and other issues (1)
- Follow-up assessments (1)
- Refugee updates (1)



Section B: Assessment trends

B1 “Over the last three years how do you rate changes in the overall:”

	Accuracy of assessments	Timeliness of assessments	Credibility of assessments	Relevance of assessments to programming	
no response		5	5	5	5
1					
2				1	
3	8	14	11		4
4	22	16	18		24
5	5	5	5		7

Suggested Improvements in usefulness of assessments

There were five overall themes:

1. Timeliness of assessment in relation to the program cycle. About half of the responses noted timeliness as an issue.

Georgia -- Assessments should be done timely prior to project design. Resource availability drives the projects more than final assessment results, this should be reversed.

2. Including Government and stakeholders

Mali—“ To improve the usefulness of assessments to the preparation of programmes, it would be preferable to first engage the government and other partners in the process in order to increase the chances that the results will be accepted by all. Furthermore, it is important to receive the necessary funds and to form an experienced evaluation team in a timely manner in order to quickly complete the assessment.”

3. Sufficient resources and including CO in management of resources

Angola – “In the first place, assessments are very expensive. Proper sampling is essential, and the recruitment of trained surveyors, or training thereof and so on. Therefore, it is very important that realistic budgets be allocated to these exercises. Secondly, they have got to be done at the right time and within reasonable timeframes, otherwise they tend to become a bit academic or encyclopedic. Finally, the “experts” need to listen to the country office staff. They are in the country, they know it, they have experience and “nose”. Many of these “experts” have a tendency to ignore indigenous knowledge and experience.”

4. Building in-country capacity

Benin – “Actions have been initiated and should be reinforced to train programme officers that can quickly assist when an emergency occurs, in that case an assessment officer can be backed by programme officers instead of waiting for assessment officers. CO should be able to enhance their preparedness in term of CP, and LCA and for that it should have updated info on secondary data of census, socio economic data, etc.... to facilitate the early compilation of the useful info”

5. Linking to programming

Sudan – “The usefulness of the assessments could be improved by moving more of the analysis to the field level, in order to strengthen the linkage to day-to-day operational decisions, and by educating users (esp. program staff) on the uses and limitations of the information and analysis. Also, regular discussions and feedback between those involved in the assessments and users of the information would help to 1) strengthen the linkage to programming decisions and 2) assure that the information needs of the users are (where possible) being met.”



Iraq –“ Include all WFP staff mainly at the management level in the preparation of the assessment (i.e. design, analysis and reporting) Involve more stakeholders. Strengthening WFP’s local partner on assessment methodologies, analysis and reporting and to implement a Results Based Management approach.”

Kenya—“ It could be improved by having a bit more of details on how to link the food security recommendations to specific interventions and timing on the basis or in line with livelihood options available.”

Other important observations

- Including nutrition

Tanzania –“ Assessment methodology should be revisited so as to be more efficient and encompass additional indicators such nutrition and livelihood characteristics. Also, the assessments should be part of the Government regular routine at district level. For that capacity building and funding from the government is needed.”

Yemen –“ Timely conducted. A nutritionist to be member of the assessment team .A voiding the break in the pipe line”

- Use of monitoring data

Myanmar—“ Accurate assessment is fore most essential for successfully implementing WFP activities. In order to carry out assessments and determine effective and efficient response interventions, Country Office in general and WFP staff in particular (also cooperating partners to an extent) would need to have basic systems established set up and staff trained. As in Myanmar context, following activities/ action plans are being carried out and enhanced.Preparation of a contingency plan/ emergency preparedness plan. Establishment of VAM and M&E units (baselines). In- situ trainings and simulation exercises. Attendance at regional EFSA training. Promotion of TDY opportunities. Formation of emergency response/ assessment teams.”

- Reliability of information. The content of the comment is actually wrong. Most reviews show that we have much more trouble with reliability of the enumerators than of the people that are interviewed. Faked data is a bigger problem than we realize. In any case, reliability of data should be systematically assessed.

Burundi – “It is already satisfactory. The main weakness of our assessments is the limited reliability of some of our informers and the information they provide us with. The more we will be critical about what we are being said and the more we will try to triangulate the information received, the better/ more accurate and reliable our assessments will be.

- Language skills – mostly from lusophone countries requesting assessment support in Portuguese
- Accuracy

OPT--” Assessments are key to programme design and to re-orient programme implementation when required. They are also a strong advocacy tool towards the host government, donors and partners. However, in order fulfill these various purposes, assessments have indeed to be timely, accurate, credible and relevant. If an assessment comes too late, it implies that programmes will necessarily be designed on outdated / erroneous information, which impacts on the relevance of our assistance. The 2007 CFSVA has been partially relevant to programme design but acted as a strong advocacy tool for food security actors beyond WFP. The credibility of an assessment is a function of its accuracy. My confidence in the CFSVA was shattered when I saw the results swaying between the use of one methodology and another. In addition, a number of workshops had been held to present the preliminary findings of the assessment to donors, etc. How to explain later that the final results are in fact quite different without compromising the credibility of the findings?I believe that the methodology should be standardized between one assessment and another to allow for comparison and to provide some indication at impact level. The 2003 CFSVA was based on a different methodology (qualitative vs. quantitative) and thus the results are



not comparable to the 2007 CFSVA. Food security monitoring systems would be helpful in showing trends within shorter timeframes and could provide the backbone of bi-yearly assessments.

To sum it all up Niger suggested steps to improve assessment should include:

- 1) Integrate risk analysis and build scenarios;
- 2) Incorporate program options and beneficiary number;
- 3) Build government capacity in food security assessments;
- 4) Work closely with Government and other agencies;
- 5) Validate the assessments results with the government;
- 6) Improve survey design; and
- 7) Harmonize food security analysis.

B3 “What do you perceive to be the importance of the following factors in determining the *donor response* to your appeals?”

	Credibility of the food security assessment	Quality of EMOP / PRRO proposal	Past performance of WFP in-country	Political relationship of donor with host Government	Media exposure of crisis	Overall availability of donor funds
no response	5	6	5	6	7	6
1				1		1
2			1	2	2	1
3	2	4	4	5	5	5
4	17	21	13	13	14	13
5	16	9	17	13	12	14

Section C: Support for capacity building

C1 “How important is it to further strengthen capacities for the following types of food security analysis in your Country? “

	Food Security Baselines (eg. Comprehensive Vulnerability Analysis)	Early Warning Systems	Initial needs assessment for rapid onset emergencies (such as flooding or earthquakes)	Joint Assessment Missions (with UNHCR) for refugee needs	Crop and Food Supply Assessment Missions (CFSAMs)
no response	2	3	3	9	3
1				7	2
2	3	2	3	3	4
3	5	4	8	7	10
4	11	19	14	5	14
5	19	12	12	9	7

	Inter-agency assessment missions	Market analysis as a component of needs assessment	Assessment of needs of the chronically food insecure	Monitoring and evaluation of the food security impact of programs
no response	3	3	4	3
1				
2	6		2	2
3	9	10	6	3
4	12	15	14	13
5	10	12	14	19



Support from HQ and RB

The tone of the responses on RB and HQ support was over-whelming positive. M&E support was often included with the list of support on assessments. One response also mentioned contingency planning. Training was most often mentioned as a support to the CO. RB and then HQ support to surveys was second most mentioned type of support.

Market studies were also mentioned:

OPT – “The RB provided useful assistance to the CO in the following: Regional market specialist conducted a market survey in OPT, the report of which is a key reference document.”

Important concerns raised:

Angola --“... The key was that we had the necessary resources to do very good work – from the field work, to hiring the right experts and consultants (with the right language skills and background) at the right time, to the printing of the report. It received no inputs from the Regional Bureau, whose focus has always been the Regional PRRO. About a year later we were selected for a pre-crisis survey funded by HQ. However, for this one, the funding was very limited and as a result the outcome was not very good. It tried to cover too large a geographical area with too small a sample and was carried out at the wrong time of the year. As long as the assessment (or whatever you want to call it) has a competent and knowledgeable manager, who can be part of the CO, the key is resources – funding.”

The Gambia – “RB provide support to undertake a VAM assessment but it was not of a good enough quality nor geared to providing basis for action or on going assessment. Not useful. No other support provided by either the RB or HQ in this field. CO attempting to find funding and expertise to do it internally.”

C3” What support would you like to receive from the RB and HQ to help further improve food security assessments at the national level?”

	Technical assistance with food security baseline surveys	Technical assistance with emergency needs assessments	Technical assistance with market analysis	Developing and disseminating technical guidance notes	Training WFP CO staff in assessment methods	Training partner staff in assessment methods	Financing of assessments
no response	6	4	4	3	3	3	3
1	1	2	1	1	3	2	
2	2	2	4	2	2	1	1
3	4	10	8	15	8	9	5
4	17	13	15	12	9	12	9
5	10	9	8	7	15	13	22

Other Comments

Comments mostly focused on improved capacity. Two comments are given to sum up the CO survey responses. They point at the paradox of being happy with what they are getting, but somehow feeling that it should be better -- particularly on technical issues and the relationship to programming.

Burundi – “As I said, in this field, I consider it is already quite good as it is. If we keep up with that standard that will be fine.”

Burkina Faso – “Ensure that qualified technical staff (food security, nutrition, market analysis) is fully involved with programme design and implementation.”



Timor-Leste—“Before leaving the country, the assessment mission should hand over raw data and build up the capacity of country office, so that the country office can continue to utilize, analyse and update the data accordingly for its running operations.”



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



14	Does it describe the primary data collection methods (eg. are questionnaires appended)		Rank 0 - 4
15	Does it utilize WFP pre-crisis (baseline) information?		Rank 0 - 4
16	Does it describe the limitations / confidence levels of both primary and secondary data?		Rank 0 - 4
17	Analysis of food trade	<input type="text"/>	Rank 0 - 4
18	Analysis of food access (prices and incomes)		Rank 0 - 4
19	Coping strategies (including remittances)	<input type="text"/>	Rank 0 - 4
20	Analysis of food utilization and nutrition	<input type="text"/>	Rank 0 - 4
21	What method is used to determine the number of food insecure people?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text" value="Write in other method"/> <input type="text"/>	Nutritional indicators Dietary diversity Coping strategies index Food economy analysis Other None
22	Does the analysis provide a geographical breakdown of food insecurity?		Yes / No
23	How well does the report analyze the probable causes of malnutrition?		Rank 0 - 4
<u>Does the report discuss the appropriateness and feasibility of :</u>			
24	Food transfers (GFD, FFW, FFE, Suppl. feeding, etc.)		Rank 0 - 4
25	Non-food transfers (cash, vouchers, market support)		Rank 0 - 4
26	Other non-food (agriculture, health, water/sanitation) interventions		Rank 0 - 4
<u>Does the report makes quantitative recommendations for:</u>			
27	Food Transfers (e.g. GFD, FFW, FFE, Supplementary Feeding)		Yes / No



28	Non-Food Transfers (e.g. cash, vouchers, market support)		Yes / No
29	Other non-food (agriculture, health, water/sanitation) interventions		Yes / No
30	How clear is the link between the analysis and the recommendations?		Rank 0 - 4

M.2: Summary of checklist findings

44 EFSAs were evaluated against the checklist.

Type of ENA:

Type of ENA:	Initial (<1 week)	Rapid (1-3 weeks)	In-depth (>3 weeks)	Could not determine
	6	20	12	6

Countries:

Timor Leste	3
Sri Lanka	3
Sudan	3
Indonesia	2
Nepal	2
Ethiopia	2
Rwanda	2
Tanzania	2
DRC	2
Niger	2
OPT	2
Bangladesh	1
Laos	1
Maldives	1
Pakistan	1
Afghanistan	1
Myanmar	1
Mozambique	1
Swaziland	1
Lesotho	1
Bolivia	1
Colombia	1
Burundi, Rwanda & Tanzania	1
Uganda	1
Afghanistan	1
Benin Togo	1
Cameroon	1
Guinee Bisau	1
Lebenon	1
Togo	1



Year of the study

Year		
	2003	1
	2004	6
	2005	13
	2006	15
	unable to determine	9

Availability:

Available on internet		
Yes	41	
No	3	

Type of crisis:

Type of crisis		
Rapid onset	13	
Slow onset	21	
Chronic	16	
Recovery	12	

Team:

Core assessment team members

Not specified	9
WFP HQ	14
WFP RB	15
WFP CO	24
Other UN	13
Int NGO / PVO	9
Local NGO / CBO	3
Govt	11
Donor	4
Other	4

Methods:

Is there a clear description of methods used (Eg. separate Section / Annex)

rank	Count
1	3
2	11
3	20
4	10



Does it describe the primary data collection methods (eg. are questionnaires appended)

rank	Count
1	3
2	8
3	19
4	9
no or not able to conclude	5

Does it utilize WFP pre-crisis (baseline) information?

rank	Count
1	7
2	3
3	9
4	1
no or not able to conclude	24

Does it describe the limitations / confidence levels of both primary and secondary data?

rank	Count
1	8
2	7
3	9
4	2
no or not able to conclude	18

Analysis:

Analysis of food trade

rank	count
1	6
2	12
3	8
4	6
no or not able to conclude	12

Analysis of food access (prices and incomes)

rank	count
1	8
2	7
3	17
4	7
no or not able to conclude	5

Coping strategies (including remittances)

rank	count
1	4
2	13
3	15
4	7
no or not able to conclude	5



Analysis of food utilization and nutrition

rank	count
1	10
2	9
3	8
4	8
no or not able to conclude	9

What method is used to determine the number of food insecure people?

Nutritional indicators	11
Dietary diversity	13
Coping strategies index	13
Food economy analysis	15

Other methods of determining the number of food insecure:

- 60 percent applied to the rural population
- assets and food production
- composite food security and population movement and livelihood strategy, available food and markets, access to food and way of life, nutrition, consumption, and state of health
- Composite risk and coping
- Composite: food prod, assets and other income sources
- Consumption and access composite
- count refugees estimates
- displaced or not - impt!
- food availability
- income and loss of assets
- Loss of assets
- Physical damage plus chronic food insecurity
- Physical destruction of assets and livelihoods
- Planning figures and validation
- purchasing power and production
- ranking and applying a judgment based cut-off
- Reliance on secondary sources - method unclear
- Self assessment

Does the analysis provide a geographical breakdown of food insecurity?

yes	37
no	7

How well does the report analyze the probable causes of malnutrition?

rank	count
1	6
2	9
3	7
4	6
no or not able to conclude	16



Recommendations:

Food transfers (GFD, FFW, FFE, Suppl. feeding, etc.)

rank	count
1	3
2	11
3	20
4	3
no or not able to conclude	8

Non-food transfers (cash, vouchers, market support)

rank	count
1	4
2	5
3	8
4	2
no or not able to conclude	26

Other non-food (agriculture, health, water/sanitation) interventions

rank	count
1	4
2	12
3	11
4	
no or not able to conclude	17

Does the report makes quantitative recommendations for:

Food Transfers (e.g. GFD, FFW, FFE, Supplementary Feeding)

yes	27
no	14

Non-Food Transfers (e.g. cash, vouchers, market support)

yes	10
no	33

Other non-food (agriculture, health, water/sanitation) interventions

yes	29
no	13

How clear is the link between the analysis and the recommendations?

rank	count
1	6
2	14
3	10
4	9
not clear	5



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan



Annex N: Checklist of EMOPs and PRROs

The majority of the 2005 and 2006 EMOPs and PRROs were reviewed using this checklist. However, this exercise did not yield useful results and so no summarized data is presented. The format is included here for completeness.

EMOP (PPD to PRC unless specified)

1	EMOP	<input type="text"/>	
2	Country(s):	<input type="text"/>	
3	Period of programme	<input type="text"/> <input type="text"/>	From To
4	Bibliography Ref:	<input type="text"/>	
5	Reviewed by:	<input type="text"/>	
6	Proposed food aid distribution in PPD	<input type="text"/> <input type="text"/>	Amount (MT) Beneficiaries
7	Documents cited as justification for beneficiaries / quantities in PPD	<input type="text"/>	
8	Reccommendation of supporting ENA (1)	<input type="text"/> <input type="text"/> <input type="text"/>	Amount (MT) Beneficiaries Date of ENA
9	Reccommendation of supporting ENA (2)	<input type="text"/> <input type="text"/> <input type="text"/>	Amount (MT) Beneficiaries Date of ENA
10	Reccommendation of supporting ENA (3)	<input type="text"/> <input type="text"/> <input type="text"/>	Amount (MT) Beneficiaries Date of ENA
11	the ENA reccommendations and the final figures?	<input type="text"/>	Yes / No
8	Did the PRC question the accuracy of the ENA	<input type="text"/>	Yes / No
12	Does the PRC meeting question the deviance between the ENA and appeal figures?	<input type="text"/>	Yes / No
13	Food aid in EMOP approved by the Executive	<input type="text"/> <input type="text"/>	Amount (MT) Beneficiaries
14	Is there a documented justification for changes from the PPD version?	<input type="text"/>	Yes / No



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Annex O: ODAN Quality Monitoring Checklist

On-going monitoring of the intrinsic “quality” of ENAs has been an objective of SENAIP since the beginning. All EFSAs that provide supporting data and recommendations for EMOPS/PRROs are required to be submitted to Regional Assessment Officers (RAOs) for a quality review using a 3-page “Checklist for Emergency Needs Assessment Reports.” The RAO determines whether the ENA has satisfied the requirements contained in the handbook or other relevant guidance and is sufficiently acceptable for being posted on the WFP intranet and on the external internet website.

In September 2006, ODAN compared ratings on three small samples of ENAs against ratings on a pilot group of 25 ENAs done during the period Sept-Nov 2004. The first compared 18 randomly-selected ENAs completed during the period Sept 2005 – Sept 2006 with 25 ENAs completed in the period Sept 2004 – Sept 2005. The second compared 11 WFP-led ENAs against the pilot group and the third comparison was between 4 ENA reports reviewed by members of the Advisory Group against the pilot group. The comparisons were made in four categories: i) content and format, ii) objectives and methods, iii) food security analysis and iv) response analysis.

Individual indicators in these 4 categories were reviewed. The method was simply to compare the percentage of ENAs which received a score of acceptable or better in the 2004/05 pilot group vs. the ranking of satisfactory or better for those ENA performance indicators in the three samples from 2005/06. In the pilot vs. the 18 apparently randomly selected ENAs performance was seen to be better in 11 indicators and worse in nine. In the 11 WFP-led ENAs in 2005/06 compared with the 2004/05 pilot set, performance was deemed better in 14 indicators of performance, worse in seven. The AG members – looking at only four ENAs for the 2005/06 period vs. the 18 ENAs in the 2004/05 pilot – found performance better in the former group in 16 indicators and worse in only four.

This exercise, while of interest in providing a notional sense of whether or not progress was made in improving the quality of ENAs from one year to the next, is not able to provide much insight into whether or not there may have been real – as opposed to notional – improvement. The samples are too small to allow statistical inference. The indicators being used are necessarily imprecise because they are qualitative – based on the judgment of observers. For example, individuals completing the checklist (whether RAOs, ODAN staff or AG members) are asked to rate each ENA on whether it has satisfactorily summarized a pre-crisis or “normal” situation. What constitutes “satisfactory” or “acceptable”? How likely are two raters likely to maintain different perceptions of what constitutes “normal”? How good are the data available to the ENA drafters which are used to characterize “normal”? These questions are not intended to denigrate the attempt to assess quality improvements in the process, they merely point out how difficult such improvement is to measure.

As is noted elsewhere in this report, the team members have, of course, also attempted to review a quite large sample of ENAs prepared before and during the time period of the SENAIP activity to attempt to develop our own judgments. It has also been quite difficult for us to judge the nature and magnitude of improvement in the assessment documents. Improvement is apparent, in general. An apparent larger percentage of ENAs now do a better job in adhering to guidance and requirements (largely attributable to the SENAIP programme) than was the case prior to 2005. How much of this can be attributed to the quality control process, however, is difficult to determine.



Evaluation of the WFP Strengthening Emergency Needs Assessment Implementation Plan

Comparison between Pilot Quality Checks and Final Quality Monitoring Checklist

Check items on final EFSA QMC Checklist	Pilot 2x ENA reports Sept04-Nov08 (% Acceptable)	QMC 18 ENA reports Sept08-Sept08 (% 50/50-100)	QMC 11 WFP-led ENA reports Sept05-Sept08 (% 50/50-100)	QMC 4 ENA Reports AG Member Rating (% 50/50-100)
1. Content and Format				
1.1 Includes main topics/checkboxes/annexes (EFSA report outline)	44	53	82	100
1.2 Provides clear executive summary	88	87	73	75
1.3 Illustrates findings with maps/tables/charts/photos	88	78	91	100
1.4 Includes questionnaire (e.g. in Annex)	88	33	35	100
2. Objectives and Methods				
2.1 Has a separate methods chapter/section	NA	92 (12)	82 (8)	100
2.2 Clearly states objectives of the ENA	88	89	82	100
2.3 Uses secondary data and presents their sources	60	75	91	75
2.4 Uses appropriate primary data collection methods (e.g. sample size, sampling methods, focus group discussions)	NA*	67	82	100
2.5 Presents the limitations of the assessment	32	30	64	100
2.6 Describes coordination processes (preparation, debriefing)	NA	95	55	87
3. Food Security Analysis				
3.1 Summarizes pre-crisis/normal situation	100	72	80	75
3.2 Analyzes food availability:				
(a) Adequacy of local and national food stocks	NA	50	50	100
(b) Adequacy of expected production (crops and livestock)	NA	67	75	100
(c) Market supplies and movements of food (trade volumes)	(50)	55	64	25
3.3 Analyzes food access:				
(a) Market issues (e.g. prices, wages, terms of trade, integration)	(50)	60	64	75
(b) Food Access shortfall (gap)	48	83	100	100
(c) Coping strategies used by households	55	63	100	75
(d) Analyzes the role and importance of migration patterns and remittances (optional)	NA	55 (11)	56 (9)	87
3.4 Examines food utilization including nutrition:				
(a) Food preparation, care practices, nutrition/health	NA	44	64	50
(b) Probable causes of malnutrition (food or non-food)	NA	67	71	100
3.5 Identifies the most affected groups, causes & feedback				
(a) Food security groups	45	61	73	100
(b) Gender equity	40	16 (11)	22 (9)	75
(c) Identifies chronic and transitory groups (optional)	NA	17	18	67
4. Response Analysis				
4.1 Determines if food security &/or nutrition intervention is needed	100	89	100	100
4.2 Analyzes what measures are appropriate: (See also Annex B3)				
(a) Food transfers (GFD, PPW, PPC, Suppl. feeding, etc.)	76	61	100	75
(b) Non-food transfers (cash, vouchers, market support)	60	33	48	50
(c) Other non-food (agriculture, health, water/sanitation) (optional)	NA	61	73	75
4.3 Discusses implementation capacity/feasibility of:				
(a) Food Transfers (e.g. GFD, PPW, PPC, Supplementary Feeding)	25	44	84	75
(b) Non-food Transfers (e.g. cash, vouchers, market support)		17	18	25
4.4 Estimates adequacy of govt resources and need for external information (SCOR&O)	(40)	33	45	75
4.5 Estimates number of people requiring assistance	80	78	82	100
4.6 Proposes beneficiary targeting criteria	56	61	73	100
4.7 Proposes duration of interventions (start and dates)	(54)	78	82	75
4.8 Identifies potential negative effects of proposed responses	NA	28	26	50
4.9 Recommends indicators to be monitored and note for follow-up assessments	48	56	73	75
Total		73	91	100

Note *65 % of reports describe primary data collection methods



Annex P: Timeliness of project implementation

In reviewing whether the activities have been undertaken and completed in a timely cost efficient manner this evaluation has attempted to determine which of the principal elements had significant time-sensitive dimensions. In other words, how much did it matter to activities “B,” “C” or “D” if activity “A” was completed behind schedule? Did other activities depend on an on-time completion of one or more other activities? The following sub-section briefly reviews the four major components and 14 individual elements of the project in terms of timeliness in accord with workplans and original estimates:

Four SENAIP elements aim to improve WFP’s accountability and transparency relating to ENAs and improved programmatic decisions. These are:

1. procedures assigning responsibility to WFP managers for ensuring that operations are underpinned by adequate ENAs or vulnerability analyses

Comment on timeliness: Other than the original memorandum setting out this responsibility from Senior Deputy Executive Director, Jean-Jacques Graisse memo, there seems to have been little further activity to ensure, or reinforce the fact, that responsibilities were actually being discharged in a desirable manner.

2. public website to provide access to ENA documents and SENAC research

Comment on timeliness: Efforts were initiated in October 2005 and the site was set up quickly in late 2005. It has been added to frequently since that time.

3. guidance and funding for independent missions when WFP’s credibility questioned and to augment WFP’s technical expertise.

Comment on timeliness: It is difficult to measure timeliness when these efforts were to have been done on an as-needed basis.

4. quality assurance and tracking system to monitor improvements.

Comment on timeliness: The initial Quality Monitoring Checklist (QMC) was developed in 2006 and put into operation shortly thereafter. It is still being revised and improved. While clearly an important concept, there are issues with its present utility as are discussed elsewhere in this report. It’s completion as a fully compliant element of the SENAIP project is not, in the view of the evaluation team, yet fully effectuated.

There are three SENAIP elements intended to refine analytical methods, tools and guidance. All are within the SENAC component of the project:

1. The EFSA handbook

Comment on timeliness: The first draft of handbook was published early in the project. Its revision is well underway and is in accord with planned targets. In sum, it was done expeditiously and has been quite well-received.

2. Conducting thematic research (8 areas)

Comment on timeliness: For the most part, these studies were commissioned in a timely manner. Seven were completed in 2005/06 and an eighth is being finalized. With the exception of the overdue study reviewing the linkage between ENAs carried out by WFP and decision making in the context of programme documentation, there are no timeliness issues.



3. Revising 1996 FAO/WFP CFSAM guidance

Comment on timeliness: This element is somewhat late. It is now apparently to be completed in 2007.

Three SENAIP elements focus on efforts to improve the availability and management of pre-crisis information in selected countries:

1. Improving the availability and management of pre crisis information in selected countries.

Comment on timeliness: producing comprehensive food security vulnerability assessments – reportedly completed in 12 countries and underway in 5 other as of December 2006:

- DR Congo - Underway
- Liberia - Completed
- Madagascar - Completed
- Mali - Completed
- Mauritania - Completed
- Nepal - Completed
- Southern Sudan - Nearly finalized
- Tanzania - Completed
- Uganda - Completed
- East Timor - Completed
- Rwanda - Completed
- Comoros - Completed
- Laos - Underway
- Zambia - Underway
- Palestine - Underway

2. Food Security Monitoring System tracking key food security indicators in selected countries - Status at end of 2006:

- Burundi - Completed
- Afghanistan - Round 1 completed
- CAR - Just being initiated
- Côte d'Ivoire - Completed
- Sudan (Darfur) - Round 1 underway



- Haiti - Completed
- Burkina Faso - Just being initiated
- Chad - Round 1 underway
- Mali - Just being initiated
- Mauritania - Just being initiated
- Niger - Just being initiated
- Rwanda - Just being initiated
- Uganda - Just being initiated

3. Developing standardized methods for baseline analysis

Comment on timeliness: Work is still underway on this relatively difficult and sometimes contentious effort.

There are four elements comprising the “building WFP and partner assessment capacities” effort. By and large, there have been no timeliness issues here:

1. Deploying regional assessment experts

Comment on timeliness: Deployed and functioning on a timely basis.

2. learning programme and training workshops

Comment on timeliness: Have trained over 1,000 WFP & partner staff.

3. database of assessors

Comment on timeliness: Has been developed in part. Work is still underway

4. developing a strategy for building national assessment capacities for assessment preparedness in priority countries

Comment on timeliness: 110 advanced or “trainee advanced assessors” have been identified.