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COLLABORATION AMONG THE UNITED NATIONS ROME-BASED AGENCIES

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

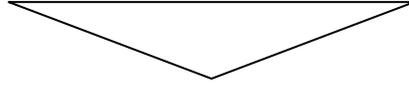
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

* External Relations Division



DRAFT DECISION*



The Board takes note of the information provided in “Collaboration among the United Nations Rome-Based Agencies” (WFP/EB.2/2007/12-C) and encourages WFP to continue to enhance its cooperation with FAO and IFAD in areas that contribute to the achievement of strategic and management objectives approved by the WFP Executive Board.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (document WFP/EB.2/2007/15) issued at the end of the session.



INTRODUCTION

1. For WFP, cooperation with the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) is a central part of its partnership strategy for achieving the Millennium Development Goals (MDGs). There is substantial cooperation among the three main Rome-based agencies, which agreed in February 2007 to initiate a joint mapping exercise to identify and report on collaboration at the headquarters, regional and country levels. This exercise and its findings are an initial attempt to map all forms of collaboration at the country, regional and headquarters levels, in line with the request of Board members at the Board's 2007 First Regular Session.
2. The mapping exercise¹ provides a foundation for responding to questions on collaboration while being a potentially useful tool to assist and guide policy formulation on future collaboration. More specifically, the exercise aimed to:
 - provide comprehensive information on collaboration among Rome-based agencies at the global, regional and country levels;
 - identify gaps and opportunities in relation to this collaboration;
 - provide a basis for strategic thinking regarding future collaboration.
3. In June 2007, the Rome-based agencies reviewed the mapping exercise and organized information collected from the global, regional and country levels around four pillars:
 - Pillar 1: agricultural investment – increased investments in agricultural and rural development;
 - Pillar 2: policy formulation, capacity-building, knowledge management and advocacy;
 - Pillar 3: emergency and rehabilitation, including disaster risk management;
 - Pillar 4: administration, in line with the paper submitted to the joint meeting of the Ninety-Seventh Session of FAO's Programme Committee and the Hundred-and-Eighteenth Session of FAO's Finance Committee in May 2007.²

Data Sources and Methods

4. The first data source used was the WFP database of information on operational relationships among the three agencies. FAO reviewed a range of additional information sources. The data used come from (i) the WFP 2006 annual reporting data on partnerships with FAO and IFAD; (ii) the 2006 and 2007 WFP annual reports to the Economic and Social Council of the United Nations (ECOSOC) and the FAO Council;³ (iii) a draft of the December 2006 "Working Together" document; (iv) a briefing note on FAO-IFAD collaboration, prepared in February 2007 and updated in June 2007; (v) FAO's

¹ It should be noted that this is an ongoing compilation (a "living document") since the matrix will continue to be updated and used in various joint meetings.

² The paper "Cooperation Among United Nations Rome-based Agencies" was also distributed as an information note to WFP's Executive Board at its 2007 Annual Session (WFP/EB.A/2007/INF/9). See: www.wfp.org/eb/docs/2007/wfp127782~1.pdf.

³ Some examples from these reports are included in this paper. To avoid duplication, they have been abbreviated where necessary.



online Field Programme Management Information System; (vi) preliminary results of a review of collaboration among the three organizations, undertaken by FAO's Livelihoods Support Programme; (vii) the paper on administrative collaboration presented to the May 2007 joint meeting of FAO's programme and finance committees; and (viii) information collected in consultations with individuals, for example on global and regional collaboration, at technical, policy and advocacy workshops and similar initiatives.

5. The mapping exercise took 1 January 2006 as its starting point; therefore, most of the activities included started after that date. Following is a summary of significant collaboration activities involving WFP.

Global-Level Collaboration

6. Regarding WFP, FAO and IFAD collaboration at the global level, 64 percent of activities were in administrative issues, 24 percent in advocacy and 12 percent in emergency and recovery.
7. In administration, major areas of back-office service delivery that are already undertaken jointly by the Rome-based agencies are procurement, human resources, finance, information technology, conference, protocol and knowledge sharing services. Details can be found in the paper on administrative collaboration described under Pillar 4.
8. In policy and advocacy, since their joint participation in the 2002 Monterrey International Conference on Financing for Development, the Rome-based agencies have worked together on events for and statements to United Nations intergovernmental meetings, such as ECOSOC and the General Assembly, to raise awareness and political support for reducing hunger and rural poverty. The agencies collaborated on the 2006 International Forum on the Eradication of Poverty, in New York, and the summer 2007 ECOSOC session, in Geneva.
9. These joint advocacy messages are based on the "twin track" strategy to reduce hunger and rural poverty. The twin track recognizes that fighting hunger requires (i) direct action to alleviate hunger immediately for the most vulnerable and (ii) longer-term agricultural, food security, nutrition and rural development programmes to eliminate the root causes of hunger. WFP's food assistance and related interventions play a leading role in the first track of direct action to assist the most vulnerable hungry poor. In some cases, WFP can also play a supporting role in the second track of agricultural and rural development, led by FAO and IFAD.
10. The three agencies, the co-founders of the International Alliance Against Hunger (IAAH), co-signed a letter in October 2005 inviting all field staff to support the IAAH and national alliances in their countries. To date, there are 19 active national alliances and many more in various stages of development, providing a forum for mobilizing a range of government, United Nations and civil society actors to advocate for actions to fight hunger at the national level. Following interventions by Member States during the Committee on World Food Security, at FAO in 2006, a working group comprising the co-founders was established to strengthen IAAH.
11. The Rome-based agencies also developed common positions in the Standing Committee on Nutrition and the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) Network on Gender. WFP and FAO were active in the Food Force educational video game/Feeding Minds, Fighting Hunger exercise.



12. In capacity-building, the three agencies are members of the Inter-Agency Network on Women and Gender Equity and contributed to the Gender in Rural Livelihoods Sourcebook.
13. WFP and FAO collaborated in the Strengthening Emergency Needs Assessment Capacity (SENAC) funded by the European Union (EU) to improve WFP's emergency needs assessments and post-crisis information. They also collaborated in developing the Consolidated Appeals Process (CAP) needs analysis framework, guidelines for the Integrated Food Security and Humanitarian Phase Classification (IPC), and crop and food supply assessment missions (CFSAMs) and guidelines.
14. WFP's Vulnerability Analysis and Mapping Branch (VAM) has been collaborating with FAO on the development and maintenance of GeoNetwork, a software developed jointly that allows improved sharing of geographically referenced information between different organizations using the internet. WFP and FAO have also been co-chairing the United Nations Geographic Information Working Group (UNGIWG), which is responsible for coordinating and facilitating the use of geographic information among the United Nations agencies.
15. WFP and FAO also worked together in education. In the context of the WFP-supported Comprehensive Africa Agriculture Development Programme, the New Partnership for Africa's Development (NEPAD) launched the Home-Grown School Feeding Programme (HGSFP), which links school feeding to agricultural development by expanding local markets through the purchase of home-grown food commodities.
16. WFP and FAO have recently embarked on a joint exercise to improve logistics. WFP has loaned a senior logistics officer to FAO for several months who is working with staff from both agencies to review the FAO supply and logistics chain. This collaboration has had immediate benefits: FAO has just become a member of the United Nations Humanitarian Response Depot (UNHRD) Network; WFP is arranging to store personal protection equipment for FAO's avian influenza response at its Brindisi depot; and FAO locust experts are investigating how to use the UNHRD network for locust campaigns. On a pilot basis, WFP is extending access to its standby partners to help satisfy FAO's logistics requirements, and is training operations officers in FAO's Emergency Operations and Rehabilitation Division. WFP benefits from an improved understanding of the logistics issues related to handling the large variety of complex items in the FAO supply chain.

Regional-Level Collaboration

17. Regarding regional-level collaboration among WFP, FAO and IFAD, 22 percent was in investment/agricultural development, 22 percent in advocacy and capacity-building, and 56 percent in emergency and recovery.
18. This collaboration included several initiatives in Africa. During the Summit on Food Security in Africa, held in December 2006 in Nigeria, the African Union Commission (AUC) was requested to establish an ad hoc follow-up committee to strengthen its capacity. Committee members are representatives of AUC, NEPAD, regional economic communities, FAO, IFAD, the Economic Commission for Africa and WFP.
19. In West Africa, the Permanent Inter-State Committee on Drought Control (CILSS) joined forces with the three agencies following the 2005 Sahelian food and nutrition crises. In March 2007, the Sahel Agricultural and Rural Development Initiative (SARDI) was launched to address the structural causes of food insecurity in Burkina Faso, Chad, Mali, Mauritania, and Niger.



20. SARDI will work with all stakeholders, especially governments and regional organizations, on actions that are in harmony with national governments' priorities and the United Nations Development Assistance Framework (UNDAF). The two-pronged strategy includes a short-term response to map vulnerable areas and populations, reinforce food security analysis, assessment techniques and early warning mechanisms, and ensure relief food assistance to the most needy. A medium- to long-term programme aims to reduce rural poverty and household food insecurity by intensifying and diversifying agricultural production, stabilizing local and regional markets, and reducing the prevalence of malnutrition among children and vulnerable groups.
21. The development of regional approaches to addressing food insecurity is a promising area for Rome-based agency cooperation. FAO and WFP worked together on a regional food security initiative in the Horn of Africa, to reach consensus on measures that can be scaled up to address long-term vulnerability to food insecurity in the region. This culminated in a high-level multi-country consultation in Nairobi in June 2007 involving Djibouti, Ethiopia, Eritrea, Kenya, Somalia and Uganda. There was strong country ownership of the process, with ministerial-level representation at the meeting, an agreed conference statement and an offer from Uganda to host a follow-up meeting in 2008.
22. Since 2004 WFP and FAO have been co-funding a full-time technical post within the Southern African Development Community (SADC) to strengthen and institutionalize vulnerability and livelihood analysis, food security monitoring and emergency preparedness in SADC member countries through the national vulnerability analysis committees (VACs). The technical support to the SADC VAC has been critical to the development and strengthening of the analytical capacities of the SADC member states.
23. In Latin America and the Caribbean (LAC), WFP is participating in an inter-agency effort with the Economic Commission for Latin America and the Caribbean (ECLAC) and FAO to prepare a document that positions addressing hunger and child undernutrition as a prerequisite for social cohesion in Latin America. The joint document will be presented at the Ibero-American Summit to be held in Chile in November 2007. WFP and FAO met on various occasions to discuss complementary actions between FAO's "Latin America without Hunger" and the regional initiatives "Towards the Eradication of Child Chronic Undernutrition in LAC" supported by WFP and the Inter-American Development Bank. Both agencies agreed that the two are complementary and that there is much to gain by joining forces to advocate with governments and other stakeholders in the region to raise awareness on the need for stepped-up efforts to address hunger and malnutrition in the region.

Country-Level Collaboration

24. Of country-level collaboration among WFP, FAO and IFAD, 63 percent was in emergency and recovery, 26 percent in agricultural investment/rural development, 10 percent in advocacy and capacity-building, and 1 percent in administration.
25. The agencies worked together in Bhutan, Burkina Faso and Burundi on food security analyses and on agriculture and environmental projects where IFAD-funded field projects provided technical assistance to WFP-supported food-for-work (FFW) projects.
26. The heads of the three agencies visited Ghana in December 2006, reaffirming their determination to enhance joint efforts to reduce hunger and poverty in Ghana's food-insecure northern regions.



27. In Haiti, FAO provided technical support to an IFAD-funded small-scale irrigation development project, the *Petits Périmètres Irrigués* (PPI-2). This project links to WFP's ongoing school feeding programme and community FFW projects.
28. In Pakistan, the three agencies signed a memorandum of understanding (MOU) to support WFP-assisted project community organizations in Azad Jammu Kashmir and Muzaffarabad, using IFAD's social infrastructure for FFW activities.
29. Food security theme groups (FSTGs) are a recent area of cooperation. In response to United Nations reform and achievement of the MDGs, especially MDG 1, WFP, FAO and IFAD are jointly establishing FSTGs at the country level. The main purpose of the groups is to enhance inter-agency collaboration and coordination to support countries' own development efforts in the areas of food security, agriculture and rural development. The heads of WFP, FAO and IFAD sent a joint letter earlier this year to their country representatives encouraging them to form FSTGs where similar mechanisms do not already exist. One of the most active of the newly established groups is in Mozambique, which is also a United Nations "Delivering as One" pilot country for increasing the coherence of United Nations development activities.
30. Following this initiative, between June and August 2007, a review was carried out on the status of the FSTGs showing that FSTGs are present in 55 countries. This includes two regional mechanisms for small island states in the Caribbean and the Pacific. Seven other countries are in the process of establishing a FSTG. The FSTGs are providing a platform for food security programming, information-sharing and inter-agency coordination.

WFP and FAO Cooperation

31. WFP and FAO collaborate in 55 countries, working on 84 shared projects and activities such as CFSAMs, preparedness and the MDGs. Major areas of collaboration include 50 projects to promote agricultural and crop production. Most promotion of agriculture and the environment has been in Africa, in 26 countries, but five Asian countries and six in the Latin America and Caribbean region have also been involved. Needs assessment is a particularly important part of the WFP-FAO partnership. Together with six other partners – the Famine Early-Warning Systems Network (FEWS-NET), the European Community Joint Research Centre and international non-governmental organizations – WFP and FAO have drafted a five-year, multi-agency programme to develop a standard food security classification system. This proposal builds on joint experiences in applying the IPC approach pioneered in Somalia to several other countries during 2007 – including three in Asia, five in the Horn of Africa, Côte d'Ivoire and Tajikistan. Lessons from these pilots and technical consultations with food security experts will be used to refine IPC technical guidance prior to wider-scale testing and development of the approach.
32. In Asia, WFP and FAO collaborate in several sectors. In Bhutan, collaboration includes food security analysis, rural agricultural marketing, and assessments; in Cambodia, the joint IPC; in Nepal, the coordination of food security and a joint appeal for transition support; in the Philippines, a local MOU to build peace and improve food security among conflict-affected farmers in the first joint FFW project in Mindanao, which aims to improve the agricultural productivity and livelihoods of poor farmers affected by conflict and internal displacement; in Sri Lanka, a CFSAM; and in Timor Leste, the SENAC market profile mission in 2006.



33. In the Middle East, WFP and FAO collaborated in the Occupied Palestinian Territory on a Comprehensive Food Security and Vulnerability Assessment and as co-chairs of the FSTG. In Lebanon, collaboration was in food security coordination and a food and agriculture response. This Alliance is a good example of how the issue of poverty pockets in middle-income countries can be addressed effectively. In Jordan the National Alliance against Hunger receives joint support from WFP and FAO in mobilizing resources, advocating and providing public visibility to hunger issues.
34. In West Africa, the two agencies are developing innovative approaches to cooperation in areas such as NEPAD's HGSFP. In Ghana, the concept is being integrated into the WFP country programme. WFP and FAO are collaborating in Liberia in programme development, with WFP/FAO nutrition assessment providing the baseline for the National Programme for Food Security (NPFS). In Sierra Leone, collaboration in education included training teachers to run school garden programmes with community support, to add vegetables to the grains and oils provided by WFP school feeding programmes. FAO established a pilot school garden project to complement the provision of WFP rations. There is also collaboration in agriculture and environment. The NPFS Operation Feed the Nation provides farmers with technical training and organizational capacity. In Côte d'Ivoire, collaboration includes inter-agency assessments, joint Common Humanitarian Action Plans (CHAPs), and preparedness and early warning. In Mali, the two agencies worked together to incorporate food security into the national poverty reduction strategy. FAO will take the lead role in advising and supporting the Government on all structural food security programmes, particularly through the NPFS, while WFP will respond to all emergency food security needs through its vulnerability analysis, information management and mapping tools and provision of food resources to victims of food shortages or other related crises. In Niger, collaboration is mainly in agriculture and environment as well as in food security assessments.
35. In East and Central Africa, collaboration with FAO is intensive. In the Democratic Republic of the Congo, WFP partnered with FAO in joint CHAPs, early warning and emergency food security assessments. FAO was part of the needs assessment mission that contributed to the design of the next phase of WFP's protracted relief and recovery operation. In Kenya, the agencies work together in the education and HIV/AIDS sectors, capacity-building, project design, assessment and preparedness. In Tanzania, sectors for collaboration include capacity-building and projects in education and for HIV/AIDS. WFP, FAO, the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO) and the Office of the United Nations High Commissioner for Refugees (UNHCR) are implementing a pilot joint programme supported by the United Nations Trust Fund for Human Security. The project targets refugee host areas in northwestern Tanzania, and aims to improve food and environmental security, reduce the small arms and light weapons trade, and strengthen host area capacities in vulnerability analysis. WFP and FAO are implementing a two-year EU-funded project in Ethiopia "Support to Food Security Information Systems in Ethiopia". This project has three components: 1) market information; 2) agro-meteorological information; and 3) crop production estimates based on remote sensing and field surveys.
36. Junior Farmer Field and Life Schools (JFFLSs) are an innovative area of cooperation in southern Africa. In Zambia, this collaboration falls under education and food security coordination, with WFP and FAO co-leading the food security cluster. In Malawi, the two agencies are jointly implementing school gardens and, together with UNICEF, JFFLS. In Mozambique, JFFLS cover the full programme, and the two agencies also co-lead the food security cluster. JFFLS are also being co-implemented in Namibia and Swaziland.



37. In Bolivia, within the United Nations joint programme in support of the Government's Zero Malnutrition Programme, FAO and WFP will work together to set up productive complexes based on native food production for consumption and commercialization. FAO provides technical assistance and agricultural tools to street children gardens assisted by WFP.
38. In Panama, WFP and FAO co-lead an inter-agency effort to help the Government eradicate child chronic malnutrition and WFP supports FAO in promoting and institutionalizing the right to food.
39. In Colombia, FAO staff participated in WFP-organized food security vulnerability assessment training. The two agencies also work together to ensure the quality of WFP agricultural toolkits and on a joint internally displaced people's resettlement project.
40. In Cuba, FAO is supporting school gardens with agricultural tools and materials in one of the provinces where WFP provides food assistance. In Nicaragua, FAO, UNICEF and the World Health Organization (WHO) financed and provided technical assistance for a nutrition evaluation of schoolchildren. FAO provided educational materials for training on food security for teachers in school centres.

WFP and IFAD Cooperation

41. In 2006, WFP and IFAD cooperated on ten projects in eight countries. Major areas of collaboration included promotion of agricultural and crop production, land and water development, and road development. WFP provided food assistance to communities benefiting from IFAD micro-credit schemes to improve infrastructure or acquire skills to launch income-generating activities.
42. The organizations also collaborate in disaster recovery, providing communities with opportunities for sustainable development and help to resist future shocks. The best examples of WFP-IFAD cooperation have been in Asia. In India, the agencies' close work together has led to more integrated programming among United Nations agencies. Collaboration in the IFAD-funded Orissa Tribal Empowerment and Livelihoods Programme combines the two agencies' food and cash resources to develop sustainable livelihoods for 600,000 of the most food-insecure tribal people. Both agencies also collaborate in the Lao People's Democratic Republic and in Pakistan. In the Syrian Arab Republic, WFP provides food assistance to the poor farmers and rural women involved in the IFAD-supported activities of land reclamation, plantations and literacy courses.
43. WFP has not yet built the same degree of cooperation with IFAD in Africa, which is the main area of WFP activity. It will be increasingly important to WFP's future cooperation with IFAD to develop similar success stories in Africa. This is possible, as evidenced in Mali, where WFP and the government recently signed an MOU for monitoring and evaluation of IFAD-funded projects in rural asset creation.
44. In Burundi, IFAD-funded field projects provide technical assistance to WFP-supported FFW projects. In Tanzania, the agencies work together to support the government's participatory irrigation development programme. WFP linked FFW activities to water user associations, for irrigation system rehabilitation within the IFAD-WFP participatory irrigation development programme.



Challenges and Opportunities for the Future

45. The Rome-based agencies believe that cooperation must be purpose-driven. The agencies should work together only when it improves the impact on beneficiaries and/or generates cost savings in operations and administrative services. Partnerships that are purpose-driven can be sustainable and deliver real benefits. Rome-based cooperation pursued as an end in itself is unlikely to yield the same positive results.
46. Looking to the future, WFP sees several possibilities for strengthening Rome-based agency cooperation at the global, regional and country levels. An example could be cooperation in climate change where the agencies aim to work together to develop joint activities such as mitigation, recovery and adaptation technology and programmes. The opportunities to be pursued depend on decisions to be taken by this Board on the future strategic directions for WFP, as reflected in the strategic plan to be approved next year. The different funding bases and funding mechanisms of the three agencies also need to be taken into account in assessing the potential for future cooperation.
47. At the global level, the three agencies are already working on joint advocacy in United Nations and other international fora whenever food security, agriculture and rural development are on the agenda. There may be potential to broaden global advocacy by including more civil society partners in a strengthened IAAH. Possibilities for administrative and management cooperation were described in the paper submitted by the Rome-based agencies to the FAO Finance Committee in May (WFP/EB.A/2007/INF/9). Increased collaboration in food security analytical work, including needs assessment, is another area where closer cooperation may be worth exploring.
48. WFP believes that comprehensive regional food security approaches, which have begun in the Horn of Africa and the Sahel, offer the greatest opportunity for cooperation at the regional level. Combining the different policy, normative, operational and financing comparative advantages of FAO, IFAD and WFP can assist national governments in these regions in achieving their own national food security priorities. The Board and Member States may wish to consider how WFP can more effectively support work in the Horn of Africa and Sahel initiatives as pilot projects for enhanced Rome-based agency cooperation at the regional and country levels. In Latin America, there is potential for joint work in capacity development through technical assistance to specific programmes or participation in regional initiatives aimed at eradicating hunger and malnutrition.
49. At the country level, work in the three agencies must respond to the different priorities of the national governments where they operate. There is no “one-size-fits-all” model, and Rome-based cooperation will necessarily differ from country to country. The creation of country-level FSTGs provides a useful mechanism for the Rome agencies and other partners to develop cooperative activities at the country level that respond to the specific needs of each country. As demonstrated in this paper, joint needs assessment work between FAO and WFP will remain a cornerstone of country-level cooperation. The nature of specific project cooperation will, however, vary from country to country, reflecting national needs and the capacities of each of the three agencies in each country. As the most decentralized of the agencies, WFP will seek opportunities for cooperation where decision-making authority is as close to the field of implementation as possible.



50. WFP will continue to work with FAO and IFAD at the headquarters, regional and country levels to establish effective coordination mechanisms that identify and pursue opportunities for further collaboration in situations where the agencies have shared objectives. Such collaboration should be part of a broader partnership strategy, which should be an integral part of the next WFP strategic plan. The Secretariat recommends that future WFP reporting to the Executive Board on Rome-based agency cooperation be provided through the Annual Report to ECOSOC and the FAO Council – which addresses all aspects of United Nations system-wide cooperation – rather than by establishing a parallel reporting system focused solely on Rome-based agency cooperation.



ACRONYMS USED IN THE DOCUMENT

AUC	African Union Commission
CAP	Consolidated Appeals Process
CFSAM	crop and food supply assessment mission
CHAP	Common Humanitarian Action Plan
CILSS	Permanent Inter-State Committee on Drought Control
DAC	Development Assistance Committee
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council of the United Nations
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FEWS-NET	Famine Early-Warning Systems Network
FFW	food-for-work
FSTG	food security theme group
HGSFP	Home-Grown School Feeding Programme
IAAH	International Alliance Against Hunger
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security and Humanitarian Phase Classification
JFFLS	Junior Farmer Field and Life School
LAC	Latin America and the Caribbean
MDG	Millennium Development Goals
MOU	memorandum of understanding
NEPAD	New Partnership for Africa's Development
NPFS	National Programme for Food Security
OECD	Organisation for Economic Co-operation and Development
PDE	Division of External Relations
PPI-2	<i>Petits Périmètres Irrigués</i>
SADC	Southern African Development Community
SARDI	Sahel Agricultural and Rural Development Initiative
SENAC	Strengthening Emergency Needs Assessment Capacity
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Populations Fund
UNGIWG	United Nations Geographic Information Working Group



UNHCR	United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
VAC	vulnerability analysis committee
VAM	Vulnerability Analysis and Mapping Branch (WFP)
WHO	World Health Organization