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STRENGTHENING EMERGENCY NEEDS ASSESSEMENTS: PROGRESS REPORT ON THE IMPLEMENTATION PLAN

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NOTE TO THE EXECUTIVE BOARD

This document is submitted for information to the Executive Board.

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 point indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

In 2004, the Board emphasized WFP's commitment to strengthening the quality, credibility and transparency of its emergency needs assessments¹ (WFP/EB.1/2004/4-A) and subsequently adopted a comprehensive 30-month implementation plan (WFP/EB.3/2004/4-E) that outlined the objectives, activities, partnerships and funding requirements relating to the main areas identified for improvement: (i) accountability and transparency; (ii) strengthened methods and guidance; (iii) crisis information for priority countries; and (iv) assessment capacities.

This document (i) reports progress towards these strategic investments, (ii) defines further steps for the remainder of the planning period and (iii) outlines plans for a 12-month transition phase in 2007 to consolidate the results of the completed initiatives, review the outcomes and mainstream enhanced capacities into WFP's core functions during the 2008–2009 biennium.

Most of the investments in improved emergency needs assessments planned for 2004–2005 are completed or ongoing, with substantial progress in the following:

- Refined ENA methods and tools have been incorporated into the first edition Emergency Food Security Assessment Handbook. Recent assessments such as those in Colombia, Darfur, Niger, Indonesia and Sri Lanka are a major step forward in assessing the links between food security, nutrition and markets, and identifying when food or non-food responses are appropriate.
- Independent assessment missions have been piloted in countries where a “reality check” was required; a quality-control checklist for assessments has been tested that contributes to improved rigour and credibility of emergency needs assessments.
- Innovative research to improve assessment tools is ongoing, including development of templates for market profiles. Pre-crisis baseline surveys and food-security monitoring systems are ongoing in 16 priority countries.
- Field capacities have been expanded by hiring 11 experts in regional food security assessments and market analysis. A training programme has been launched to build competencies of staff from WFP, governments and non-governmental organization partners.

An interim review of progress in core areas corroborated the value of the work to date and indicated that most activities were on track despite a number of constraints. Examples include delays in recruiting qualified staff, the need for extensive consultation with stakeholders and

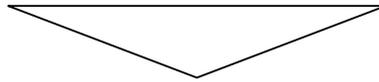
¹ The term emergency needs assessment (ENA) refers to the wide range of needs assessments conducted by WFP, including emergency food-security assessments, joint assessments with the Food and Agriculture Organization of the United Nations (FAO) and the Office of the United Nations High Commissioner for Refugees (UNHCR), and interagency assessments of transition needs in post-conflict situations.



new crises that diverted staff from planned activities. As recommended by this review, WFP will shift emphasis in 2006 to capacity-building and quality-control activities, including establishment of minimum management standards for emergency needs assessments, monitoring of outcomes and improved links between assessments and decision-making.

The investment in strengthening emergency needs assessment capacities is being funded through a combination of internal and external sources. It is anticipated that a number of remaining activities will require extra-budgetary funding.

DRAFT DECISION*



The Board takes note of the update on progress made in strengthening WFP's emergency needs assessments and undertaking the activities in the 30-month implementation plan, as set out in "Strengthening Emergency Needs Assessments: Progress Report on the Implementation Plan" (WFP/EB.2/2005/4-E).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.



BACKGROUND AND PURPOSE

1. In recent years, the international community has questioned the credibility and quality of humanitarian needs assessments, including those in the food-aid sector. The importance of needs assessments as the basis for humanitarian funding allocations and strategic programming was emphasized in particular by the Good Humanitarian Donorship initiative, a comprehensive analysis by the Overseas Development Institute (ODI), and reports by the Inter-Agency Standing Committee (IASC) on the Consolidated Appeal Process (CAP). WFP's Strategic Plan (2004–2007) included emergency needs assessment (ENA) as an area of weakness to be remedied (WFP/EB.3/2003/4-A/1).
2. In response to these concerns, the Board approved a policy for strengthening ENAs at EB.1/2004 and an implementation plan at EB.3/2004. These highlighted the need to improve in four areas: (i) accountability and transparency; (ii) methods and guidance; (iii) pre-crisis information and (iv) assessment capacities. The implementation plan, which outlined activities to be carried out over 30 months from July 2004 to December 2006, established progress-monitoring procedures and indicators and identified overall funding requirements.
3. WFP has moved forward substantially during this first implementation period, as reflected in the Strategic Plan (2006–2009), which mentions recent improvements in ENAs as a source of opportunity.² These achievements are also attributable to the generous support of the Department for International Development (DFID), the European Commission Humanitarian Aid Office (ECHO) and other donors.
4. As requested by the Board, this document presents an update on the Secretariat's progress to date, priorities, funding gaps and further steps for the remainder of the planning period. The document also outlines initial plans for a transition phase in 2007 to evaluate progress and lay the groundwork for mainstreaming the key components in WFP's regular budget during the 2008–2009 biennium.

Management Structure

5. In August 2004, the early warning/preparedness, vulnerability analysis and mapping (VAM) and needs assessment units were merged into the Assessment, Analysis and Preparedness Service (ODA). ODA has established a strategic framework that seeks to maximize the linkages between the three areas and ensure that WFP's operations and inter-agency initiatives are supported by a strong knowledge base. All activities under the ENA implementation plan are part of this framework.
6. In ODA, the Emergency Needs Assessment Branch (ODAN) oversees and directly contributes to the performance of all planned activities except pre-crisis vulnerability analyses/baselines, which are managed by the VAM unit (ODAV). Beginning in early 2005, these efforts were complemented by the Strengthening Emergency Needs Assessment Capacities (SENAC) project funded by ECHO, which focuses on (i) development of improved analytical methods and guidance in five thematic areas; (ii) strengthening WFP's field capacity; and (iii) improving the availability and

²“Through an ongoing, partnership-based effort, WFP is gaining recognition for its work on new standards for accurate and credible emergency food security assessments, including the appropriate mix of food and non-food responses.” WFP/EB.A/2005/5-A/Rev.1, para. 9.



management of crisis information in countries exposed to recurrent and protracted emergencies.

7. During development of the 30-month plan, WFP consulted regularly with major stakeholders on technical issues. This approach has been extended through the use of two entities for the SENAC project: a steering committee of donor representatives to help guide project management and an advisory group of partner United Nations agencies, research institutions and non-governmental organizations (NGOs) to provide technical input.³ This approach has enhanced understanding of constraints faced by WFP when implementing ENAs and promoted consensus on outstanding technical issues.

Accountability and Transparency

8. Regional and country directors are accountable for ensuring that operations are underpinned by adequate ENA reports, as established by an Operations Department (OD) directive issued in 2004. In 2005, WFP has continued to improve production, tracking, quality control and public posting of its ENA documents; a quality-control checklist has been piloted to ensure that assessment documents are accurate and well substantiated. Revised guidance for the Project Review Committee (PRC) issued in August 2005 highlights the importance of ensuring that emergency operations (EMOPs) and protracted relief and recovery operations (PRROs) adequately reflect needs-assessment reports. All assessment reports are systematically tracked to ensure that they are available prior to PRC meetings and posted on the WFP website when cleared. This website was recently updated and provides easy access to ENA reports, guidance and policies.
9. To strengthen the objectivity, accuracy and transparency of ENAs for operations that would benefit from an independent review, assessments by external experts were piloted in the Democratic Republic of Congo (DRC), Ecuador, Liberia and Madagascar; an analytical review of past assessments was conducted in Ethiopia. These pilots demonstrated that the use of externally funded missions can increase the credibility and rigour of ENAs, although external experts in some cases lacked experience in identifying appropriate response options.

WFP engaged ODI to analyse past ENA practice in Ethiopia. The report notes that significant investments have been made by government and international actors to improve ENA practice, helping to avert famine over the past two decades. However, a more rigorous, evidence based approach needs to be adopted. Improved practice does not depend solely on technical approaches, but requires political will and institutional support.⁴

10. A communications strategy was prepared in 2005 with support from ECHO to promote transparency, facilitate information sharing and provide a virtual forum for debate among assessment experts. This strategy will be implemented in 2006–2007, contingent on external support from donors.

³ These include representatives of ECHO, German Technical Cooperation (GTZ), DFID, the International Food Policy Research Institute (IFPRI), the Famine Early-Warning System Network (FEWS NET), FAO, the Overseas Development Institute, OXFAM, Save the Children Fund-UK, the United Nations Children's Fund (UNICEF) and the United States Agency for International Development (USAID).

⁴ Haan, N. and Majid, N. 2005. *A Review for the World Food Programme of Emergency Food Security Assessment Practice in Ethiopia*. London, ODI Humanitarian Policy Group.



Strengthened ENA Methods and Guidance

11. The first edition of the Emergency Food Security Assessment (EFSA) Handbook, developed in consultation with experienced staff, partners and academic institutions, was issued in July 2005 with financial support from DFID. The methods outlined in it represent a major step forward in assessing needs arising from food-security crises, including greater attention to the role of markets, to food and/or non-food responses, and to linkages between food security, nutrition and other sectors. The handbook is currently being field tested, and a review of its adaptation in specific country contexts is being conducted, to be updated and finalized in 2007.
12. WFP and the Food and Agriculture Organization of the United Nations (FAO) are revising the 1996 Crop and Food Supply Assessment Missions (CFSAM) Guidelines. Progress has been made on procedural aspects and selected technical areas such as the relationship between national food gaps and household food needs, but a number of technical issues remain. The new version is scheduled to be finalized by the second quarter of 2006, following an expert consultation in December 2005 to review proposed improvements.

Recent EFSAs such as those in Darfur, Colombia and Sri Lanka represent a major advance because they integrate information on nutrition, food security, markets, gender and health based on input from a variety of partners. In Darfur, for example, WFP collaborated with the Centre for Disease Control (CDC), FAO, Save the Children Fund (SCF) UK and the United Nations Children's Fund (UNICEF), resulting in a better balance between food, health and market interventions. Logistics support to help teams organize and implement household surveys remains a major challenge, particularly in the immediate aftermath of a crisis when access is most problematic.

13. Under the guidance of an advisory group of experts, the SENAC project supported by ECHO is implementing initiatives to develop new EFSA and pre-crisis information tools and improve related guidance. This includes innovative research to develop assessment tools in (i) the role of markets (ii) the effects of food aid on households, including dependency and induced migration, (iii) chronic and transitory food insecurity and (iv) non-food responses to food insecurity. Examples include:
 - templates for market profiles and a checklist for collecting market information during EFSAs are being developed and tested in partnership with FAO and Leuven Catholic University, Belgium; and
 - the Institute of Development Studies (IDS) is identifying ways to distinguish between chronic and transitory food insecurity and identify factors that trigger emergency needs assessments in slow-onset crises.

Pre-Crisis Information

14. WFP has assigned high priority to improving preparedness in countries facing recurrent emergencies by ensuring that assessments have access to updated pre-crisis food-security information at the national and household levels. Comprehensive Food Security and Vulnerability Assessments (CFSVAs) are ongoing or planned in Angola, DRC, Timor Leste, Madagascar, Mauritania, Nepal, Niger, southern Sudan (provisional), Tanzania, and Uganda. Steps are being taken to establish FSMS in Afghanistan, Burundi, Central African Republic, Cote d'Ivoire, Haiti and Sudan.
15. In all cases, a systematic approach involving partners is being used to maximize comparative advantages, share existing information and avoid duplication of efforts.



16. To improve methods for pre-crisis baselines and information systems, research activities underway or planned include reviews of (i) diet diversity, consumption frequency and food sources as key indicators for household food and (ii) experience from existing FSMS.
17. A valuable lesson from the planning stages is that major investments of time and resources are required to reach agreement with all stakeholders on technical and institutional arrangements. In some countries where WFP or partner capacities are currently limited or where security or political constraints have arisen, it has been necessary to postpone or cancel the proposed pre-crisis activities.

Augmented Capacities

18. The deployment from February 2005 of 11 food-security and market-assessment specialists to the regional bureaux⁵ has had an immediate effect on improving WFP's capacity to field timely, high-calibre assessment missions. The recent completion of several in-depth market analyses, including investigation of cross-border trade, is a major improvement over past practice. Working with regional bureau and country office staff, these specialists participate in planning or conducting pre-crisis studies and liaise on preparedness and contingency planning efforts.
19. A roster has been developed to identify qualified internal and external experts for assessment missions; it has been particularly valuable in providing experts to participate in CFSAMs.
20. WFP's strategy for augmenting ENA capacities among staff and partners emphasizes classroom and field-based learning opportunities tailored to the needs of regional bureaux and country offices. This learning programme has three main components:
 - Basic EFSA skills training, piloted in 2005, is being rolled out to the field through regional and country-level sessions. This targets country office staff from WFP and government and NGO partners to ensure that a range of staff become familiar with EFSA methods.
 - Advanced training has commenced that will reach 50 WFP "advanced assessors", who will take the lead in implementing assessments. This programme, developed with a grant from the Government of Germany in 2005, will continue through 2007 if funding is secured.
 - Regional workshops jointly funded with the Office of the United Nations High Commissioner for Refugees (UNHCR) are targeting agency and partner staff in all countries with significant refugee operations to familiarize them with the 2004 UNHCR/WFP Joint Assessment Mission (JAM) Guidelines. To date, two workshops have been held for staff working in 14 countries; additional workshops are planned in 2006–2007 if complementary external funding is obtained.

Partnerships

21. Partnerships with governments, United Nations agencies, donors and NGOs have continued to be strengthened. This is an essential aspect of WFP's more comprehensive approach to ENAs, which seeks to integrate analysis of nutrition, market and food-security information and build consensus on the recommended response options. Efforts to reinforce these partnerships continue to receive high priority, for example:

⁵ Two specialists at each regional bureau except for Latin America.



- WFP and FAO issued procedures to encourage partners, including donor agencies and NGOs, to be observers on CFSAM missions; this is now standard practice.
 - The Memorandum of Understanding with UNICEF, revised in July 2005, emphasizes the importance of sound assessments for targeting assistance to populations in need and clarifies responsibilities for undertaking food-security and nutrition assessments.
 - Efforts to establish pre-crisis information systems are coordinated with partners such as the Famine Early-Warning System Network (FEWS-NET), the *Comité permanent inter-états de lutte contre la sécheresse dans le Sahel* (CILSS), the South African Development Community (SADC) and national vulnerability assessment committees (VACs) in southern Africa.
 - WFP has liaised with OXFAM, SCF UK and the International Federation of Red Cross and Red Crescent Societies (IFRC) to ensure that the EFSA handbook includes an analysis of non-food needs.
22. WFP has also systematically contributed to inter-agency initiatives to improve humanitarian assessments and their links with decision-making. In five countries where IASC is currently piloting the Needs Analysis Framework (NAF) as a way to improve the 2006 CAPs and Common Humanitarian Action Plans (CHAPs), WFP and FAO worked to prepare the food-security sector input and jointly developed the food-security elements of the NAF guidelines. Input was also provided to the Standardized Monitoring and Assessment of Relief and Transitions (SMART) process, including a protocol for measuring mortality, malnutrition and food security in crisis situations. WFP has emphasized that mortality and acute malnutrition are “late” indicators of food insecurity, and that more rigorous and precise methods for measuring food security are required.
23. Another recent initiative is the use of multilateral needs assessments in post-conflict situations to develop short-term and medium-term recovery strategies. WFP participates in country-level post-conflict needs assessments (PCNAs) and is working with UNICEF to develop sectoral guidelines addressing food security based on the EFSA handbook. A major constraint is that PCNAs require long-term commitments of senior staff to lead the cluster assessments.

Progress Monitoring: Indicators and Results

24. Many activities are on track, but various constraints have affected WFP’s ability to implement some activities according to the original schedule, including (i) the need for extensive consultation with all major stakeholders prior to launching new projects, (ii) delays in recruiting staff with the requisite skills, (iii) difficulties in implementing activities in countries where staff or partner capacities are limited and (iv) the emergence of new crises that led to postponement or cancellation of initiatives. In 2005, for example, staff were diverted from planned activities to assist with assessments in the countries affected by the tsunami.
25. Corporate monitoring of activities to strengthen assessments relies on two core indicators identified in WFP’s Management Priorities: (i) the percentage of ENAs conducted with partners and (ii) the number of EMOPs and PRROs supported by assessments or VAM documentation. The initial targets established for these indicators were exceeded in 2004:
- 54 percent of needs assessment were carried out with partners – governments, local and international NGOs or regional entities excluding United Nations agencies – against a target of 50 percent; and



- 45 percent of EMOPs and PRROs were supported by assessments or VAM documentation, against the target of 33 percent.⁶
- 26. The 2005 targets for these two core indicators – 60 percent for (i) and 67 percent for (ii) – are expected to be met, moving towards the 2006 targets of 75 percent for (i) and 100 percent for (ii).
- 27. Monitoring of the SENAC project, a significant component of the implementation plan, is carried out by the steering committee. An interim external review of the project completed in September 2005⁷ recommended increasing the focus on capacity-building of staff and partners at the country level, improving the sequencing of research activities and increasing the monitoring of outcomes by using minimum management standards for ENAs. The main recommendations of this review are reflected in the activities proposed for 2006–2007; outcome indicators will be developed on improvements in the quality of assessments and the link between assessments and responses.
- 28. A final evaluation encompassing all components of the 30-month implementation plan will be undertaken by the Office of Evaluation (OEDE) during 2007. This will provide timely recommendations for development of the Biennial Management Plan (2008–2009).

Future Priorities and Challenges

- 29. The 30-month implementation plan is an investment phase that emphasizes the development of improved methods, tools and training materials. As recommended by the interim review, the emphasis will shift during 2006 from research and testing to field-based application and country-level capacity-building for staff and partners.
- 30. A 12-month transition phase will be initiated in 2007, focusing on consolidating the findings from research and incorporating them into the final EFSA guidelines by the end of the year. The OEDE evaluation of the implementation plan will provide guidance on which ENA competencies and procedures should be mainstreamed in the budget for the 2008–2009 biennium.
- 31. In line with this strategy, priority initiatives are planned in areas identified in consultation with regional bureaux, country offices and the SENAC Advisory Group, a number of which depend on receipt of extra-budgetary funding for 2006–2007:
- 32. **Transparency and Accountability.** A major initiative planned for 2006 is to establish a replenishable stand-by fund for independent assessments, which would be used by Headquarters and regional bureaux to complement the existing ENA financing model with US\$1.2 million in seed money. The aim is to promote objectivity by de-linking assessments from the funding of operations when credibility issues have been raised and improve quality by augmenting EFSA teams with market, nutrition or other expertise. Other planned activities include a review of the May 2004 OD directive on country directors' accountability for adequate ENAs to determine whether additional guidance is required and formalization of the quality-control checklist.
- 33. **Methods and Guidance.** A few additional research topics have been identified for 2006, including development of improved methods to estimate household food consumption shortfalls and to determine the size and proportion of the population affected by shocks in

⁶ “Annual Performance Report for 2004” (WFP/EB.A/2005/4).

⁷ Goyder, H. 2005. *Strengthening Emergency Needs Assessment Capacity (SENAC): An interim Review of the SENAC Project*. Rome, WFP.



countries where census data are unreliable, and to improve the links between EFSA results and decision-making, including resource allocation, programme design and monitoring.

34. **Pre-crisis Information.** The number of CFSVAs and FSMS proposed in the 30-month plan will be adjusted to reflect the need to assign higher priority to monitoring in chronically food-insecure countries where even small shocks may precipitate a food-security crisis. The timeframe for carrying out these studies will be extended through 2007; however, coverage of all priority emergency-prone countries is subject to support from donors. Emphasis will be placed on analysing which types of pre-crisis information are crucial for ensuring accurate and timely EFSA. WFP will explore options for obtaining sustainable funding to update the CFSVAs every four to five years.
35. **Augmented Capacities.** Emphasis on capacity-building will continue, particularly for national and government-counterpart staff to build preparedness for conducting quality ENAs. Training will be increased in 2006 and the level will be maintained throughout 2007 if full funding is secured from donors. Direct technical support to critical assessments by ODAN staff will increase; immediate-response capacity for ENAs will be strengthened. Beyond 2007 it is envisaged that enhanced assessment capacities will be maintained under WFP's regular resources.
36. When WFP implements its improved EFSA methods at the country level, a remaining challenge is to coordinate with international and national partners to adapt these methods to the local context and identify gaps in ENA capacities and preparedness. WFP's strategic support for building national partners' capacities to collect, organize and analyse food-security information is essential. A funding proposal for development of this ENA partnership strategy in three or four pilot countries has been submitted to donors. This work would ensure that a consistent corporate approach is developed for ENA-related capacity-building efforts under Strategic Objective 5.
37. Even after improved methods and practices have been developed, conducting assessments in complex, rapidly evolving crises will remain a challenge. Limitations include lack of access to affected areas, outdated population data, limited resources and difficult political circumstances. Keeping needs estimates up to date from the early crisis stage through recovery cannot be achieved in isolation: it requires improvements such as those envisaged in monitoring, evaluation and programme support.

REVIEW OF PROGRESS BY THE BOARD

38. The Board may wish to review progress towards strengthening ENA capacities at EB.2/2006.



ANNEX

UPDATED IMPLEMENTATION PLAN: ACTIVITIES AND BUDGET 2004–2007		
ACTIVITY	2004–2005 biennium: funding source	2006–2007 biennium: funding source
Transparency and Accountability		
Communications strategy (ENA website and access)	PSA/ECHO	PSA
ENA report tracking/quality control	PSA	PSA
Independent/in-depth assessments	PSA/DFID	TBI
Global emergency food aid needs	PSA/DFID	PSA
Pre-Crisis Information		
Original goal: 20 CFSVAs + 10 FSMS 2005: 10 baselines and 6 monitoring systems (ongoing) 2006 goal: 5 baselines and 5 monitoring systems 2007 goal: 5 baselines and 5 monitoring systems	ECHO, Belgian Government, USAID	ECHO support anticipated TBI
Linkages between ENAs, programme responses and monitoring	ECHO	ECHO support anticipated (2006)
Methods and Guidance		
WFP/UNHCR guidelines provisional (2004) final (2006)	PSA (completed 2004)	PSA
EFSA handbook provisional version (2005) testing, adaptation (2005–2006) final version issued	PSA/DFID	PSA/ECHO PSA/ECHO support anticipated
Refined WFP/FAO CFSAM guidelines	PSA	PSA
Research and field testing of EFSA methodologies	ECHO	ECHO support anticipated (2006)
Support to multi-sectoral guidance (CAP NAF; PCNAs)	PSA	PSA
Training, Partnerships and Capacity-Building		
ENA training strategy and modules	PSA	PSA/TBI
ENA training of WFP and partners	PSA	PSA/ECHO support anticipated
Assessment specialists	ECHO	ECHO support anticipated
Advanced WFP assessors training	German Government	PSA/TBI
UNHCR/WFP JAM training (costs are equally shared with UNHCR)	PSA/DFID	PSA/TBI
National assessment capacity-building	–	TBI
Management/Administration	PSA/ECHO	PSA/ECHO support anticipated



ACRONYMS USED IN THE DOCUMENT

CAP	Consolidated Appeal Process
CDC	Centre for Disease Control
CFSAM	crop and food supply assessment mission
CFSVA	comprehensive food security and vulnerability assessment
CHAP	Common Humanitarian Action Plan
CILSS	<i>Comité permanent inter-états de lutte contre la sécheresse dans le Sahel</i>
DFID	Department for International Development (UK)
DRC	Democratic Republic of Congo
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 and Early-Warning System Network
FSMS	food security monitoring system
GTZ	German Technical Cooperation
IASC	Inter-Agency Standing Committee
IDS	Institute of Development Studies (UK)
IFPRI	International Food Policy Research Institute
IFRC	International Federation of Red Cross and Red Crescent Societies
JAM	joint assessment mission
NAF	needs analysis framework
NGO	non-governmental organization
OD	Operations Department
ODA	Assessment, Analysis and Preparedness Service
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 (budget)



SADC	South African Development Community
SCF UK	Save the Children Fund UK
SENAC	Strengthening Emergency Needs Assessment Capacities
SMART	Standardized Monitoring and Assessment of Relief and Transitions
TBI	to be identified
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

