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STRENGTHENING EMERGENCY NEEDS ASSESSMENTS: SECOND PROGRESS REPORT ON THE IMPLEMENTATION PLAN

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

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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EXECUTIVE SUMMARY

In 2004, WFP embarked on a process of strategic investments to strengthen emergency needs assessments and related pre-crisis information, as outlined in a policy paper (WFP/EB.1/2004/4-A) and an implementation plan (WFP/EB.3/2004/4-E) that highlighted the need to improve practice in four thematic areas: (i) accountability and transparency; (ii) methods and guidance; (iii) pre-crisis information; and (iv) assessment capacities. Progress after the first year and plans for 2006 and 2007 were reported to the Board at its 2005 Second Regular Session.

This document considers the results during the second year and outlines the priorities, challenges and funding issues for the remaining period of the implementation plan, which closes at the end of 2007.

In the two years since the implementation plan was launched, WFP has made significant progress in enhancing the quality, credibility and transparency of its assessments. Over the past 12 months, these efforts have upgraded WFP's capacity to field timely, expert assessment missions and generate essential pre-crisis information; they include:

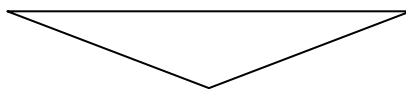
- improved assessment tools and expanded partnership with United Nations agencies, non-governmental organizations and donor agencies that have led to broader analysis of food and non-food response options, enhanced targeting and fostered complementarity with actions in other sectors such as health and nutrition;
- advances in market analysis that have allowed WFP to evaluate the impact of markets on household food security, reduce the risks of potential adverse market effects and determine the role of food and non-food responses, including cash-assistance programmes;
- advances in conducting pre-crisis comprehensive food security and vulnerability analyses, although some technical challenges remain; WFP has re-oriented its work on these baseline analyses as recommended by an independent review; and
- additional measures introduced to gauge improvements in the quality of emergency needs assessment reports and monitor the links between assessments and programming.

The remaining priorities include standardization of pre-crisis data-collection tools and methods, refinement and field testing of market tools, further testing and validation of food security indicators and development of more reliable population estimates. The information and methods will be incorporated into revised guidance on emergency needs assessment.

WFP strives to ensure that improved assessment standards are evenly implemented through mainstreaming of the essential competencies, processes and budgets, building the capacities of governments and ensuring that responses are rigorously based on assessed priority needs. This latter task will require strategic partnerships on multi-sectoral assessment methods and on a standardized food-security classification system.



DRAFT DECISION*



The Board takes note of “Strengthening Emergency Needs Assessments: Second Progress Report on the Implementation Plan” (WFP/EB.2/2006/4-B/Rev.1).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (document WFP/EB.2/2006/16) issued at the end of the session.



BACKGROUND AND PURPOSE

1. Recent debates on good humanitarian donorship, the Food Aid Convention and the targeting of humanitarian assistance have highlighted the central role of emergency needs assessments (ENAs) as the basis of humanitarian interventions. In response to concerns about the credibility of assessments, WFP started a process of investment to strengthen ENAs and related pre-crisis information, as outlined in a policy paper approved by the Board at its 2004 First Regular Session and an implementation plan approved at its 2004 Third Regular Session, which highlighted the need to improve ENA practice in four thematic areas: (i) accountability and transparency; (ii) methods and guidance; (iii) pre-crisis information; and (iv) assessment capacities. The objectives are to introduce a higher level of credibility, rigour, partnership and competence into ENAs, and to incorporate a broader view of food security and nutrition needs, including non-food responses.
2. The implementation plan is integrated with other emergency preparedness and response activities under the Analysis, Assessment and Preparedness Division (ODA) to ensure that WFP has up-to-date knowledge for programming its food assistance. These initiatives are managed by the Emergency Needs Assessment Branch (ODAN) in collaboration with the Vulnerability Analysis and Mapping Branch (ODAV) and coordinated with regional and country offices, partner agencies, governments and non-governmental organizations (NGOs). They are implemented by 11 regional assessment officers (RAOs), who are responsible for ENAs and the vulnerability analyses and mapping (VAM) staff who develop pre-crisis baselines. An ODA review meeting was held in July 2006 to ensure effective coordination and planning of assessment, analysis and preparedness/early-warning activities.
3. A central element of this work is carried out under the Strengthening Emergency Needs Assessment Capacity (SENAC) project, launched in 2005. WFP regularly consults with major ENA stakeholders through two structures established under SENAC: a steering committee of donor representatives for overall project oversight and an advisory group (AG) of technical experts that meets twice a year to review research results and recommend priorities for further work.
4. Progress in the first year and plans for 2006 and 2007 were reported to the Board at its 2005 Second Regular Session. As requested by the Board, this document considers progress at the mid-point of this three-year process and outlines the priorities, challenges and funding issues for the remaining period.
5. The implementation plan is funded from internal and external sources; major support has been received to date from the United Kingdom Department for International Development (DFID), the European Commission Humanitarian Aid Office (ECHO) and the German Government. Recent efforts to expand the donor base have been successful: the Canadian International Development Agency (CIDA) and the Danish Government have joined as sponsors. WFP's decision to provide an advance pending contributions by donors in early 2006 was crucial to maintaining momentum; this support was additional to the programme support and administrative (PSA) funds allocated in the 2006–2007 biennium budget for assessment and pre-crisis activities.



PROGRESS BY THEMATIC AREA

6. Significant progress in the first year of the implementation plan included (i) improved transparency through public posting of ENA reports on the WFP website, (ii) major refinements in assessment methods linked to the issue of the *Emergency Food Security Assessment (EFSA) Handbook*, (iii) enhanced pre-crisis information from baselines in priority countries and (iv) augmented field assessment capacities through the posting of 11 assessment specialists and the launch of a training strategy. During the second year, WFP made further advances in the four thematic areas described below.

Accountability and Transparency

7. Improvements in accountability and transparency are a pre-condition for evaluating the accuracy and objectivity of ENAs and ensuring that emergency operations (EMOPs) and protracted relief and recovery operations (PRROs) are designed according to need.
8. Accountability is sought through an Operations Department (OD) directive that regional and country directors be responsible for ensuring that operations are underpinned by adequate ENA or VAM reports. It is monitored by an assessment tracking system and the Project Review Committee (PRC). Assessment reports are made available through the tracking system before PRC meetings, allowing the PRC to check that operations are based on adequate ENA reports and compare assessment recommendations with the proposed programme design. Particular emphasis has been given to ensuring that PRROs are supported by credible, in-depth analysis of the underlying causes of food security and appropriate responses to it.
9. Additional accountability measures were introduced in 2006 to measure improvements in assessments and monitor the links between assessments and programming:
 - a quality monitoring checklist (QMC) launched in May 2006 for EFSA reports to determine whether final EFSA reports are of sufficient quality and facilitate comparison with reports prepared before 2006;
 - an OD directive in October 2005 to improve the quality and consistency of VAM methods and products, including comprehensive food security and vulnerability analysis (CFSVA) reports; and
 - arrangements for AG members to review selected EFSA and CFSVA reports to judge their adequacy and suggest improvements.
10. In addition to making assessments public, steps were taken to promote transparency and ensure that humanitarian managers receive assessment results. New products include briefs on the main findings of ENAs, CFSVAs and technical papers, and a monthly electronic letter about recent and planned assessments and pre-crisis activities, training events and new tools. This work was complemented by improvements to the public website, including a new search function to facilitate access to guidance, tools and information.
11. These measures make WFP managers accountable for ensuring that programmes are based on adequate assessments, and ensure that the quality of assessments and their links to programming are monitored and that there is transparency with regard to the ways in which needs are assessed.

Strengthened Methods and Guidance

12. Consultations with assessment partners and experts in 2004 and 2005 highlighted the importance of refining ENA methods and guidance to produce high-quality assessments, for example by incorporating information on the role of markets and non-food responses.
13. Assessments have become more standardized and comprehensive since the issue of the first edition of the *EFSA Handbook* in July 2005. Country-specific adaptation of the handbook and the way it is applied are being monitored; SENAC research results have been applied in recent assessments. Improved methods identified through this process will be incorporated into the revised *EFSA Handbook* by the end of 2007.
14. Experts confirm the importance of market analysis in increasing WFP's ability to (i) evaluate the impact of markets on household food security, (ii) determine when food aid is appropriate, (iii) assess cash-response options and (iv) reduce potential negative market impacts; this was acknowledged at the Board's 2006 Annual Session.¹ The work includes a pioneering initiative to prepare 11 country-level market profiles, EFSA market analyses to support EMOP and PRRO programming, development of a model to simulate the response of markets to shocks and monitoring and analysis of cross-border trade. Enhanced analysis of the role of markets and trade will be a major element in the revised crop and food supply assessment missions (CFSAM) guidelines of the Food and Agriculture Organization of the United Nations (FAO) and WFP, which will be finalized by the end of 2006.

Box 1. Understanding the Food Security/Nutrition Linkage

Recent EFSAs and CFSVAs have tested methods for integrating food security and nutrition information to enhance WFP's analysis of responses. The Darfur emergency food security and nutrition assessment recommended expanding primary healthcare, water and sanitation interventions in one state to address malnutrition. Further work and an inter-agency workshop are planned, with special assistance from CIDA, to improve analysis of food-security and nutrition data.

15. Needs assessments have become more technically robust as a result of the inclusion of enhanced methods and tools in training and assessment, and by the incorporation of market and nutrition analysis.

Pre-crisis Information

16. In countries prone to crisis, accurate baseline information on the extent and causes of food insecurity is necessary for contingency planning, early warning, assessment and targeting; the information is also used to define the variables, regions, populations and threats to be addressed by food-security monitoring systems (FSMSs).
17. As of September 2006, 12 CFSVAs were complete and five are ongoing to identify the number of food-insecure or vulnerable people and the critical variables to be monitored,² enhancing WFP's preparedness and enabling ENAs to focus on areas with the highest pre-crisis levels of food insecurity. An independent review of WFP's CFSVA guidance

¹ WFP. 2006. *Cairo Markets Workshop Report*. Rome; and "The Role and Application of Economic Analysis in WFP" (WFP/EB.A/2006/5-C).

² Complete: Angola, the Comoros, Liberia, Madagascar, Mali, Mauritania, Nepal, Niger, Rwanda, Tanzania, Timor Leste and Uganda; ongoing: Democratic Republic of the Congo, the Lao People's Democratic Republic, the Occupied Palestinian Territory, Southern Sudan and Zambia.



and practices found that WFP is a leader in the field, but that some limitations remain.³ The work on CFSVAs has been re-oriented as recommended by the review, including (i) creating an analytical framework, (ii) standardizing and refining guidance by December 2006 and (iii) further testing and “ground truthing” dietary diversity and other indicators.

18. In collaboration with FAO, the Famine Early-Warning Systems Network (FEWS-NET), regional entities such as the *Comité permanent inter-états de lutte contre la sécheresse dans le Sahel* (CILSS) and national authorities, WFP has established FSMS in four crisis-prone countries; nine others are ongoing.⁴ In other countries with established systems, the experience will be used to advocate for standardization of approaches; in countries without an established system where there is a VAM officer, the country office will produce regular food-security reports by synthesizing the available data. These systems will benefit from the lessons of Niger, for example that coverage may have to be extended to normally food-secure areas and that cross-border trade should be monitored in many countries. However, a major challenge will be to identify sustainable funding to ensure that FSMSs are maintained in the long term.
19. These pre-crisis activities have improved early warning of crises and preparedness for them, provided in-depth information on the indicators and beneficiary characteristics to be verified in a crisis and helped to identify food-aid modalities for longer-term recovery and safety-net programming.

Augmented Capacities

20. The implementation plan highlighted the importance of upgrading the emergency needs assessment skills of WFP and its partners by posting specialized staff in regional bureaux, assembling a body of advanced assessors and involving partners in ENA training.
21. The work to date has enabled WFP to consolidate its comparative advantage in collecting and analysing household food-security information. The RAOs have led or supported high-quality ENAs, assisted with pre-crisis baselines and taken greater responsibility for training. A commitment has been made to expand the number of country-level VAM staff in 2006–2007 to support pre-crisis baselines, food-security monitoring and engagement in poverty-reduction strategies.
22. Additional activities to reinforce capacities are completed or planned under the ENA Learning Strategy; many of these are funded by the German Government or ECHO:
 - 400 staff of WFP, local NGOs, United Nations agencies and ministries have been trained to apply the methods in the *EFSA Handbook* and the *Joint Assessment Mission Guidelines* of the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP; with the completion of regional training, country-specific training has started;
 - the first EFSA workshop targeting WFP’s standby and cooperating partners was held in June 2006, co-funded by the Swedish Rescue Services Agency (SRSA); three additional sessions are planned over the next year, to be funded on a cost-sharing basis; and

³Development Information Services International. 2006. *Comprehensive Food Security and Vulnerability Analysis (CFSVA): An External Review of WFP Guidance and Practice*. Rome, WFP.

⁴ Established: Afghanistan, Burundi, Côte d’Ivoire and Haiti. Ongoing: Burkina Faso, Central African Republic, Chad, Mali, Mauritania, Niger, Rwanda, Sudan-Darfur and Uganda.



- an interactive distance-learning programme is being developed, with input from FAO, to allow staff to develop their skills at their own pace.
23. New features introduced to complement these activities include quality-assurance and hands on training, a web-based “community of practice” for sharing information, best practices and lessons learned, and a database of assessors to facilitate selection of assessment team members.
24. These capacity-building efforts, which will continue to receive high priority, have helped to identify qualified staff for assessments and to ensure wide application of enhanced methods and tools.

PROGRESS MONITORING AND INDICATORS

25. The AG recognized that WFP has made substantial progress in improving food-security assessment, analysis and monitoring.⁵ The targets for the indicators established to monitor progress under the implementation plan were exceeded in 2005: (i) 78 percent of the newly-approved EMOPs and PRROs were supported by ENA or VAM documentation, compared with the target of 67 percent; the target for 2006 is 100 percent, and (ii) 90 percent of ENAs were conducted with United Nations, NGO or other partners. In any year, WFP aims to carry out a minimum of 75 percent of its assessments with partners.⁶
26. Several additional performance indicators and targets were established to improve the tracking of progress and facilitate the final evaluation of the implementation plan, scheduled for 2007. For example, the percentage of EFSAs meeting quality monitoring checklist requirements and of ENAs conducted with the support of graduates of the EFSA learning programme will be monitored in 2006–2007.

PARTNERSHIP

27. Partnerships to share expertise, information and tools are a priority because they foster consensus, ensure that the benefits of assessment research are disseminated and facilitate the development of a joint standard for ENA practice.
- WFP has promoted joint collection and analysis of nutrition data with the United Nations Children’s Fund (UNICEF) in recent EFSAs and CFSVAs, but timing or logistics issues sometimes preclude joint assessments. The assessment sub-working group of the Inter-Agency Standing Committee (IASC) Nutrition Cluster is developing multi-sectoral rapid-assessment tools for the early stages of a crisis.
 - After collaborating on the food-security sections of the Consolidated Appeal Process/Needs Analysis Framework (CAP/NAF) piloted in five countries in 2005, WFP and FAO submitted a joint statement of lessons learned and a revised NAF food-security outline to the IASC. Further country-level collaboration on NAF is ongoing in four countries.

⁵ WFP. 2005. *Second SENAC Advisory Group Meeting Report*. Castel Gandolfo, Italy. The AG is the only global forum that regularly brings together practitioners and academics working on food-security issues.

⁶ This indicator has been removed from the Biennial Management Plan (2006–2007) but will continue to be tracked under the ENA implementation plan. Governments are not counted towards this target because they are consulted or involved in all assessments.



- WFP was proactive in including food security in the Somalia joint needs assessment (JNA)⁷ led by the United Nations Development Group (UNDG) and the World Bank. As leader of the food security and nutrition sub-cluster, WFP undertook an assessment and collaborated with UNICEF and FAO to prepare joint input on the Somalia Reconstruction and Development Programme for recovery and peace-building activities. WFP is participating in a review of JNAs to assess their effectiveness and identify improvements.
- WFP and FEWS-NET have agreed to share resources and information, collaborate on workplans and enhance analysis and monitoring of livelihoods, food security and markets.

PRIORITIES AND CHALLENGES

28. Improving WFP's assessment capacity requires continued work at the technical and institutional levels. Until the end of 2007 the focus will be on (i) finalizing field testing and addressing technical issues for incorporation into revised ENA and CFSVA guidance, (ii) mainstreaming the essential posts, competences and processes into the Biennial Management Plan (2008–2009) to ensure even application of the improved ENA practices, (iii) building government capacities in ENA, pre-crisis and preparedness/early-warning and (iv) developing strategic partnerships to ensure that responses are rigorously based on assessed priority needs.
29. Funding for most activities has been assured until the end of 2006. The “standby quality improvement fund” remains unfunded, however (see Annex); this fund would be used to (i) support an independent expert assessment team when an assessment led by a country office may be questioned, (ii) augment ENA teams with short-term technical expertise, for example in market analysis, nutrition or data analysis, when regional experts are unavailable, and (iii) undertake occasional checks of long-standing assessment practice.

Remaining Priorities for ENA Guidance

30. Four priorities were established for the remainder of the planning period.
- Market tools will be used more extensively in ENAs and CFSVAs and refined in collaboration with FAO, FEWS-NET, the World Bank and national institutions.
 - Improved methods for food-security measurement will be developed in collaboration with the International Food Policy Research Institute (IFPRI); improved methods for integrated phase classification (IPC) will be developed in collaboration with FAO. IFPRI's initial work indicates that dietary diversity is a valid indicator of household food security after a shock that captures food-security stress earlier than malnutrition rates. Further research and field testing will determine whether this method can be used to estimate food access shortfalls at the household level and compare food insecurity levels between countries. This work will be evaluated at a technical meeting and will be reflected in revised guidance on measuring food security (see Box 2).

⁷ Also referred to as a post-conflict needs assessment (PCNA).



- Census data that would enable WFP to determine how many people require assistance are lacking in many countries, but collecting such information is beyond the scope of ENAs. Techniques for developing reasonably accurate population estimates, including the use of CFSVAs, are being explored in collaboration with the Centers for Disease Control and Prevention (CDCs).
 - The Overseas Development Institute (ODI) is analysing the linkages between assessments and programming decisions through four country case studies on the adequacy of ENAs for use by food aid managers and the extent to which ENA recommendations are used to design programmes and make funding decisions.
31. AG members confirmed their willingness to contribute to WFP's refinement of targeting in emergencies by advising on methods to measure inclusion and exclusion errors and estimate the costs and benefits of improved targeting. Special donor support would ensure that this work, which would also benefit the wider humanitarian community, is carried out.

Mainstreaming of Enhanced Standards

32. Planning has begun on mainstreaming essential ENA staff positions and related budgets into WFP's Management Plan (2008–2009). The goals are to maintain sufficient staff to undertake ENAs and pre-crisis activities and to ensure that the improved standards are evenly applied. Recommendations on the links between assessments and programming will be taken into account.
33. Maintaining improved ENA capacity and quality requires funding that is independent of any project. Three options are being reviewed: (i) using the "Specific Preparedness Activities" component of the Immediate Response Account (IRA); (ii) including dedicated budget lines to cover the costs of assessments in EMOPs and PRROs; and (iii) establishing a standby fund for independent assessments, technical augmentation and occasional checks. The need for a directive to clarify these funding issues is being explored.

National Capacity-Building

34. With funding support from the Danish Government, WFP has begun to address a major gap in the implementation plan. On the basis of two pilot projects, WFP will develop a strategy for building national food-security assessment and pre-crisis analysis capacities in priority countries. This work, which is in line with the Building Country and Regional Capacities policy, will involve assessments of country needs, existing capacities, capacity-building activities supported by other entities and areas and activities where WFP has a comparative advantage. Continued funding would allow this strategy to be implemented in 2007 and coverage to be extended to additional priority countries, by which time WFP will have improved and standardized its assessment and pre-crisis methods and guidance and will be able to engage in national capacity-building on ENA.

Programming According to Need

35. The need to establish priorities in and between sectors and humanitarian contexts is paramount because humanitarian funding is limited, but the comparability and integration of sectoral information is a weak element in current inter-agency assessments. To meet the principle of programming humanitarian assistance according to need, strategic partnerships will continue to be pursued with governments, FAO, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), UNICEF, NGOs and other partners to promote standardized multi-sectoral assessments and related decision-making. Decisions



on allocation of the Central Emergency Response Fund (CERF) would also benefit from more comparable and prioritized assessments.

Box 2. Classifying Food Security Contexts "According to Need"

An outstanding challenge is to develop a standard food-security classification system that consolidates inter-sectoral data and facilitates comparisons of humanitarian needs among countries. WFP and FAO are collaborating on this task, using the IPC system and related guidance developed by the FAO Food Security Assessment Unit in Somalia. The IPC tool is being jointly piloted by WFP and FAO in several countries as part of CAP/NAF. WFP plans to extend the pilot to seven additional countries before working with FAO to revise the IPC guidelines.

NEXT REPORT TO THE BOARD

36. An evaluation of the implementation plan undertaken by the Office of Evaluation (OEDE) and a document outlining WFP's strategy for moving beyond the three-year planning period will be submitted to the Board at its 2007 Second Regular Session.



ANNEX

IMPLEMENTATION PLAN ACTIVITIES AND FUNDING 2005–2007 (US\$)			
Activity	2005	2006	2007 planning figures
Transparency and Accountability	892 000	959 000	939 000
Information management (incl. ENA website)	PSA; ECHO	PSA; ECHO	PSA; TBI*
ENA report tracking/quality control	PSA	PSA	PSA
Independent/ in-depth assessments (Stand-by Fund)	PSA; DFID	PSA; TBI	TBI
Global emergency food aid needs	PSA; DFID	-	-
Pre-crisis Information	1 717 000	1 241 200	1 535 300
CFSVA and FSMS ¹	ECHO	PSA; ECHO	ECHO; TBI
Links between ENAs, programme responses and monitoring	ECHO	-	-
Methods and Guidance	1 431 000	877 100	864 400
UNHCR/WFP JAM guidelines (Completed 2004)	(Completed 2004)	-	PSA
EFSA Handbook (provisional version - 2005; final version - 2007)	PSA; DFID	PSA; ECHO	TBI
Revised FAO/WFP CFSAM guidelines	PSA	PSA	
Research/field tests of EFSA methods	ECHO	PSA; ECHO; CIDA	PSA; TBI
Support to multi-sectoral assessments (CAP NAF; JNAs)	PSA	PSA	PSA
Capacity-building and Partnership	2 178 000	3 576 100	3 404 400
EFSA training	PSA	PSA; ECHO	PSA; TBI
Assessment specialists	ECHO	PSA; ECHO	ECHO; TBI
Advanced WFP assessors training	German Govt	PSA; German Govt	PSA; German Govt ²
UNHCR/WFP JAM training	PSA	PSA; ECHO	PSA; TBI
National ENA capacity building	-	Danish Govt.; TBI	TBI
Management/Administration	758 000 PSA; ECHO	636 800 PSA; ECHO	642 900 PSA; ECHO; TBI
Total Funding Received ³	PSA 1 066 000 DFID 694 000 ECHO 5 057 000 German Govt. 159 000	PSA 2 031 100 ECHO 3 708 000 ⁴ German Govt. 421 000 Danish Govt 157 000 CIDA 84 000 TBI 889 100	PSA 889 000 ECHO 464 000 German Govt. 396 000 TBI 5 367 000
TOTAL	6 976 000	7 290 200	7 386 000

* To be identified

¹ This table excludes (i) PSA funding of core ODAV staff, (ii) a grant from the Belgian Government of US\$440,000 for complementary ODAV activities (2005-2007), and (iii) funds contributed by country/regional offices.

² The German Government has indicated its intention to continue funding support in 2007.

³ These figures do not include the ISC portion of the donor contribution or funding for Junior Professional Officers.

⁴ Because of the funding cycle, ECHO's contribution covers a small portion of 2007 activities. WFP is submitting a proposal to ECHO for additional support in 2007.



ACRONYMS USED IN THE DOCUMENT

AG	advisory group
CAP/NAF	Consolidated Appeal Process/Needs Analysis Framework
CDC	Centers for Disease Control and Prevention (United States)
CERF	Central Emergency Response Fund
CFSAM	crop and food supply assessment mission
CFSVA	comprehensive food security and vulnerability analysis
CIDA	Canadian International Development Agency
CILSS	<i>Comité permanent inter-états de lutte contre la sécheresse dans le Sahel</i>
DFID	Department for International Development (UK)
ECHO	European Commission Humanitarian Aid Office
EFSA	emergency food security assessment
EMOP	emergency operation
ENA	emergency needs assessment
FAO	Food and Agriculture Organization of the United Nations
FEWS-NET	Famine Early-Warning Systems Network
FSMS	food-security monitoring system
IASC	Inter-Agency Standing Committee
IFPRI	International Food Policy Research Institute
IPC	integrated phase classification
IRA	Immediate Response Account
JAM	joint assessment mission
JNA	joint needs assessment
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OD	Operations Department
ODA	Analysis, Assessment and Preparedness Division
ODAN	Emergency Needs Assessment Branch
ODAV	Vulnerability Analysis and Mapping Branch
ODI	Overseas Development Institute
OEDE	Office of Evaluation
PCNA	post-conflict needs assessment
PRC	Project Review Committee
PRRO	protracted relief and recovery operation



PSA	programme support and administrative (budgets)
RAO	regional assessment officer
SENAC	Strengthening Emergency Needs Assessment Capacity
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SRSA	Swedish Rescue Services Agency
UNDG	United Nations Development Group
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping