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PROTRACTED RELIEF AND RECOVERY OPERATION – GREAT LAKES REGION 10062.2

Food Aid for Relief and Recovery in the Great Lakes Region		
Number of beneficiaries	Burundi	1,505,000
	Rwanda	545,000
	United Republic of Tanzania	402,000
Duration of project	36 months (1 January 2006–31 December 2008)	
WFP food tonnage	596,317 mt	
Cost (United States dollars)		
WFP food cost	151,414,242	
Total cost to WFP	354,781,844	

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NOTE TO THE EXECUTIVE BOARD

This document is submitted for approval by 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 points indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

The Great Lakes Region is showing signs of achieving a potentially durable solution, even though the present transition process is fragile. Achievement of the peace necessary for development in Burundi and neighbouring Democratic Republic of the Congo has been set back by pre-election tensions, political instability and uncertainties, which have spurred a wave of migration and slowed down the repatriation of refugees from the United Republic of Tanzania. In parts of Rwanda and Burundi, irregular rainfall has further eroded food security and complicated the prospects for durable settlement and repatriation.

The Great Lakes protracted relief and recovery operation comprises Burundi, Rwanda and the United Republic of Tanzania, which have experienced massive movements of refugees and internally displaced people in recent years: half a million people have been confined in refugee camps in the United Republic of Tanzania and Burundi for prolonged periods; several hundred thousand remain internally displaced.

The regional bureau seeks to implement this three-year regional protracted relief and recovery operation 10062.2 to allow the three countries to support vulnerable populations, including refugees, returnees, IDPs and undernourished women and children. The precarious political situation and limited conditions for food production have continued to expose many households and individuals to severe food insecurity.

The operation will address Strategic Objectives 1, 2, 3, 4 and 5 and Millennium Development Goals 2, 3, 4 and 5 in education, gender equality, child mortality and maternal health, and government priorities, focusing on relief and recovery. Recovery activities will seek to empower communities, including demobilized soldiers, to acquire livelihood skills with which to build resilience to future income shocks, and will support the construction of social assets that promote access to education, healthcare and agricultural services.

In February 2005, the regional bureau led an evaluation of the current operation, which recommended expansion to address the repatriation of refugees from the United Republic of Tanzania and the growing uncertainties facing displaced people in Burundi and, to a lesser degree, Rwanda, where adverse weather contributes to deteriorating food security. It is envisaged that by the end of 2007, the transition processes in the region will allow organized repatriation of refugees in significant numbers and enhancement of coping capacities. The country offices in Rwanda and the United Republic of Tanzania aim to phase out relief activities in 2008; Burundi will look into possibilities of reorienting some of its recovery activities to development interventions.



DRAFT DECISION*



The Board approves the regional PRRO 10062.2 “Food Aid for Relief and Recovery in the Great Lakes Region” (WFP/EB.2/2005/8-B/2).

* 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.



CONTEXT AND RATIONALE

Context of the Crisis

1. The three countries currently included in the Great Lakes Region (GLR) protracted relief and recovery operation (PRRO) are Burundi, Rwanda and the United Republic of Tanzania, independent states that have socio-economic links reinforced by the intractable conflicts that have beset the region for decades.
2. In recent years, GLR has been experiencing massive movements of refugees and internally displaced people (IDPs) because of frequent turmoil and political instability in most countries in the region. Half a million people have been confined in refugee camps in the United Republic of Tanzania and Burundi for prolonged periods; several hundred thousand remain internally displaced.
3. Rwanda has undergone traumatic genocide that caused lasting damage to every sector of the economy and social structures. This and the HIV/AIDS pandemic have created a large number of vulnerable groups, including orphans, disabled people, widows and destitute elderly people.
4. In the last three years, the northeast of Burundi and the southwest of Rwanda have experienced unfavourable rainfall. Cassava mosaic, a particularly virulent disease, has affected cassava production in Burundi, Rwanda and western Tanzania, depriving people in large areas of their staple crop. The dire food situation in the region is causing impoverished communities to dispose of their limited assets and migrate in search of food and employment opportunities.
5. Apprehension about elections in Burundi and the Democratic Republic of Congo (DRC) scheduled for late 2005 is expected to trigger violence. This has prompted a significant number of Burundian and Rwandan refugees in DRC to return home or attempt to resettle in other neighbouring countries. Political tensions have also contributed to the significantly low repatriation rates from refugee camps in the United Republic of Tanzania.

Situation Analysis

6. The fragility of the GLR remains unresolved: political unrest, civil strife and militia activities continue to displace large numbers of people and reduce the scale of refugee repatriation from the United Republic of Tanzania. The precarious political situation and poor climatic conditions have exposed many households and individuals to the threat of abject poverty and serious food and nutrition insecurity.
7. The brokered peace in Burundi and DRC, which are the epicentres of refugee movements, produced hopes that repatriation in large numbers would occur between 2003 and 2004. However, an average of only 2,000 refugees a month were repatriated throughout that period. More than 400,000 refugees remain in camps in western Tanzania; Rwanda hosts more than 50,000 Congolese and Burundian refugees.
8. The population of Burundi depends predominantly on subsistence rainfed agriculture. A combination of rebel activities in the most productive farming communities, land fragmentation, recurrent drought, soil degradation and HIV/AIDS has led to food insecurity. Because of the conflict, the large-scale internal displacement of the population and disruption of markets and trade, and the compounding effects of climatic shocks,



20 percent of Burundi's population is chronically food-insecure and dependent on emergency relief assistance.

9. Peace and stability in Rwanda are challenged by the evolving political instability in DRC and Burundi. The impending election, prevailing civil unrest and militia fighting in eastern DRC are exacerbating political tensions and causing people to flee. The numbers of Congolese and Burundians seeking refuge in Rwanda have increased; there are prospects that more Rwandans will return home from these countries.
10. Small-scale subsistence agriculture supports 90 percent of Rwandans. Insufficient and irregular rainfall, crop failures and cassava disease throughout the country have made food shortages worse in poor communities. Poor soil fertility, erosion, lack of access to fertilizers and fragmented farm sizes contribute to low agricultural production.
11. Eleven years after the genocide, Rwanda is providing a secure environment for economic growth, population return and general development. Since 1994, the Government has made progress in introducing important institutional reforms; a new constitution has been approved, leading to presidential elections, establishment of a national parliament and reform of the judicial system.
12. Despite these achievements, Rwanda continues to be affected by poverty. Continued support from the international community combined with national efforts has resulted in the implementation of political, economic and social policies that have generated some internal stability and economic growth. However, work for recovery and reconstruction is expected to continue: Rwanda needs support from the international and national communities to rebuild its economy and promote its social reform activities. WFP has been implementing a 2003–2006 country programme (CP) with school feeding, HIV/AIDS and nutrition components. The CP will be extended for one more year before the next-generation CP begins in 2008.
13. The United Republic of Tanzania is a refuge for an estimated 400,000 people living in 13 camps in four western districts; there is also a transit camp and separation centre where refugees are processed prior to registration or repatriation. The vast majority of refugees rely completely on WFP food assistance. Approximately 62 percent are from Burundi and 37 percent from DRC; fewer than 1 percent are protection cases from these two countries and Rwanda, mostly from former caseloads.
14. The food situation, political tensions and insecurity in the region have deterred many of the refugees in the United Republic of Tanzania from repatriating. The high fertility rate of refugees results in about 20,000 births a year in the camps. Western Tanzania has an estimated 3.7 million people in addition to the refugees. Malnutrition rates and HIV/AIDS prevalence are higher in the host population than in the refugee camps.

Government Recovery Policy and Programmes

15. WFP's proposed interventions are derived from its Strategic Objectives (SOs), and are in line with the priorities of the poverty-reduction plans in the three countries; WFP's experience is playing an increasing role in the GLR Poverty Reduction Strategy Paper (PRSP) process. In Burundi, a final PRSP is being prepared through a participatory process. Rwanda's PRSP, which was approved in 2001, is now under review; the United Republic of Tanzania is updating its 2001–2005 PRSP. WFP country offices continue to contribute to the PRSPs and to national capacities in food security and nutrition, the social sectors and rehabilitation of the transport sector.



16. The Government of the United Republic of Tanzania and local authorities in refugee host areas face serious challenges in supporting the refugees. Increased government restrictions on refugee movements, closure of markets in refugee camps and lack of employment opportunities have made refugees fully dependent on food aid and other external assistance. The Government's policy does not allow integration of Burundian and Rwandan refugees into the United Republic of Tanzania, but facilitates the prompt return of refugees to their countries of origin.
17. During their first summit in the United Republic of Tanzania in November 2004, GLR heads of state made commitments to work together to build a viable future for all by re-establishing interstate and intrastate relations based on trust, cooperation and integration in the framework of an inclusive regional vision for promoting sustainable peace, security, democracy and development.

Rationale

18. A consequence of mass exodus and protracted residence in refugee and IDP camps is erosion of social norms and coping capacities, as shown by a coping strategy index (CSI) study in the United Republic of Tanzania, which found that during the baseline survey, 31 percent of households sold assets, and 8 percent engaged in illegal activities such as theft and prostitution to cope with shortages of food. Income sources such as crop production, livestock sales, petty trade and incentives from non-governmental organizations (NGOs) proved ineffective in improving household food security. WFP will attempt to address this situation through skills training to enhance the target population's coping capacities.
19. United Nation's Children's Fund (UNICEF) projections for Rwanda for rates of infant mortality – 118 per 1,000 – and under-5 mortality – 203 per 1,000 – are among the highest in the world.¹ An estimated 9 percent of children suffer from low birth weight; 42 percent were found to be stunted on the basis of height for age <2Z scores in the most recent demographic and health survey. The maternal mortality ratio is one of the highest in Africa, at 1,000 per 100,000 live births.
20. PRRO 10062.2 will focus on refugees, IDPs, returnees and populations affected by socio-political and climatic disturbances. Ensuring the food security of massive populations moving between and within countries with interlinked problems requires the coherence and flexibility of a regional programme. Regional coordination of technical and operational support will facilitate country offices' implementation of projects and collaboration.
21. Since the start of the regional PRRO, WFP has delivered 1 million mt of food at an estimated value of US\$460 million. The current phase of the PRRO, approved by the Board in October 2002, is too conservative in its projection of food-aid needs because of an over-optimistic view of the speed of the peace process. Continued insecurity, political uncertainty, cross-border movements of people and the regional dimensions of the conflicts provide the rationale for continuing a regional strategy.
22. In preparation for a potential PRRO in the GLR countries, the regional bureau and the participating country offices have designed PRRO 10062.2 to cover the period 1 January 2006–31 December 2008 and address possible increasing needs.

¹ UNICEF, *State of the World's Children Report 2005*.



THE STRATEGY

Beneficiary Needs

23. Instability in GLR dictates the need for regular food-security monitoring and assessments throughout the PRRO; Rwanda and Burundi undertake bi-annual crop and food supply assessment missions (CFSAMs). The results of WFP/Office of the United Nations High Commissioner for Refugees (UNHCR) joint assessment missions (JAMs), nutritional surveys and CSI analyses also provide food-security and nutrition-related information to guide operations. Other emergency food security assessments (EFSAs) will be undertaken as required.
24. In Burundi, the Government, WFP, FAO and UNICEF participated in a joint CFSAM in January 2005 that projected a national cereal deficit of 310,000 mt, compared with 259,000 mt the previous year. The spread of cassava mosaic disease, particularly in the northern provinces of Kirundi and Muyinga, and lack of seed had contributed to poor harvests in the previous season resulting in reduced food production. The mission also found that significant numbers of returnees, particularly in Ruyigi, Muyinga and Makamba, were assisted by host families who had themselves been severely affected by conflict and drought. Results of a CFSAM undertaken in July 2005 will update these findings.
25. WFP and its partners in Burundi are establishing a monitoring system that will provide early warning of food insecurity and associated food-aid needs; it will build on the existing CSI analysis, which provides information regarding the frequency and severity of coping strategies in households. Information from a WFP/UNHCR JAM in July 2005 will provide an update of the situation, including numbers and needs of DRC refugees in two camps in Muyinga and Mwaro provinces. The CSI analysis is regularly monitored to measure any deterioration in household coping capacities.
26. In Rwanda, preliminary results of the multi-agency joint CFSAM in June 2005 indicated good harvests in Kibungo, Gitarama, Kigali Ngali, Umutara, Ruhengeri and Byumba provinces. But in high-altitude chronically food-insecure zones, uneven distribution of rainfall resulted in poor harvests, particularly in Kibuye and Gikongoro. Monthly food security monitoring information and CSI analysis indicate reduced consumption of food, increased migration to food-secure districts in search of agricultural labour and increased numbers of children admitted to WFP-supported nutrition centres.
27. In the United Republic of Tanzania, WFP monitors food requirements in the camps on the basis of data from several sources, including UNHCR and implementing partners. Beneficiary contact monitoring (BCM) is undertaken twice a year: information on household food, income sources and coping strategies is collected and analysed alongside food-aid distribution and utilization data; a follow-up CSI study was undertaken in June 2005. These analyses will provide food-security and nutrition information to guide programming. Rapid assessments will be carried out as required to ensure that nutritionally vulnerable groups receive supplementary feeding support according to established ration scales.
28. PRRO 10062.2 will focus on the food-aid needs of refugees, returnees, IDPs, demobilized soldiers and communities affected by conflict and climatic disturbances; nutritionally vulnerable people such as elderly people, pregnant and lactating women, children and the chronically ill will be assisted.



29. Micronutrient deficiencies are widespread among the target population, so it is important to include fortified commodities such as corn-soya blend (CSB), fortified oil and iodized salt in the food basket. Fortified milled grain will have to be provided, especially for nutritional interventions and food-for-training (FFT) activities that target adolescent girls. Beneficiaries will also be advised on appropriate ways of preparing food and on fuel conservation, good dietary practices and sources of micronutrient-rich foods.
30. The basic needs of beneficiaries often include non-food items such as health and education supplies. The need for money frequently forces beneficiaries to convert a portion of their rations into cash, thereby defeating the nutritional objectives that guide ration sizes.

The Role of Food Aid

31. Food aid is an essential requirement for refugees in the camps: it often guarantees the daily dietary intake of vulnerable food-insecure populations and supports participation in activities that help to rebuild physical assets and enhance knowledge and skills. General relief assistance will be provided to address the minimum dietary requirements of encamped populations and of the most vulnerable households unable to produce enough food.
32. Under therapeutic and supplementary feeding programmes, targeted food rations will be provided for nutritionally vulnerable populations, including women and children. Food aid supports programmes for empowering people, particularly girls and women, with alternative livelihood skills, and encourages school attendance. Food assistance at integrated health centres is expected to increase participation in medical and nutritional programmes for women and children.
33. The rations proposed by each country office reflect dietary requirements such as full dietary provision for refugee households, repatriation packages, school feeding, FFT, food for work (FFW) and therapeutic and supplementary feeding activities. The ration scales (see Annex I) are the basis for calculating food requirements.

**TABLE 1: FOOD REQUIREMENTS FOR THE GLR COUNTRIES
FOR THREE YEARS (2006–2008) (MT)**

Country	Cereal	Pulses	Oil	CSB	Sugar	Salt	Total
Burundi	133 033	72 257	18 722	11 866	332	2 188	238 397
Rwanda	72 206	30 497	6 575	1 140	4 039	1 273	115 730
Tanzania	163 512	46 224	8 208	19 872	540	3 834	242 190
Total	368 751	148 978	33 505	32 877	4 911	7 295	596 317

Programme Approaches

34. Distribution of general food rations will maintain acceptable nutritional status among beneficiaries; supplementary and therapeutic feeding will cater for cases of malnutrition among women and children. Beneficiaries who are completely reliant on external food assistance will receive a full ration of 2,100 kcal/day; such beneficiaries include refugees, IDPs and returnees who have no land or are not able to return to their places of origin.



35. Nutritional interventions will be carried out at therapeutic and supplementary feeding centres and will be guided by nutritional surveys, proxy indicators from medical facilities and regular data produced at sentinel sites. The duration of supplementary feeding for pregnant and lactating women will be increased from three to six months because of their higher nutritional requirements. Supplementary rations for women participating in prevention of mother-to-child transmission (PMTCT) interventions will be extended to 18 months.
36. Recovery activities will provide opportunities to revitalize livelihoods and reinforce resilience to economic shocks. FFW and FFT will enable targeted beneficiaries to build and maintain productive assets for sustaining their livelihoods and improve access to social services. All interventions will be implemented in line with the Enhanced Commitments to Women (ECW). The significant prevalence of HIV/AIDS in target communities implies that the work in FFW and FFT activities should not be strenuous; the assets produced should be valuable enough to benefit participants irrespective of gender and HIV/AIDS status. Asset-creation activities will take into account the limitations of the camp and the safety and protection of women beneficiaries and the environment.
37. The operation will cover ex-soldiers during demobilization, rehabilitation and integration through FFW and FFT. FFW will continue to focus on chronically food-insecure regions affected by poor rainfall and seasonal population movement and will benefit returnees and landless farmers. Among the activities to be prioritized will be poultry farming, agricultural activities using water retention technologies and construction techniques that demand less innovation and skill that can be used for the reintegration of returnees.
38. Efforts will be made to reach out-of-school children in impoverished communities through partnerships with NGOs with expertise in dealing with out-of-school children, rehabilitation of roads, reforestation and construction of schools and health posts.
39. Local purchases of maize, maize meal, beans, CSB and salt will be made in Kenya, Uganda, the United Republic of Tanzania and Rwanda. On the basis of past experience, 11 percent of food requirements will be purchased regionally, 21 percent locally and 68 percent imported. Budgetary provision has been made for developing milling capacity in Rwanda, the United Republic of Tanzania and Burundi to ensure efficient processing and packaging of locally purchased grain. The WFP Commodity Movement Processing and Analysis System (COMPAS) will be used.
40. WFP country offices will work with partners, United Nations agencies and NGOs to promote national and inter-agency planning through the Common Country Assessment (CCA), the United Nations Development Action Framework (UNDAF), the Consolidated Appeals Process (CAP) and the inter-agency scenario development exercises led by the Office for the Coordination of Humanitarian Affairs (OCHA).

Risk Assessment

41. The success of PRRO 10062.2 will depend on mobilizing adequate resources to guarantee a two-month buffer stock and a dependable pipeline. PRRO 10062.2 will be rolled out on the business process review (BPR) model to maximize utilization of cash resources and improve on-time availability of food aid, and to benefit from single-project accounting and advance financing, which will benefit local and regional food purchases and reduce lead times.



42. Peace processes and transitional programmes are in place in Burundi; timetables have been rescheduled repeatedly but the indications are that planned political transitions will be implemented by the end of 2005. The elections associated with transition are creating uncertainties, particularly in DRC and to some extent in Burundi, which may have an impact on repatriations from the United Republic of Tanzania and Rwanda.

Goals and Objectives

43. The goals of the PRRO are to contribute to humanitarian and recovery actions that ensure the food security of refugees, returnees, IDPs and other vulnerable groups affected by protracted conflicts and climatic disturbances in the GLR, and to enhance repatriation of refugees. The main objectives of this PRRO are to:

- reduce/stabilize acute malnutrition rates among refugees, IDPs and other highly vulnerable populations (SO 1);
- increase capacities and options for households and communities to manage shocks and cope with food insecurity (SO 2);
- improve the nutrition and health status of children, mothers and adolescent girls among refugees and highly food-insecure households/individuals in targeted communities (SO 3);
- reduce gender disparity in school enrolment and attendance between boys and girls in WFP-assisted schools (SO 4); and
- enhance government capacity to plan and manage national food-based programmes (SO 5);

44. The regional PRRO contributes to SOs 1, 2, 3, 4 and 5, and addresses MDGs 2, 3, 4 and 5 in education, gender equality, child mortality and maternal health, in line with national government priorities.

IMPLEMENTATION PLAN BY COMPONENT

Main Programme Components

45. **Relief and recovery:** Interventions will continue throughout the PRRO, from 2006 to 2008, including emergency response through general feeding, selective feeding for severely and moderately malnourished children and pregnant and lactating women, and recovery activities focusing on safety-net programmes that include supplementary feeding, FFW and FFT interventions.

46. **General feeding:** The relief component accounts for 59 percent of food assistance; recovery activities account for 41 percent.

47. **Selective feeding:** Mother-and-child health (MCH) programmes will target pregnant and lactating women in and near refugee camps and in the most deprived communities to prevent malnutrition. In this component, all the countries will strengthen or seek partnerships with those providing anti-retroviral (ARV) therapy to HIV-positive women to promote PMTCT.



- 48. Recovery activities:** The recovery response will assist vulnerable groups with supplementary feeding, FFW and FFT activities through safety-net schemes. Supplementary feeding activities will be expanded during the PRRO in view of its positive role in the region in supporting and encouraging impoverished communities to increase primary school enrolment and in closing the growing gender gap by retaining more girls in school.
- 49.** In the United Republic of Tanzania, WFP plans to expand supplementary feeding to host communities around refugee camps. By the end of the PRRO in 2008, supplementary feeding should be integrated into the next phase of the CP. In Burundi, supplementary feeding will include take-home rations as an incentive for girls in areas where school enrolment rates are low and wide gender disparities exist.
- 50.** FFW activities will promote reconstruction and rehabilitation that provide temporary economic support to local communities, especially farming households affected by crop failure, returnees and households headed by women. Activities in Burundi and Rwanda will continue to support projects for restarting agricultural activities, rehabilitating schools, clinics and roads and protecting the environment.
- 51.** FFT activities will help targeted individuals to acquire marketable and life-sustaining skills through social reintegration and vocational and agricultural training. Returnees, farmers affected by drought and host communities will be targeted; provision will be made for women in vocational training and income-generating activities.
- 52.** WFP will continue to support disarmament, demobilization, rehabilitation and resettlement in Burundi and Rwanda. During demobilization, activities will include food assistance through FFT and FFW for ex-combatants, families of demobilized soldiers and girls who receive no education because of conflict and insecurity.

Beneficiaries

- 53.** Regional PRRO 10062.2 will require WFP to provide food for 2.4 million refugees, IDPs, returnees and households affected by natural calamities. Nutritionally vulnerable people such as elderly people, adolescents, pregnant and lactating women, children and the chronically ill will be identified through vulnerability analysis and mapping (VAM), CFSAMs, JAMs and emergency needs assessments (ENAs).

TABLE 2: BENEFICIARIES BY YEAR AND BY COUNTRY

Country	Year one (2006)	Year two (2007)	Year three (2008)	Total over project life*
Burundi	875 000	810 000	766 000	1 505 000
including refugees	8 000	8 000	8 000	8 000
Rwanda	545 000	441 000	423 000	545 000
including refugees	60 000	60 000	60 000	60 000
Tanzania	402 000	382 000	302 000	402 000
including refugees	390 000	370 000	290 000	390 000
Total	1 822 000	1 633 000	1 491 000	2 452 000

* Total includes new beneficiaries in successive years of the project.



54. The region has a very young population: median age ranges from 16 to 18. This is most noticeable in refugee camps in western Tanzania, where 60 percent of the population is under 18. Life expectancy in 2003 ranged from 39 to 44.4 years. Adult literacy is between 48 and 78 percent; women have significantly lower levels. Net primary-school enrolment in the general population ranges from 47 percent to 75 percent, but 98 percent of primary school aged children in refugee camps are enrolled. HIV/AIDS prevalence rates range from 5.1 to 8.8 percent; pregnant women of 15–24 are highly susceptible: between 7 percent and 13.6 percent of young women tested positive during routine blood tests at antenatal clinics in the region.²
55. In view of uncertainties regarding the pace of repatriation from the United Republic of Tanzania and the Burundian and DRC transition processes, UNHCR refugee population figures for the region have been used to guide extrapolation of beneficiary figures for the next phase of regional PRRO 10062.2.

Activity Approval Mechanism

56. FFT and supplementary feeding activities proposed by partner agencies will be approved by WFP in consultation with government departments. Cooperating NGO partners will be expected to select participants for training in participatory and gender-sensitive consultative processes. Appropriate beneficiary selection criteria will be used to ensure that households headed by women, elderly people and individuals and families that lack access to additional income or have problems meeting their food needs are included.
57. FFW activities for host populations will be agreed among district authorities, partner NGOs and WFP. NGOs will select participants using prescribed poverty criteria.

Capacity-Building

58. WFP will continue to build the capacity of government agencies by enhancing its support for improved emergency preparedness and prevention through VAM, development of early-warning systems and contingency planning. WFP will work with partners to enhance communities' capacity to scale up social protection interventions. In line with the SOs, PRRO 10062.2 will provide technical support for governments in preparing and implementing national strategies for safeguarding populations against natural and human-induced emergencies.
59. The relative food insecurity in western Tanzania implies a need to develop innovative skills programmes. PRRO 10062.2 will continue promoting local entrepreneurship as in 2002–2003, when WFP purchased 23 percent of its food requirements in the region for supply to refugee camps.
60. NGO partners and community-based civil-society organizations will be offered regular training in gender equity, HIV/AIDS and rudimentary local early-warning systems.

² Data compiled from UNICEF/WHO/UNAIDS. 2004. *Epidemiological update report 2004*. Available at www.who.int/entity/wer/2004/en; CIA. 2004. *World Fact Book 2004*. Available at www.geoplace.com/hottopics/ciawfb/factbook/default.asp; and UNDP. 2004. *Human Development Report 2004*. Available at hdr.undp.org/reports/global/2004.



Logistics Arrangements

61. PRRO 10062.2 will benefit from the logistics operation that has served the previous two regional PRROs. The overland transport network has two main corridors: the northern via Mombasa and the southern via Dar es Salaam; each has a railway network used extensively for transporting relief food.
62. During 2004 and 2005, railway capacity was drastically reduced by lack of maintenance and investment in new equipment. Privatization of the railways in the United Republic of Tanzania, Kenya and Uganda is expected to bring performance back to previous levels, when 80 percent of project requirements were moved by rail. In the meantime, road transport is becoming the most reliable and fastest way of moving cargo, particularly when buffer stocks are not available or the pipeline is tight.
63. Increased traffic in the region means that most food aid for the PRRO will transit through the southern corridor. Food for Burundi and Rwanda will continue to be delivered through the United Republic of Tanzania by railway and road to transit hubs at Isaka and Kigoma. From Isaka, food will be transported by road to Ngozi and Kigali; from Kigoma, cargo will be delivered by barge to Bujumbura. Refugee camps in the United Republic of Tanzania will continue to receive shipments by road from Kigoma and Isaka to extended delivery points (EDPs) to be determined jointly by WFP and UNHCR.
64. Long-haul overland transport will be commercially contracted in the United Republic of Tanzania and Kenya. Until commercial transporters are willing to travel to hitherto insecure areas of Burundi, WFP's strategic fleet will be used to ferry food from Isaka to Burundi.
65. Storage space for 80,000 mt will be required for PRRO 10062.2. WFP milling facilities in Isaka, Bujumbura, Ngozi and Kampala, which have an annual capacity of 30,000 mt, will be maintained for the operation. WFP has built up a strategic stock of essential logistics and telecommunications equipment in Kampala and Isaka to facilitate rapid response to an emergency in the region.
66. A new multi-tier matrix to be used for projected landside transport, storage and handling (LTS defense) costs is expected to meet country office and donor requirements, because it offers different rates for overseas, regional and local purchases. The newly estimated average LTS defense rate is US\$144.63/mt, with the following breakdown by commodity and origin: overseas arrival, US\$185.04/mt; regional purchases, US\$129.46/mt; and local purchases, US\$48.66/mt.
67. PRRO 10062.2 will maximize transport resources during slack periods for commercial traffic to ensure that its logistics operations are cost-effective. Estimated LTS defense costs include the costs of discharge and handling in ports of entry, transport to transit points, road and barge transport to EDPs and distribution costs. The rates will be reviewed regularly to reflect transport trends and to maximize donor contributions.

Monitoring and Evaluation (M&E)

68. Performance monitoring will be based on logframes prepared by each participating country. The logframe matrix provides indicators for measuring each result and means of collecting the data (see Annex III).



69. VAM and CSI studies will be used to analyse and track changes in vulnerability and coping mechanisms; informal surveys of secondary data will complement the formal assessments. In refugee operations, information collected through annual JAMs will provide data on changes in beneficiary livelihoods and the impact of food aid. Gender analysis will feature in all periodic reports.
70. Nutritional data on malnourished children will be collected at feeding centres; trends in the number of beneficiaries enrolling for supplementary feeding will be used to demonstrate increases in malnutrition rates so that they can be addressed before they escalate. Joint nutrition surveys will be conducted annually in Rwanda and the United Republic of Tanzania, where national nutritional surveillance systems do not exist. Random surveys will be conducted with WFP partners as required.
71. Country offices and partners will collect and analyse data on outputs, outcomes and impacts. The regional bureau will provide country offices with technical expertise to facilitate development of baseline data, country and regional databases, common monitoring systems, annual and mid-term reviews and close-out evaluations.
72. County offices will benefit from regular feedback based on the results indicators. Reports will emphasize (i) operational performance in mobilizing and managing resources, conducting activities and achieving results, (ii) important developments in the country context and (iii) implications for the PRRO, partnerships, coordination and logistics.
73. With the participation of stakeholders, the regional bureau and country offices will undertake annual, mid-term and end-of-operation evaluations. Continuous self-assessment and the exchange of best practices and lessons learned will enhance the quality of operations.

Security Measures

74. Despite increasing stability in Burundi and consolidation of the peace efforts in Rwanda, the crisis in DRC affects the whole region. WFP will work with partners to ensure that women beneficiaries and field staff are protected by positioning distribution sites in relatively secure areas. In Rwanda, there is a need to continue monitoring the border areas with DRC and Burundi.
75. The United Nations field-security structure provides the framework for ensuring staff safety in each of the GLR countries. WFP has two full-time security officers in Burundi. In Rwanda, WFP and the United Nations agreed to have a common security system; the financial contribution is earmarked under a cost-sharing arrangement for a common radio room, implementation of travel procedures and a 24-hour radio watch. Evacuation plans are regularly updated to ensure compliance with minimum operating security standards (MOSS).
76. WFP has increased security for its staff by equipping staff and vehicles with radios, mobile phones and other communication devices. Security training of WFP staff and consultants is mandatory.

Exit Strategy

77. The region is expected to become more stable during the 24 to 36 months of the operation, which will allow repatriation of most refugees. As sustainable peace in the region is established, residual project activities will be absorbed into individual CPs.



78. Country offices will leverage their expertise in food aid programmes to develop community and government support networks for promoting enhanced food security. WFP will work with governments to identify funding opportunities and will use CPs and national PRSP processes to transit PRRO activities into development schemes.

Contingency Mechanisms

79. The volatility of the GLR and its erratic climate make it imperative that WFP continue to work with governments and other partners in monitoring early-warning information and supporting contingency planning; the Immediate Response Account (IRA) offers flexibility for responding to future relief needs. If serious pipeline constraints or unexpected increased relief requirements occur, WFP will re-prioritize food allocations, including possible reallocations of commodities between countries.

80. A contingency plan for the GLR is in place that takes into consideration the fluidity of the region and factors that could influence PRRO 10062.2. The regional bureau, in consultation with the country offices, has prepared a regional contingency plan that takes account of various possible scenarios; it will be updated regularly. PRRO 10062.2 takes into consideration the risk factors in budgeting for the three-year programme, including providing a two-month buffer stock.

RECOMMENDATION

81. The Board is requested to approve PRRO 10062.2, which is designed to benefit 2.4 million beneficiaries for three years, 2006–2008; the cost to WFP is US\$354.8 million; the food value is US\$151.4 million.



ANNEX I

PROJECT COST BREAKDOWN			
	Quantity (mt)	Average cost per mt	Value (US\$)
WFP COSTS			
A. Direct operational costs			
Commodity ₁			
– Cereals	324 408	195	63 259 560
– Maize meal	44 343	195	8 646 885
– Pulses	148 978	288	42 905 664
– Vegetable oil	33 505	718	24 056 590
– Iodized salt	7 295	220	1 604 900
– CSB	32 877	279	9 172 683
– Sugar	4 911	360	1 767 960
Total commodities			
External transport			44 620 387
Landside transport			40 782 120
Subtotal for ITSH			
Total LTS defense			
Other direct operational costs			86 223 330
Total direct operational costs			
B. Direct support costs (see Annex II for details)			
Total direct support costs			
Indirect support cost (7%)			23 210 027
TOTAL WFP COSTS			
₁ This is a notional food basket for budgeting and approval purposes. The contents may vary depending on availability of commodities.			



ANNEX II

DIRECT SUPPORT REQUIREMENTS (US\$)	
Staff	
International professional staff	13 943 430
National professional staff	962 118
National general service staff	12 926 355
Temporary assistance	135 000
Overtime	62 000
Incentives	2 466 000
International consultants	475 000
National consultants	80 000
United Nations volunteers	675 000
Staff duty travel	1 496 562
Staff training and development	592 715
Subtotal	33 814 180
Office expenses and other recurrent costs	
Rental of facility	1 628 769
Utilities (general)	357 946
Office supplies	369 491
Communication and IT services	785 197
Insurance	245 000
Equipment repair and maintenance	318 224
Vehicle maintenance and running cost	1 178 595
Other office expenses	486 136
United Nations organizations services (WFP's share of common costs in Nairobi)	1 173 000
Subtotal	6 542 358
Equipment and other fixed costs	
Vehicles	1 330 000
TC/IT equipment	833 320
Furniture, tools and equipment	228 000
Subtotal	2 391 320
TOTAL DIRECT SUPPORT COSTS	42 747 858



ANNEX III: LOGICAL FRAMEWORK MATRIX FOR GREAT LAKES REGION PRRO 10062.2		
Hierarchy of results	Performance indicators	Risks and assumptions
Goal: Contribute to peace and food security of exceptionally vulnerable refugees, returnees, IDPs, host and drought-affected households and communities in Burundi, Rwanda and the United Republic of Tanzania	<p>1. Proportion of food-insecure households in target communities.</p> <p>2 % of households whose food security status has improved.</p>	
SO 1: Save lives in crisis situations		
Outcome 1:		
Crude mortality and acute malnutrition rates among IDPs, vulnerable populations and refugees reduced or stabilized. [Bur: 630,886; Rwa: 339,000; Tanz: 392,500]	<p>1. Crude mortality rates among targeted beneficiaries (target <1/10,000/day for adults; and <2/10,000/day for children under 5 years).</p> <p>2. Prevalence of acute malnutrition among under 5 years by gender in the target communities (Target <10%).</p>	<p>1. Other underlying causes of malnutrition are addressed: malaria epidemic, intestinal worm infestation, health services, water and sanitation, food production, and availability of social services.</p> <p>2. Peace prevails in the target countries and GLR.</p>
Output 1.1:		
Increased access to food for highly food-insecure populations. [Bur: 524,685; Rwa: 250,000]	<p>1. No. of people fed, by category, age group and gender.</p> <p>2. Quantity of food distributed, by commodity and time.</p> <p>3. Average time taken from assessment to food distribution.</p>	<p>1. Access to quality basic services provided by partners/governments.</p> <p>2. Targeting criteria established and adhered to.</p> <p>3. Food pipeline remains healthy during the project life.</p>
Output 1.2:		
Acutely malnourished individuals provided with therapeutic and supplementary feeding rations. [Bur: 87,917; Rwa: 24,000; Tanz: 650]	<p>1. No. of malnourished people fed by beneficiary category, age group and gender.</p> <p>2. Quantity of food distributed, by commodity and time.</p> <p>3. Average no. of days patients take to recover.</p>	<p>1. Access to quality basic services provided by partners/government.</p> <p>2. Targeting criteria established and adhered to.</p> <p>3. Food pipeline remains healthy during the project life.</p>
Output 1.3:		
Refugees provided with minimum daily nutritional and energy requirements in refugee camps. [Bur: 10,000; Rwa: 65,000; Tanz: 390,000]	<p>1. No. of refugees fed, by gender and age group.</p> <p>2. Quantity of food distributed, by commodity and time.</p>	<p>1. Refugees consume or obtain a fair exchange for food ration provided.</p> <p>2. Food pipeline remains healthy during the project life.</p>

ANNEX III: LOGICAL FRAMEWORK MATRIX FOR GREAT LAKES REGION PRRO 10062.2

Hierarchy of results	Performance indicators	Risks and assumptions
Output 1.4:		
Hospital patients and their attendants provided with meals. [Bur: 8,284; Tanz: 1,850]	<ol style="list-style-type: none"> 1. No. of patients fed by beneficiary category, age group and gender. 2. No. of attendants fed by gender. 3. Quantity of food distributed, by commodity and time. 	<ol style="list-style-type: none"> 1. Hospitals and health facilities have adequate medical personnel, equipment, drugs and services for treatment of patients. 2. Food pipeline remains healthy during the project life.
SO 2: Protect livelihoods in crisis situations and enhance resilience to shocks		
Outcome 2:		
Increased ability to manage shocks and meet necessary food needs. [Bur: 681,598; Rwa: 317,500; Tanz: 3,500]	<ol style="list-style-type: none"> 1. Reduction in proportion of beneficiaries eligible for emergency food assistance. 2. Proportion of beneficiaries with access to communal assets. 3. Proportion of population trained in livelihood skills. 	<ol style="list-style-type: none"> 1. Stable environment for communities to benefit from skills training and assets created or rehabilitated. 2. Other humanitarian actors make their contributions to human development.
Output 2.1:		
Target beneficiaries participate in food-supported asset-creation and income-generating activities. [Bur: 326,573; Rwa: 51,500; Tanz: 1,500]	<ol style="list-style-type: none"> 1. No. of beneficiaries participating in asset-creation and income-generating activities by gender. 2. Quantity of food distributed, by type of asset, commodity and time. 3. No. of physical assets rehabilitated/created, by type. 4. % of women on FFW/FFA management committees. 5. % of assets created by communities. 	<ol style="list-style-type: none"> 1. Equal participation of men and women in identification, implementation and management of asset-creation activities in food-insecure areas. 2. Sustainable management structures for existing assets. 3. Food pipeline remains healthy during the project life. 4. Adequate non-food budget available for income-generating activities.

ANNEX III: LOGICAL FRAMEWORK MATRIX FOR GREAT LAKES REGION PRRO 10062.2

Hierarchy of results	Performance indicators	Risks and assumptions
Output 2.2:		
Target beneficiaries provided with skills training. [Bur: 18,798; Rwa: 11,000; Tanz: 2,000]	<ol style="list-style-type: none"> 1. No. of people participating in asset-creation and income-generating activities, by gender. 2. Types of knowledge and skills provided by FFT. 3. Quantity of food distributed, by commodity and time. 	<ol style="list-style-type: none"> 1. Equal participation of men, women and adolescent girls in knowledge and skills training activities. 2. Food pipeline remains healthy during the project life. 3. Availability of IPs with relevant expertise to train communities in requisite skills.
Output 2.3:		
Returnees supported to resettle and reintegrate in Burundi and Rwanda. [Bur: 29,666; Rwa: 255,000]	<ol style="list-style-type: none"> 1. No. of returnees fed, by gender, age group and location. 2. Quantity of food distributed, by commodity and time. 3. % of returnees fed who resettle in their communities. 	<ol style="list-style-type: none"> 1. Returnees are able to resettle with a three-month household ration. 2. Returnees remain in communities they were displaced from. 3. Food pipeline remains healthy during the project life.
Output 2.4:		
Seasonally food-insecure farmers in Burundi provided with seed protection rations. [Bur: 303,054]	<ol style="list-style-type: none"> 1. No. of food-insecure farmers provided with SPR rations, by gender and age. 2. Quantity of food distributed, by commodity and time. 3. Quantity of seeds protection, by area cultivated. 	<ol style="list-style-type: none"> 1. Targeting process for needy farmers is effective and efficient. 2. Food distributed is consumed by targeted farmers. 3. Food pipeline remains healthy during the project life.
Output 2.5:		
Demobilized ex-combatants in Burundi provided with food rations. [Bur: 3,501]	<ol style="list-style-type: none"> 1. No. of ex-combatants receiving resettlement rations, by gender. 2. No. of targeted persons consuming resettlement rations. 3. Quantity of food distributed, by commodity and time. 4. % of ex-combatants reintegrated/resettled in their communities. 	<ol style="list-style-type: none"> 1. Ex-combatants are registered by government. 2. Ex-combatants remain in their communities of origin. 3. Food pipeline remains healthy during the project life.

ANNEX III: LOGICAL FRAMEWORK MATRIX FOR GREAT LAKES REGION PRRO 10062.2

Hierarchy of results	Performance indicators	Risks and assumptions
SO 3: Support the improved nutrition and health status of children, mothers and other vulnerable groups/persons		
Outcome 3:		
Improved nutrition and health status of targeted beneficiaries. [Bur: 453,746; Rwa: 37,500; Tanz: 21,700]	<ol style="list-style-type: none"> 1. Prevalence of acute malnutrition among adult women (target: for women BMI >18.5 or for low birth weight >2.5). 2. Prevalence of acute malnutrition among under-5 years by gender (target 10% weight/height). 3. Prevalence of anaemia among targeted beneficiaries (target for pregnant mothers 110 g/litre and for lactating mothers 120 g/litre). 	<ol style="list-style-type: none"> 1. Other underlying causes of malnutrition and anaemia are addressed, i.e., malaria epidemics, worm infestation, poor crop production. 2. Adequate nutritional programme coverage of the target population for food items; other interventions are available.
Output 3.1:		
Malnourished mothers and children in target communities receive fortified food supplements under food-supported MCH programmes. [Bur: 135,900; Rwa: 7,500; Tanz: 17,500]	<ol style="list-style-type: none"> 1. No. of malnourished people receiving MCH rations, by category, gender and age group. 2. % of women able to complete pre- and post-natal visits. 3. Quantity of micronutrient-fortified food distributed. 	<ol style="list-style-type: none"> 1. High proportion of women participate in MCH programmes. 2. Implementing partners make adequate and timely provision of non-food items for MCH programmes. 3. Food pipeline remains healthy during project life.
Output 3.2:		
HIV/AIDS-affected individuals and households benefit from micronutrient-fortified rations. [Bur: 179,356; Rwa: 10,000; Tanz: 3,000]	<ol style="list-style-type: none"> 1. No. of PLWHA receiving food rations, by category, gender and age group. 2. Quantity of micronutrient-fortified food distributed. 	<ol style="list-style-type: none"> 1. High proportion of HIV/AIDS patients and PLWHA participate in the programme. 2. ARVs and medical services provided adequately and on time by implementing partners. 3. Food pipeline remains healthy during project life.

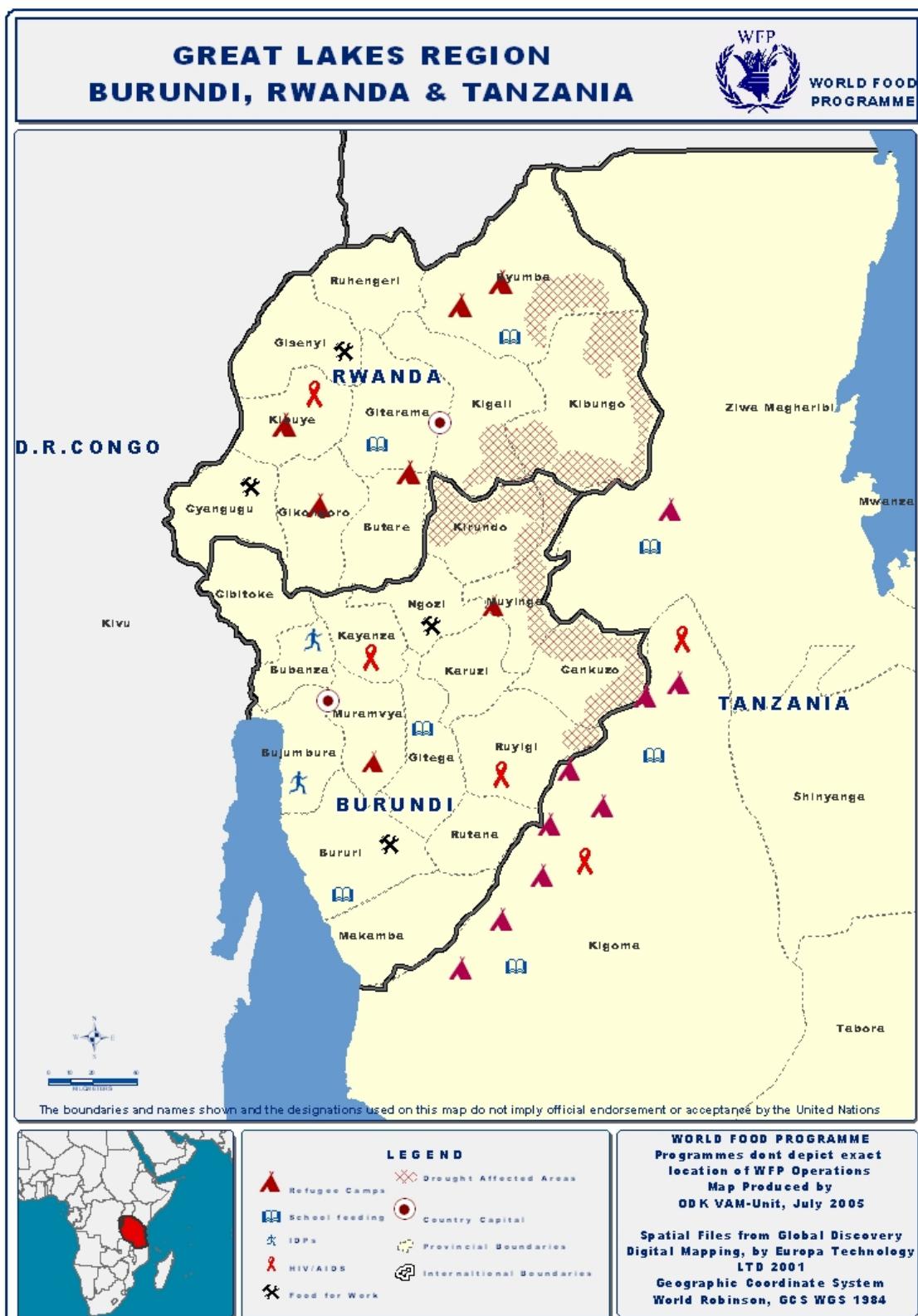
ANNEX III: LOGICAL FRAMEWORK MATRIX FOR GREAT LAKES REGION PRRO 10062.2		
Hierarchy of results	Performance indicators	Risks and assumptions
Output 3.3:		
Beneficiaries of therapeutic and supplementary feeding programmes provided with post-discharge family rations to enable them to complete treatment of malnutrition. [Bur: 90,273; Rwa: 20,000; Tanz: 17,500]	<ol style="list-style-type: none"> 1. No. of families of TF/SF patients receiving family rations. 2. % of patients returning for TF/SF programmes. 3. Quantity of micronutrient-fortified food distributed. 	<ol style="list-style-type: none"> 1. Food provided for the family is not sold or redistributed but used for the patient's nutrition. 2. Therapeutic and supplementary feeding centres have adequate medical personnel, equipment, drugs and services for treatment of patients. 3. Food pipeline remains healthy during the project life.
Output 3.4:		
Vulnerable groups in social centres receive minimum daily food requirements. [Bur: 48,217; Tanz: 1,200]	<ol style="list-style-type: none"> 1. No. of vulnerable persons receiving rations, by category, gender and age group. 2. Quantity of food distributed, by commodity and time. 	<ol style="list-style-type: none"> 1. Access to quality basic services provided by partners/government. 2. Effective targeting criteria established and followed. 3. Food pipeline remains healthy during project life.
SO 4: Support access to education and reduce gender disparity in access to education		
Outcome 4:		
Reduced gender disparity in schools, increased enrolment and attendance of boys and girls in WFP-assisted schools attained. [Bur: 392,000; Tanz: 3,000]	<ol style="list-style-type: none"> 1. Ratio of boys to girls enrolled in WFP-assisted schools. 2. Attendance rate: % of boys and girls in WFP-assisted schools. 3. Absolute enrolment rate: no. of boys and girls enrolled in WFP-assisted schools. 	<ol style="list-style-type: none"> 1. IPs and local governments ensure provision of scholastic items for effective learning.
Output 4.1:		
Food provided to schoolchildren in WFP-assisted schools. [Bur: 392,000; Tanz: 3,000]	<ol style="list-style-type: none"> 1. No. of boys and girls receiving in-school meals. 2. No. of schools benefiting from the school feeding programme by category. 3. Quantity of food prepared as in-school meals, by commodity and time. 	<ol style="list-style-type: none"> 1. Parents prepared to allow girls to go to school in same numbers as boys. 2. Parents involved in ensuring that proper school meals are prepared and served to the children. 3. Parents of children from poor families are able to send their children to school following introduction of school feeding. 4. Food pipeline remains healthy during project life.

ANNEX III: LOGICAL FRAMEWORK MATRIX FOR GREAT LAKES REGION PRRO 10062.2

Hierarchy of results	Performance indicators	Risks and assumptions
Output 4.2:		
Take-home rations (THR) provided to families as an incentive to keep their boys and girls to WFP-assisted schools. [Bur: 196,000]	<ol style="list-style-type: none"> 1. No. of girls and boys receiving THR. 2. No. of schools benefiting from THR feeding programme by category. 3. Quantity of food distributed as THR, by commodity and time. 	<ol style="list-style-type: none"> 1. Targeting of schools ensures selection of needy schools in food-insecure areas. 2. Parents respond to the THR by sending the appropriate gender to school. 3. Parents of children from poor families are able to send their children to school following introduction of school feeding. 4. Food pipeline remains healthy during project life.
SO 5: Help governments to establish and manage national food assistance programmes		
Outcome 5:		
Enhanced government capacity to plan and manage national food-based programmes.	<ol style="list-style-type: none"> 1. No. of food needs assessments and interventions conducted by government. 2. No. of WFP tools/methodologies adopted by government in assessments. 3. No. of food-security-related missions conducted jointly with government. 	<ol style="list-style-type: none"> 1. Political environment for increasing capacity for humanitarian assistance exists in the country/countries.
Output 5.1:		
Increased capacity of national governments to identify food needs, develop strategies and carry out food-based programmes. [Bur: 3 joint needs assessment and response missions per year with government technical participation, use of WFP methods and assessment tools in identifying needs; Rwa: Annual JAM missions, CFSAMs and EFNAs/CSIs; Tanz: annual JAMs and CSI missions]	<ol style="list-style-type: none"> 1. No. of government and IP staff trained under WFP's technical assistance programme by gender. 2. No. of areas in which staff are trained. 	<ol style="list-style-type: none"> 1. Staff trained remain in government disaster management or response departments and/or ministries. 2. Staff interested and committed to gaining skills/capacity for disaster response.

ANNEX III: LOGICAL FRAMEWORK MATRIX FOR GREAT LAKES REGION PRRO 10062.2		
Hierarchy of results	Performance indicators	Risks and assumptions
Output 5.2:		
Early-warning systems and databases for emergency responses established and/or strengthened. [Bur: 2 government technical staff trained]	<ul style="list-style-type: none"> 1. Early-warning capacity developed. 2. No. of databases established. 3. No. of agencies using data from databases for food aid plans. 	<ul style="list-style-type: none"> 1. Government has basic systems and policies for establishing early-warning systems. 2. The existing government early-warning systems are adequately and competently staffed.
Output 5.3:		
Increased dialogue with government to identify potential areas for technical assistance and collaboration. [Bur: Biannual coordination, yearly consultative technical meetings; Tanz: coordination meetings with government officials]	<ul style="list-style-type: none"> 1. No. of new areas for technical cooperation between WFP and governments established. 2. No. of dialogue sessions held between WFP and governments. 	<ul style="list-style-type: none"> 1. Government maintain keen interest in management of food-based programmes. 2. Areas of technical cooperation remain available.

ANNEX IV



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.



ACRONYMS USED IN THE DOCUMENT

AIDS	acquired immune deficiency syndrome
ARV	anti-retroviral
BCM	beneficiary contact monitoring
BPR	Business Process Review
CAP	Consolidated Appeal Process
CCA	Common Country Assessment
CFSAM	crop and food supply assessment mission
COMPAS	Commodity Movement Processing and Analysis System
CP	country programme
CSB	corn-soya blend
CSI	coping strategy index
DRC	Democratic Republic of Congo
ECW	Enhanced Commitments to Women
EDP	extended delivery point
EFSA	emergency food security assessment
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FFT	food for training
FFW	food for work
GLR	Great Lakes Region
HIPC	highly indebted poor country
HIV	human immunodeficiency virus
IDP	internally displaced person
IP	implementing partner
IRA	Immediate Response Account
JAM	joint assessment mission
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MCH	mother-and-child health
MDG	Millennium Development Goal
MOSS	minimum operating security standards
NGO	non-governmental organization
OCHA	Office for the Coordination for Humanitarian Affairs



ODK	East and Central Africa Bureau
PDM	post-distribution monitoring
PMTCT	prevention of mother-to-child transmission
PRRO	protracted relief and recovery operation
PRSP	Poverty Reduction Strategy Paper
THR	take-home rations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization

