

Report on the Proceedings of the

World Food Programme

Expert Consultation

on

Emergency Needs Assessments (ENA)

November 12-14, 2002
Castel Gandolfo, Italy

Rome
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*“Needs Assessment is the foundation of all WFP’s work;
it is of paramount importance to get it right from the outset.”*
Consultation participant

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1. Introduction

1.1 Background & Objectives

In recent years, with the World Food Programme being called upon increasingly to provide humanitarian assistance in emergencies, the organization carries out or participates in more than a hundred Emergency Needs Assessments (ENA) each year to give direction to its responses. The ENAs are of different types since emergencies are also of a wide variety differing in their nature, scope, duration and impact and require different approaches, skills and capacities to assess their potential effects and therefore the needs of those affected by them. Given the large number of ENAs and the fact that they are undertaken by a wide variety of people from within WFP, partners and consultants there has been growing concern about ensuring high standards, making sure that the organization has access to people with the right skill and competency profiles. Moreover, ensuring adequacy of WFP needs assessments also requires that approaches and techniques are regularly up-dated and that respective guidelines ensure a minimum degree of standardization and comparability of findings.

In order to address these concerns the Emergency Needs Assessment (ENA) Cell of the Office of Humanitarian Affairs and Vulnerability Analysis and Mapping (VAM) Unit of WFP came together to organize an internal technical consultation on Emergency Needs Assessments. The Consultation was held in Castel Gandolfo, Rome on 12-14 November 2002.

Objectives of the technical consultation

- Clarify the roles and functions of emergency needs assessments, both within WFP and amongst its partners;
- Provide an overview of the capacity within WFP to undertake emergency needs assessments;
- Provide direction and guidance for a capacity building effort for ENA specialists and generalists;
- Assess existing guidelines and provide direction and guidance for their improvement;
- Create a professional networking and team building of ENA practitioners.

The ENA Cell and the VAM Unit started the exercise of preparing for and designing the consultation by setting in motion a Delphi exercise to learn more about the **existing capacity in WFP** to undertake emergency needs assessments (see box).

Directors of WFP's Regional Bureaus around the world and heads of departments in headquarters were then asked to nominate staff members from among the 150 colleagues with experience in ENA. **The list of participants is in Annex 1.**

The ENA Cell and the VAM Unit in consultation with other concerned parts of headquarters developed the structure and process of the technical consultation, which would enable them to take stock of the situation, listen to and document the views, experiences and learning of practitioners and broadly evolve roadmaps to strengthen the practice and capacity for emergency needs assessments in WFP. **The Agenda of the Technical Consultation is in Annex 2.** A detailed annotated agenda was developed in stages, incorporating the ongoing preparatory discussion, to help evolve the process of the consultation. The task of facilitating the meeting and providing technical advisory support were respectively assigned to consultants, Rathindra Nath Roy and Patrick Webb.

- SURVEY ON ENA CAPACITY IN WFP
- A group of WFP staff members with proven ENA skills were asked to identify others who they knew had similar capacities.
 - A questionnaire was then sent out to approximately 150 WFP staff members.
 - These individuals were asked to provide a self-assessment of their skills, capacities and experiences in undertaking ENAs.

1.2 Senior Management Views on ENA

In trying to better understand the role of ENA in WFP and, more importantly, its future function and significance, the Consultation sought the views, concerns and expectations of some members of WFP's senior management, especially those concerned with ENAs and their utilization. A panel discussion was arranged as the first session of the Consultation to set the stage, as it were, and give direction to the deliberations. Darlene Bisson, Deputy Director, ODR, Allan Jury, Chief, SPP, David Morton, Director, OT, Trevor Rowe, Director, REP, Francesco Strippoli, Director, OHA and Kees Tuinenburg, Director OEDE participated in the panel discussion, which was moderated by Patrick Webb.

Senior managers' views were sought on:

- How ENA has evolved within WFP in terms of the changing nature of emergencies, changing roles & responsibilities of WFP in emergency responses and changes in information needs.
- The importance of ENA within WFP for programming & decision-making, mobilizing of resources and advocating on behalf of the hungry poor.
- And, what the way forward should be for ENA in WFP.

The discussion was rich and varied, amongst the panelists and between participants and panelists, and not only provided the participants with a glimpse of how senior managers in WFP perceived the role of ENA and its importance but also gave direction and guidance to possible future efforts to strengthen emergency needs assessments. An attempt has been made to capture the content and flavor of the discussion by listing the concerns, observations and suggestions that emerged in the dialogue.

On the role of ENA in WFP

Assessments are the foundations upon which all responses are built and as such should give direction to all that WFP does. WFP needs a formal assessment mechanism of an ongoing nature, using innovative approaches. The Consultation needs to think through ENAs and come up with their recommendations on who should do what, when, how and at what level (headquarters, regional bureau and country office). This would suggest how the ENA function within WFP should be structured and incorporated into the organization. Emergency assessments would be quicker and easier to undertake and be of a higher quality if food security and vulnerability analysis became a routine ongoing activity at the country office level, thus providing a ready and periodically updated baseline and reference for ENAs.

On the evolution of ENA

ENA has evolved in an ad hoc fashion within WFP since the mid-1980s. While considerable experience has been built up among some key individuals, very little of this has been shared and documented with a view to establishing an institutional memory of what works and why. The range and scope of 'emergencies' changed rapidly during the 1990s — today there is recognition that different types of emergencies require different types of needs assessment (along an 'urgency' continuum) and that it is helpful to distinguish different uses of ENA outputs (resource mobilization, operational response programming and media).

On the uses of ENA

ENAs need to provide information not only for programming but also, and importantly, to enable resource mobilization and advocacy for the hungry poor. To facilitate approaches to donors and the media there is an urgent need for 'early' information and data on potential food crises even before assessments are finalized. In the final analysis good emergency needs assessments are necessary not only to enable better design of responses but also to move donor and media perceptions closer to the reality on the ground. On the other hand it should not be forgotten that ENAs should be driven by the needs of the

people in the emergency situation and not by donor needs though they should take into consideration what resource budgets are available. The way to go is to make the assessments as objective as possible and to let management, taking all other factors into consideration, decide how to respond to the needs and whom to approach for assistance.

A **good emergency needs assessment** should go beyond identifying just needs and provide an understanding of the context and dynamics that led to the crises and analyze the problems, as this would assist programmers to evolve appropriate responses. It is very important for an ENA to suggest options and consider issues and concerns of delivering responses. In doing so it needs to answer 'what if' questions – that not only improve the credibility of the assessment but also offer opportunities to donors to address the problems in a variety of ways. What-if questions such as, "What would happen if we did not do something?" or "If only 50% of what the assessment asks for is provided can donors be assured that WFP can do the 50% of the work that is more important and that will make a real difference?"

WFP cannot afford to concern itself with only food needs. Understanding wider food security and food related non-food needs can provide a more comprehensive and better understanding of the emergency situation and actually a better understanding of the food needs of the affected people. It is important to remember that while WFP is responsible for providing food in emergencies it is, along with its partners, in a way responsible for the success of the whole relief effort.

On ENA methods and tools

Different kinds of emergencies in different contexts need a variety of assessment methods and tools. Assessments also vary when exactly the assessment is undertaken in time, all the way from those that provide initial information at the very outset of an emergency to those that provide more detailed information needed to fine tune targeting and finally those that try to catch changes in situations and advise on the scope for phase out or need for continued assistance. Although a variety of tools and methods are required it would be important that they are linked together within a common framework. With de-centralization, similar assessments undertaken in different parts of the world need to be given direction with common guidelines, which -while allowing for customization to local needs- ensure quality and similarity of analyses. ENAs should be precise, short, and easy to read and should always keep in mind the various user groups it is aimed at. Programmers, senior management, donors, government partners and the media are interested in different aspects. For example, it is important to keep in mind the level of detail, rigor and precision managers need to take timely decisions.

On ENA information

WFP, in order to assess the scope and impact of emergency food requirements, needs baseline information. Where VAM studies have been conducted there tends to be an adequate understanding of the normal food security situation. This information can be used as benchmark to measure the extent to which the situation has changed as a result of a shock. In the absence of VAM information prior to the crisis and in countries without WFP presence benchmark indicators need to be created from available secondary data and – within limits – from information gathered during the ENA exercise. ENAs are not only important for the design of emergency responses; the indicators used are also relevant for ongoing assessments during programme implementation and evaluation.

On WFPs capacity to carry out ENAs

Finally the discussion came to capacity to undertake ENAs. Who are the assessment experts within WFP? What can generalists do and what needs experts? Capacity building is necessary but should be done in a down to earth manner keeping real needs and costs in mind. In building capacity there is need to pin down what competencies are required in which kind of staff member located at what level. There is also a need for a roster of staff members and of consultants specifying their ENA skills and competencies.

1.3 Consultation Goals as Defined by the Participants

The participants, having had an opportunity to hear the views and expectations of the senior management of WFP and those of the organizers, had an opportunity to define their own expectations. Each participant was asked to write on a card the one most important issue or concern about ENAs that they would like to see addressed at the Consultation.

Participants' views clustered into similar groups

- Need for more **standardized ENA guidelines/methodologies** and institutional support for various types of 'needs' assessment [11/32];
- Need for more clarity in **defining functions of ENA within WFP** (especially clarifying roles of VAM versus Food Security Units versus OHA in undertaking ENAs) [6/32];
- Guidance on how to **generate credible assessments** in a timely fashion (quality versus urgency trade-offs) [5/32];
- How to **meet donor, press and other demands** (stream-lining the message), while not compromising WFP autonomy [6/32];
- How to tie ENA into more **appropriate programmatic responses** [4/32].

2 Towards Streamlining and Institutionalizing ENA

Every year WFP carries out or participates in a great number of emergency needs assessments of various types (e.g. refugees, cyclones, and drought). Since emergencies differ in their scope and nature, the approaches, skills and capacities necessary to assess their possible effects also differ—even though the objectives of the assessments remain largely the same (i.e., how many people are affected? how much food do they need? for how long?).

2.1 ENA in WFP

The basics

Within WFP a range of "emergency needs assessments" are conducted. Although the Consultation focussed on the **assessment of food aid needs in emergencies**, closely related assessment foci were acknowledged. These include: food security analysis (baseline), vulnerability analysis (coping capacity), food security monitoring (early warning), logistics capacity assessments, multi-sectoral needs assessments and evaluation of the food security impact of food aid interventions.

Independently from the specific nature of an emergency, there are **four key information needs** that ENA has to meet.

Key questions in ENA

- Is emergency food assistance needed?
- How much and what type of food is needed, and when?
- Who needs it, where and why?
- What options exist for delivering food assistance?

To establish the tonnage of food aid needed ENA needs to **distinguish between chronic and acute food insecurity conditions** as it is meant to measure the needs generated by a shock.

- Tonnage needed?
- Number of people requiring food aid?
 - Amount required per person or household?
 - Type of food required?
 - Timing and duration of requirement?
 - What is the total food shortage? How much of this will be met through commercial and other

To establish who needs food aid ENA has the task to **identify and describe the people in need**, where they are and why they need to be assisted.

- Which people should be targeted?
- Who are they (types of households, members within household)?
 - Where are they (which regions, localities)?
 - Why can't they help themselves (availability and/or access and/or utilization of food)?
 - Why can't the government cope with its own resources?

Modalities for food aid distributions will vary according to various parameters such as severity of the shock, impact upon the population, presence of implementing partners, etc. ENA would have to look into what are the **options for delivering food aid**.

- How to reach needy people?
- What types of intervention and what targeting criteria should be used?
 - Who could implement the intervention?
 - How can the food best be obtained and delivered (procurement, logistics, and security)?
 - What would be the cost to WFP and its partners?

In order to show that food aid is justified ENA needs to discuss the likely evolution of the **situation in the absence of an external food intervention**.

- What would happen without food aid?
- Increased rates of mortality and malnutrition?
 - Depletion of income or assets below levels needed for minimum subsistence?
 - Harmful coping strategies?

Gathering Information

ENAs gather pre-crisis information from **secondary sources**. Quantitative and qualitative data on food availability, accessibility, utilization is analysed along with data on risk frequency, magnitude and any previous disaster impact. Baseline food security and vulnerability studies carried out by VAM are often critical for a good emergency needs assessment, i.e. the assessment of the impact of a shock on the population's food security.

Primary, crisis-related **information** need to be collected, analyzed and compared with benchmark indicators. Various methods for data collection are used as information needs vary according to the nature and the stage of the crisis.

- Primary data collection approaches
- Rapid Assessments
 - Household Food Economy Analysis
 - Sample surveys

Primary data collected by WFP and partners relate to **crisis impact, expected evolution and response capacity**. Data collection also differs in terms of **geographic aggregation**, i.e. between national, district, community, household and individual level.

ENAs information needs thus depend on the phase of an emergency (e.g. initial crisis, protracted relief, etc.) and its magnitude. In some cases aggregate data at regional/district level might be sufficient to draw conclusions on whether or not the geographical area is confronted with a shock for which food aid is necessary. In some other circumstances detailed information at household or even individual level might be necessary to properly and effectively target people highly at risk.

Nature and Stages of Assessment Missions

ENA capacity can be called upon at different **stages** of an emergency. WFP assessment missions can range from rapid, initial reconnaissance assessments typically deployed at the early stage of a sudden crisis to in-depth household-based risk and food security assessments, which will guide the programme design and the beneficiary targeting. Within this range and based on the **nature** of the emergency (e.g. conflict, natural disaster) WFP undertakes formal mission assessment jointly with FAO, UNHCR and other agencies and NGOs.

Typical ENA Assessments Mission by nature and stage of an emergency

Nature	Initial	Formal			In-depth
	WFP Rapid	FAO/WFP	UNHCR/WFP	UNDAC / OCHA	WFP Detailed
Slow onset	O	X			O
Sudden onset	X			O	O
Refugee	O		X		O
Conflict, including IDPs	X	O		X	O

X – more often

O – less often

Note: ‘UNDAC/OCHA’ = OCHA-led UN interagency assessments

The government may be a partner in all of the above except the FAO/WFP missions

Users of ENA information

ENA reports are the basis on which WFP’s management decides **whether an emergency situation warrants a food aid intervention**. ENA information and findings are further used by WFP to **design emergency food interventions** aiming at saving lives, mitigating the negative impact of shocks upon population’s food availability, access and utilization, and help vulnerable populations to cope with the effects of the shock. Equally, ENA information is important for WFP’s **resource mobilization and public relations**. In many instances, the information is also shared and used by other **aid agencies, NGOs, Government, donors and media**.

2.2 ENA links with Programme Design

How ENA information and findings are used by WFP for the design of Emergency Operations (EMOPs) or Protracted Relief and Recovery Operations (PRROs) depends on two factors: The phase of an emergency (initial, protracted, etc.) and the type of emergency (slow onset, sudden, complex etc.).

The probably most critical aspect in ENA from a programming point of view is the **trade off between assessment quality and timeliness**. Every effort should be made to assess the need for WFP operations in a professional and credible manner. However, it should be kept in mind that a good assessment, done in a timely way, is more valuable than a perfect assessment whose information comes too late for an effective emergency response by decision makers and project designers. By the same token, it is important that assessment reports and project documents do not overstate the knowledge available at any given time. Project activities need to be designed to respond to emergency situations in a timely manner using the best information available. Project document should acknowledge what is known and what is not known about a situation. Provisions should be made in the assessment report and the project document to assess problems that are not fully understood. With more time and if and when the situation changes, more detailed assessment information should become available and be incorporated into the intervention design, if necessary with additional funds from a budget revision. It is understood that a Country Office and Regional Bureau may sometimes have to rely on number of informed assumptions in designing the initial emergency response through “IRA EMOPs” and “short term EMOPs”. However, “one-year EMOPs” and PRROs should be based on solid data that would come out of more thorough and formal emergency needs assessments.

The main actors in ENA and the type of ENA conducted vary over the **duration** of an emergency but also depend on the specific **nature of an emergency**. In most situations the Country Office (CO) would be responsible for the initial assessment of emerging food crisis situations (Regional Bureau for countries without WFP presence). Depending on the nature of the emergency and the make up of the WFP Country Office outside, specialized expertise could be called in at different stages. In the case of slow onset emergencies (a regional drought) it should be possible to organize a specialized assessment mission before a full-fledged EMOP is mounted. The need for specialized assessment conducted by Regional Bureau or Rome based support units (VAM, Nutrition, OHA or OT) would become most pronounced in the preparation of a one-year EMOP or PRRO.

It might also be appropriate for WFP to make more use of Management Review Missions (MRM) in improving and fine tuning the design of EMOPs. MRMs could be tailored to look at particular aspects of an EMOP such as targeting issues, beneficiary selection criteria, numeration and registrations issues, rations scale (taking into consideration recipients’ access to non food aid sources of nutrition and “food taxes” that recipients may need to pay), the need for supplementary feeding and selection of implementing partners.

	Slow onset	Sudden Onset	Refugee	IDP Conflict
Response				
IRA EMOP < \$200,000	WFP CO FAO/WFP Country Teams	WFP CO UN Disaster Management Team	WFP CO WFP/UNHCR Country Teams	WFP CO UN Disaster Management Team
Short EMOP 2-3 months	FAO/WFP CFSAM or MRM with WFP RB/HQs support	OCHA UNDAC or MRM with WFP RB/HQs support	WFP/UNHCR JAM	OCHA CAP mission or MRM with WFP RB/HQs support
One-year EMOP and PRRO	Annual CFSAM and Detailed (VAM) Assessment	Detailed (VAM) Assessment	Annual JAM and, as required, Detailed (VAM) Assessment	Annual CAP and Detailed (VAM) Assessment

It is important that assessment exercises are coordinated and/or conducted jointly with other interested players such as NGOs, UN Agencies, donors, governments and others. WFP should work with others in assessing operation up to the point of critical failure, i.e. until the coordinated assessment process has become too onerous and slow to produce useable results.

Turning ENA findings into food intervention design requires that programmers also **take operational aspects into consideration**. This may at times necessitate including some relatively more food secure groups in a targeted food distribution in order to ensure that highly food insecure groups obtain life-sustaining assistance. This may be the case for cultural or political reasons or to ensure an acceptable level of security in an operational theater.

2.3 *ENA links with Resource Mobilization and Advocacy*

Resource Mobilization and Advocacy have specific requirements in terms of ENA information as the target audience may include the recipient government, donors and the public in general. Messages from ENA reports for a non-WFP audience therefore need to be:

- **Timely**, as release of preliminary information is vital. “Appropriate imprecision” is fine since a rough estimate is better than no estimate. However, it should be acknowledged that numbers of affected people and related food aid requirements are preliminary best estimates that will be improved and up-dated as early as possible.
- **Credible**, explaining what was measured, what is the magnitude of the problem, how conclusions were drawn and who participated in the ENA.
- **Comprehensive**, including estimates about other needs, if and how the government and donors are responding. A one-page executive summary would also be of benefit.
- **Contextual**, presenting the story and the potential/likely scenarios (e.g. what would happen if no assistance was provided) in a simple but effective manner. Focus on people and relate figures to people (e.g. “one in 10 children is acutely malnourished”)
- **Reader Friendly**, outsiders would not understand WFP-related acronyms or technical vocabulary and therefore its use should be reduced or avoided (see box)

Common WFP phrases that mean nothing to many outsiders

- EMOP, PRRO, SO, VAM
- Asset depletion
- Vulnerable groups
- Food security
- Coping strategies
- Difference between:
 - Acute and severe malnutrition
 - Stunting and wasting
 - Supplementary and therapeutic feeding
- Distress migration
- Food basket
- Wet ration
- Dry feeding/ration
- JFAM, CFSAM, JAM....

2.4 ENA Best Practice by Emergency Context and Type of Assessment

Participants were asked to form four working groups and complete two exercises with a view to “download” their experience and make it accessible to WFP at a corporate level. For the first exercise the four working groups had to examine the information needs and assessment skill requirements according to the different **emergency contexts**.

The emergency contexts analysed by the four groups where:

- Sudden (natural) disasters such as floods, earthquakes, cyclones/hurricanes, volcanic eruptions
- Complex (conflict) emergencies
- Refugee crises
- Slow on-set (drought) emergencies

The groups distinguished information requirements at different stages of the emergency (from pre-crisis to initial crisis to seasonal and protracted situations). They considered typical constraints encountered in carrying out assessments and the specific interests of different users (WFP managers, donors, media). Finally the working groups identified the skills (and type of staff/experts) required for conducting the specific emergency needs assessment. The findings from this exercise are contained in Appendix 1.

The second exercise had four working groups “download” their knowledge and experience regarding best practices by **type of assessment**. The types discussed where:

- FAO/WFP Crop and Food Supply Assessment Missions
- WFP/UNHCR Joint Assessment Missions
- OCHA/UNDAC Inter-Agency Assessment Missions
- WFP In-Depth Assessments

Most groups structured their discussions under the following headings: “What works?”, “What works less well?”, “skills required” and “recommendations”. The findings from this exercise are contained in Appendix 2.

3. Roles and Responsibilities in ENA

Country Offices, Regional Bureaux and Headquarters play different roles and have different responsibilities vis-à-vis ENA. The participants discussed the levels at which various ENA activities would normally best be performed.

3.1 Country Offices

WFP works in more than 80 countries throughout the world, most of them least developed countries. While governments’ capacities are very heterogeneous WFP’s presence is predominantly determined by the size of its operations in the country. This means that WFP’s ENA capacity is generally a function of the size of its WFP Country Offices and not necessarily a reflection of the host country’s own capacity to support assessments.

A common denominator in nearly all situations is that it is the Country Office that initiates an ENA activity. It also has the responsibility of coordinating closely with the host government and in many cases defines the level of seniority of an assessment mission. If a VAM officer is present in the Country Office needs assessments tend to benefit from better baseline vulnerability and food security data and technical support provided to the ENA process. The Country Offices “institutional knowledge” assists in the monitoring of chronic emergencies.

3.2 *Regional Bureaux*

Regional Bureaux frequently have the dual role to provide necessary **technical expertise** in designing, managing and carrying out ENAs and **to coordinate/support** (e.g. staff, funds, etc.) the assessment. They thus help Country Offices to develop Terms of Reference, manage the ENA process and often also lead and conduct ENA activities. Regional Bureaux, moreover, support Country Offices through training activities related to ENA, interact with UN partners, clear final assessment reports primarily for quality control and content and in some cases coordinate with governments. Finally, Regional Bureaux are responsible for regional ENA activities.

Recommendations for strengthening Country Offices 'and Regional Bureaux' role in ENA

- Senior national officers should be the main focus of ENA capacity building although the scope for junior officers to contribute to ENA activities should not be ignored.
- Staff capacities in ENA should be assessed and levels of competencies distinguished. (For example, in Southern Sudan there are 'core' ENA officers who have high levels of experience, speak English well and can write reports. In Northern Sudan, ENA capacities rest with a VAM officer supported by more general staff.)
- From the above there are likely to be two levels of competency in Country Offices and thus two different training/capacity building approaches are necessary.
- Senior managers (Country and Regional Directors) need to: (a) Understand ENA needs/issues; (b) Know what type of ENA activity and support to call for; and (c) be able to ENA process and products.
- Country Office ENA capacity may not be needed where disasters/emergencies are infrequent. A qualified officer from a neighbouring Country Office or the Regional Bureau can address any ENA requirements.

3.3 *Headquarters*

In Headquarters, OHA/ENA and VAM are the main reference units for ENA-related activities. Their role is basically to consolidate guidelines, standardize practices and outputs, define core competencies, provide guidance, technical support – staff, consultants, skills training and materials, and funds, as well as to play a “political” role towards donors, the WFP Executive Board and other UN agencies.

ENA versus VAM responsibilities

The **ENA function** in WFP focuses on the Assessment of Food Needs in Emergency Situations. It measures the acute food insecurity caused by the shock underlying the emergency situation. Taking into consideration national and household coping capacities ENA establishes the need for external food assistance (number of beneficiaries * food ration size * duration), provides initial direction for targeting and information on emergency response options (implementation capacity, logistics, procurement and security, cost). Inter-agency coordination in joint assessments, production of operational guidance and capacity building among WFP staff are further tasks for the ENA function.

The **VAM function** in WFP provides baseline vulnerability/food security information against which the incremental needs of the emergency situation are being assessed. VAM also assists in refining the targeting of food assistance in relief operations that were formulated on the basis of an ENA. The technical capacities of VAM staff contribute to design, implementation, analysis and visualization of ENAs as well as the development of assessment methodologies and training.

3.4 *MOUs and Partnerships*

The consultation reviewed existing partnerships and formalized agreements relating to ENA such as Memoranda of Understanding (MOU) and joint guidelines.

At the UN inter-agency level MOUs relevant to ENA exist between WFP and UNHCR, UNICEF and ICRC. Close partnerships exist with FAO, UNHCR and OCHA/UNDAC. Joint guidelines relevant to ENA have been developed with FAO, UNHCR, UNICEF and WHO.

There are also close or frequent links in ENA between WFP and a number of NGOs, especially SCF-UK, MSF, ACF etc. MOUs have been signed with an even much greater number of NGOs although no specific reference is made to collaboration in ENAs.

Key issues relating to partnerships with NGOs:

- Global MOUs with NGOs (like SCF-UK) are too general and open-ended.
- NGOs seek credibility through partnership, but also WFP gains credibility through partnerships in assessment. However, the value added of ENA partnerships needs to be more clearly defined and managed within WFP (including: What is the definition of a quality ENA? Can partners be held to that standard?)
- WFP may need to consider setting in MOUs minimum standards for partnerships with NGO in ENA.
- Can WFP require more in MOUs of NGOs in order to ensure that contributions to the ENA process are timely and focus on targeting decision output?
- A WFP conceptual framework for ENA would help in discussing and developing MOUs.
- Developing a central roster of potential NGOs and consultants accessible to Regional Bureaux and Country Offices was widely suggested. The roster would define skills, experience and availability.

4 **Current in-house ENA capacities**

WFP's in-house capacities in ENA rest on two pillars: its staff and its guidance materials.

4.1 *WFP ENA Skill Inventory*

Some important insights emerged regarding WFP staff members ENA skills. Some 125 responded to a survey conducted among 150 WFP staff with good ENA experience. These staff members, ranging from general service staff and national officers through to international professionals and directors, roughly equally male and female, reported to have a good general familiarity with methods often adopted to carry out ENAs. However, when asked to self-assess their ability in the use of specific analytical methods and statistical tools the results were more modest. [See details on study results in Appendix III].

Analytical skills

- 80% of the respondents have indicated to be able to carry out **food security/vulnerability** analyses and **secondary data** analysis;
- Less than 60% have also indicated to be familiar with **livelihoods** analysis;
- Conversely only 33% said they are able to interpret **nutritional** data and even a smaller share, 25% and 16%, are familiar with **anthropometric** data and **public health** analysis respectively;
- Respondents with **political analysis** skills or with **high-level negotiation** ability were 50% of the sample.

Skills in assessments methods

- A large number of respondents, 80+ percent, reported to be able to conduct **semi-structured interviews** or **focus groups** discussions;
- About 70% have familiarity with the use of **checklists** and/or **RRA/PRA** methods;
- A smaller number, 65%, knew how to conduct a **sampled household survey**;
- Finally, 55% of the respondents indicated to be familiar with **Household Food Economy** approach.

Although the large majority of the respondents feel they can carry out a secondary data analysis or collect primary data, their skills in the practical use of statistics and data analysis software are rather weak.

Skills in the use of statistical tools

- Those able to use **descriptive statistics** or **regression analysis** are only 40% and 26% respectively;
- This rate declines to 20% when it comes to **multivariate statistical analysis**;
- Only 40% of the respondents know about **household sampling**;
- However, more than 70% said that they are able to develop **questionnaires** for community and household surveys and about 50% seem to know how **to select, train and supervise enumerators**;
- Respondents' ability to design, collect and analyse a **nutritional assessment** is even weaker, only 20% of them report to have some experience.

Skills in the use of statistical software

- About 75% of the respondents know how to use **Excel** but only 38% and 29% respectively can also use **Access** and/or **SPSS**;
- The prevalence of respondents able to use **Epi-Info**, a software package to analyse nutritional data is as low as 18%.

The incongruence between the respondents' perception of what they are able to do in terms of ENA analysis and their skills in the use of specific methods and tools suggests that there is insufficient clarity about WFP's actual capacity to carry out more detailed ENAs, including food security and vulnerability analyses. The rather low skills in the use of basic methods and tools to collect and analyze data also indicate that WFP's current assessment capacity relies more on an intuitive and anecdotal use of information. It would thus be important to better define what are the information needs and standards of the various assessments and how detailed, representative and rigorous they should be.

Another issue that should be clarified is who needs to have the skills to design an assessment, collect the data and analyze them in a rigorous but also pertinent way to provide useful information to WFP decision-makers. Moreover, should all WFP staff be trained in all areas from negotiation skills to statistics? Would a general training address the capacity problem or should WFP invest in building certain skills and address the more technical needs through outside expertise?

4.2 Existing ENA Guidelines in WFP

Participants were asked to review the existing ENA and ENA-relevant guidelines in terms of frequency of use, relevance, usefulness, weaknesses and strengths. The following WFP guidance material was identified and commented upon.

Red Book- 'Assisting in Emergencies – 1991-93 (only 3 participants had used)

- Outdated
- Consists of checklists of information for ENA (like the Bible)
- Generic
- Has many *proforma* guides in it for TOR, etc.

Emergency Pocket Book, 2002 (sometimes referred to as the 'Blue Book')

- New, comprehensive and useful
- Strong on rapid assessments
- Aims only to provide some key reminders, not a comprehensive guideline
- Somewhat operational (debated) but doesn't go in-depth for specialized issues
- Good for generalists
- User friendly
- Needs to be translated into Spanish and French

WFP Food and Nutrition Handbook, 2000 (3 participants had used)

- Exist also in Spanish and French
- Reprinted in English in 2002 with minor corrections
- Well distributed but not universal
- Better when accompanied by training
- Training is in demand and is necessary for proper utilization
- Need to distribute the translated forms

UNHCR/WFP Estimating Food Needs in Emergency Settings, 1997

- New version in draft (nearing completion) will be joint UNHCR/WFP/WHO/UNICEF
- Is a document rather than handbook
- Similar information is in the Pocket Book and WFP Food and Nutrition Handbook
- Good as a means to ensure consistent guidelines among agencies

ENA Guidelines, 1999 (6 participants had used)

- Not universally distributed but on *WFP-go*
- Summaries of types and methods (food economy oriented)
- Summaries of information needs with priorities
- Comprehensive and concise checklists
- TOR for WFP / Mission leaders
- Outdated – need to add timeliness, sampling, nutrition, etc.
- Some technical details may not be useful

Gender guidelines (2 participants had used)

- CD-Rom and *WFP-go*
- Checklist for assessment and gender issues
- Very general guidelines
- Also includes M & E with gender

SEAGA (Socio-Economic and Gender Analysis) – Joint WFP/FAO, DRAFT 2001 (only 4 participants had heard about it)

- Links participation between project, country programme, and organizations
- Tools and structures to promote gender considerations
- Can be useful
- Condensed version – SEAGA Passport recently released by SPP

Core Components of Emergency Food Needs Assessment, draft 2002 (Green book) – 6 participants had used

- Lots of information – training orientation
- Less functional (in draft form still)
- Explanations, but less guidance
- PDM contains much of this information

M&E Guidelines –as of December 2002

- Has Monitoring and Baseline survey information on how to incorporate ENA into M&E and operations
- Qualitative methods
- Training at country office level (as well as all levels and all programmes)

Participatory Tool Kits

- Programme cycle focus
- All tools for needs assessments – mainly rapid
- Focus on participatory methods in ENA (emergency context)
- Training local staff and counterparts is necessary to use this tool kit
- Depends on the ability of the personnel too much

Program Design Manual – PDM

A new, revised version was released in November 2002, which includes general guidelines on the organization and phasing of assessment and on assessing six distinct aspects:

- the context of the crisis;
- household food security;
- the nutritional situation;
- institutional means for implementation;
- resource availability; and
- logistics needs and capacities.

The guidelines provided are synthesized from the other listed documents and refer to them for further details. The ENA relevant PDM pages, like all the pages relating to EMOPs and PRROs, are prefaced by a note that they are expected to be further refined.

4.3 *Future needs in ENA*

Strengthening ENA guidance materials:

- A consolidation of the various existing guidelines into an expanded and up-dated version of the ENA guidelines. However, including everything into one master volume of ENA guidelines may not be useful.
- Presentation of different approaches with indications as to the circumstances in which each could be appropriate.
- Specific guidance on sampling methodology.
- Guidance on and tools for analysis and interpretation of findings.
- An agreed WFP food security analytical framework: the one included in Patrick Webb’s presentation (see Appendix IV(a) could serve as a basis for discussion.
- Appropriate use of checklists (see box)

Checklists – are they appropriate or not?

- Good for national staff
- Too general – need context-specific adaptations and guidance
- Can be restrictive
- Depends on issues, training and expertise
- Exhaustive menu is often better and works well
- Red book checklists are good and need to be consolidated and updated to include two levels: core and specialized levels

Strengthening staff skills

The study of WFP staff with ENA skills provided the consultation with a sense of existing human resource capacities. The breakdown into the three categories of (a) ENA mission leaders, (b) staff with special ENA skills (ENA mission members) and (c) staff with special technical/analytical skills was considered a useful basis for working towards “profiles” for ENA specialists. Minimum ENA skill requirements for WFP non-specialist staff (generalists) would also be specified and incorporated (in cooperation with HR) into WFP’s standard job profiles for professionals.

Capacity building in ENA skills should follow the two-track model of specialist and non-specialist staff. Training modules would focus on creating ENA awareness and basic skills in rapid needs assessments for non-specialist WFP staff. Strengthening WFP’s pool of staff with specialist skills would require a more tailored approach. Regular exchange of information among networks of specialists and mentoring would be among the main methods adopted.

A necessary compliment for WFP’s own capacities in ENA will need to remain a quality roster of ENA consultants and more systematically pursued ENA partnerships with competent NGOs and other institutions.

5. Insights, Conclusions and Way Forward

The ENA context and framework

Needs assessments should not be perceived as single, isolated events. WFP Country Offices should have a personal investment in ‘continuous’ situation reports—a rolling understanding of needs, capacities and constraints by region and different population groups. Of course, those countries with chronic emergencies have the highest capability to do this—those with only development activities hit by sudden onset disasters are usually weakest. Regional Bureaux and HQs need to be prepared to provide and augment ENA capacities, especially in the event of large, sudden emergencies in countries with small or no WFP Country Office.

There are entrenched concerns about clarity over ‘baselines’ versus benchmarks, versus food security monitoring and early warning, versus M&E and Evaluation. Where is the end of ENA, and when do other “needs information” requirements begin? An ENA framework should bring out the linkages between ENA, baselines/benchmarks and early warning as well as ENA, food security monitoring and evaluation. An adequate understanding of the baseline situation (i.e. food security, risks and coping capacities before the crisis) is critical for a good assessment of the needs caused by the emergency (shock). Equally important is the linkage between ENA and on-going food security monitoring after the crisis as well as ENA and evaluation of the food aid intervention in response to the assessed needs.

Assessment of ‘emergency needs’ requires analysis not only of ‘food needs’ but also the capacities and constraints for addressing these needs through food interventions—especially partner capacity, infrastructure, political constraints, and social/cultural issues. ENA products must further demonstrate an understanding of (a) underlying causes, i.e. context and dynamics that led to the crisis, (b) answer the question of what would happen without food intervention, and (c) discuss non-food needs related to the food aid intervention. Especially constraints by host government to respond adequately to the crisis should be better explained in ENA reports.

The much called for WFP ENA framework would finally also have to clarify that there are different types of emergencies (slow on-set, sudden, refugee, conflict) that require different types of needs assessment along an urgency continuum (rapid, detailed, re-assessments). Moreover, there are different audiences with different expectations towards ENA outputs (resource mobilization, operational response programming and media). Resource people and PR units need an ENA product (for donor/public consumption) that includes “rigorous anecdotes/qualitative stories” (rigorous imprecision) and is quickly available (24hr media coverage and information flows). Programme designers and implementers require more from ENA products than just the number of people in need of food aid. Targeting and operational strategies benefit from ENA information about programming options (Food For Work, school feeding, wet feeding, micronutrient supplementation), delivery channels, implementation capacities and prioritization of needs.

In working towards best possible quality of ENAs, WFP should (a) document and make easily accessible ‘good’ ENA products (for reference) and (b) explore funding sources for a ‘backward-looking analysis’ of ENAs and the subsequent operational response (including cases where ENAs signaled a need but no EMOP followed or examples where an assessment recommended no WFP action – as in East Timor, South Pacific, Mongolia). A special concern regarding the credibility of ENAs arises where (c) political and senior management pressures indicate that there will be no or limited resources for an emergency response (e.g. due to low visibility/high cost/low capacity like in the Pacific Islands in the late 1990s). Conversely, there might be pressure from aid agencies to “keep operations going” or achieve a certain size of the programme. Objective assessment of needs is indispensable for any ENA effort. Also specific needs should be fully reported even if operational programming may not immediately be able to respond

Guidelines and methods

How vulnerable people experience a “food emergency” differs significantly. WFP ENA guidelines and methods must bear in mind the different emergency types/scenarios and their impact on people in (loss of income, displacement – refugee, IDP -, widespread food shortage, etc.). WFP inter-agency partnerships with FAO, UNHCR, OCHA and UNICEF should continue to play an important role in the assessment of these different types of emergencies. Joint guidelines should be reviewed and/or drafted bearing in mind the “best practice” findings in the appendix of this report.

WFP ENA guidelines will also need to differentiate between different stages of an emergency (initial rapid assessment, in-depth assessment, etc.) and specific concerns (nutritional status, household food self-reliance, etc.). Rapid assessment guidelines should be developed on basis of best practice examples. Good examples of ENA reports and materials should be gathered and made accessible, e.g. on WFP’s EP WEB. Nutrition data are increasingly called for in both assessment of ‘need’ and in demonstrating impact. More clarity on collection and use of data on the nutritional situation and their relationship to household food security analysis is required. The way forward on this has still to be defined. Country specific situations, available expertise and scope for partnership will influence the methods adopted.

As different audiences/users of ENA information have different requirements, guidelines should include ENA report formats and templates. These could include directions on (a) minimum information requirements (as opposed to a checklist) for each type/stage of ENA; (b) a two-page summary plus “rigorous anecdotes and pictures” for use by the resource mobilization and advocacy & public relations divisions; (c) information on implementation options and targeting strategies to support programmers; and (d) potential measures of impact/success.

ENA Training and Human Resources

Skills needed for carrying out ENAs include intuition, in-sight and creative understanding. This cannot be achieved by training, which leads to the idea of cadre of specialist/professionals relating to ENA— though the potential for this remains somewhat uncertain. Another area of skills sometimes missing is the ability of the ENA implementer to discriminate between potential mechanisms of food delivery. As programming implications and scenarios must be part of the ENA exercise, capacity building and training needs to include essential programming and targeting concerns.

Lack of awareness about the role of ENA among senior staff and management can constrain optimum use of the assessment findings for the emergency response. “Politics” at senior level (such as recognition of refugee caseloads in Thailand) should not damage the credibility of the ENA. Senior managers should be brought on board and support ENA conclusions. This would also ensure fuller use of ENA data and better understanding of the impact of the relief intervention (did the needs situation change due to the intervention or did the situation change regardless?).

WFP’s training and capacity building strategy in ENA should follow a dual track approach: (a) Specialist training for in-house ‘career track’ professionals who would focus on ENA, alongside the creation of a central roster of consultants/NGOs with a track record of good ENAs; (b) ‘Management of process’ and ENA awareness training for more senior HQ and RB staff; and (c) general training on core tasks, skills and competencies for country office staff (national and international officers). Identifying strong capabilities for ENA among even ‘junior’ local staff to should be encouraged and supported.

Major insights and conclusions of the ENA consultation also included the need for HQs and RBs conceptual guidance and funding support for priority assessments as well as efforts to strengthen collaboration with partners in ENA, UN agencies, NGOs and others.

APPENDICES

Appendix I – Working Group Outputs: ENA Best Practices by Emergency Context

Information Needs and Assessment Skill Requirements in different Emergency Contexts

WG.1: Sudden Disasters (flood, earthquake, cyclone /hurricane, volcanic eruption)

Information required:

Pre-crisis

- Contingency plan
- Knowledge of the effects of previous events and subsequent assistance operations
- Logistics Capacity Assessments (LCA)
- Mapping of likely vulnerable areas by shock type
- Identification of disaster prone areas

Day 1 - in the office

- Geographic areas affected
- Approximation of total number of people in affected areas
- Likely impact on access to food (hypothesis)
- Available in-country stocks and logistic means, including staff
- National response capacity & government linkages (and staff)
- Share information with partners
- Identify potential partners and co-ordination mechanisms

Day 3 - in the field

- Confirm first day hypotheses concerning the impact on food security, capacities available, etc.
- Estimate the numbers of people in need of immediate food assistance and quantify the need, including needs for food production, for the next few days
- If the WFP staff are alone, and no one else is assessing needs in other sectors, identify possible areas of non-food needs
- Confirm whether there is a need to launch \$200,000 Immediate Response EMOP

Day 14 - in the field

- Further refine the initial assessment concerning the impact on food security hypothesis, capacities available, etc.
- Information on markets, seeds and crops
- Estimate the numbers in need of food assistance beyond the first few days and quantify these longer-term food needs.
- Confirm need to launch longer term EMOP

After 6 months

- Updated food security analysis
- Ongoing assessment activities

Skills needed:

Co-ordination & management
Credibility
Common sense and experience
Inter-personal skills
Analytical skills
Food security analysis

Socio-cultural awareness
Writing skills
Logistics
Security Awareness
Vulnerability Analysis and Mapping

WG.2 Complex Emergency

At start of a complex emergency, WFP will usually conduct joint ENAs with other partners. During the emergency, subsequent ENAs may be conducted either jointly or by WFP alone.

Information required:

Problem analysis

- Political/socio-economic/religious situation
- Population movements (from where – to where)
- National/regional/local-level resources and capacities
- Geographical locations of groups

Impact (For each category or group affected by the shock, the ENA should describe:)

- Situation pre-crisis;
- What is the shock?
- What is the impact of the shock on this group?
- How does this group now cope after the shock?
- What will be the duration of the impact of the shock?
- What numbers of persons are affected from this group?

Coordination

- Government (national/local);
- UN Framework;
- INGOS/NGOs;
- Donors;
- Military/militia groups.

Constraints

- Insecurity;
- Lack of access;
- Logistics and resources available
- Climatic;
- Local capacity (Implementing Partners).

Findings/recommendations

- Yes, food aid is needed or No, not needed for X category/group of persons.
- If food aid is needed, then what type of intervention, how much food aid (MT), to whom, duration and location of intervention. [Also, type of food ration].
- If food aid is not needed, then what are the points for advocacy for WFP;
- What are the logistical arrangements;
- What is the timing of the next assessment?
- What is the exit strategy?

For whom is the information and when?

For whom?	At start of emergency	During an emergency
1- WFP managers (CO, RB, HQ)	All categories (1-4)	Focus would be on 2 and 4
2 - Government	All categories (1-4)	Focus would be on 2 and 4
3 - Humanitarian community	All categories (1-4)	Focus would be on 2 and 4
4 – Donors	1,2,3 and to a lesser extent 4	1,2,3 and to a lesser extent 4
5 – Media	1,2,4 and to a lesser extent 3	1,2,4 and to a lesser extent 3

Note category 5 was not considered when deciding for whom is the information.

Skills needed: (not always in the same individuals)

Key skills:

- Negotiation;
- Security awareness and analysis; Civil-military liaison.
- Articulate;
- Socio-economic & political analysis;
- Qualitative and quantitative data collection methods.

Other skills:

- Writing;
- Gender analysis;
- Nutrition; food security; possibly agronomy
- Logistics;
- Photo/video skills;


Other issues:

- There is a need for assessment officers to be available to join such missions at short notice.
- It is important to conduct team debriefings at the end of each day.
- Problems may arise from lack of synchronization of program cycles from the different agencies.
- There may be difficulty in defining overall (inter-sectoral) priorities.

WG.3: Refugee Crisis

	Type of information required		
Users of info	Pre crisis Contingency plans	Acute crisis	Long standing operation
Programme	Building our contingency plans <ul style="list-style-type: none"> • Estimation of numbers • Possible location • Security • Political situation 	All info required to set up an operation <ul style="list-style-type: none"> • Number and rate of influx • Population profile • Location / direction • Overview of nutritional and health situation • Security • Local population needs as a result of the refugee influx 	<i>Info required to start programming/targeting and exit strategy</i> <ul style="list-style-type: none"> • Coping strategy • Living conditions • Nutrition survey • Post distribution monitoring • In depth analysis (nutrition ,self reliance , logistic) • Relationship between refugee and host population
Evaluation	<ul style="list-style-type: none"> • No info required 	<ul style="list-style-type: none"> • Mortality rates • Nutrition data if any • Number of people assisted 	<ul style="list-style-type: none"> • Nutrition data (anthropometric) • Level of self reliance
Donors	<ul style="list-style-type: none"> • Generality re number and possible quantity of food stocks 	<ul style="list-style-type: none"> • Number • Food needs • Description of nutrition and health situation • Description of risks if no intervention • Duration/timeframe 	<ul style="list-style-type: none"> • Realistic assessment of the needs and info on targeting (who's ration is being reduced, modalities to phase out, how we adapt the assistance to the actual needs)
PR	<ul style="list-style-type: none"> • Limited to general alert 	<ul style="list-style-type: none"> • # of deaths per day • # crossing the border • # of children at risk • Estimate of budget requirements 	<ul style="list-style-type: none"> • Successful integration stories • Impact on local population
Skill required	<ul style="list-style-type: none"> • CO driven • HCR and UNDMT participation • Little intervention of RO • Skills: programmers and logistic 	<ul style="list-style-type: none"> • Programmers • Logistic • Nutrition 	<ul style="list-style-type: none"> • High negotiation skills to deal with UNHCR • Technical people for in depth assessment
Cross cutting issues	<ul style="list-style-type: none"> • Registration and numbers • Food basket size and quantity • Exit strategy 		

WG.4: Slow-Onset Natural Disasters (Detailed Assessment)

<i>Slow Onset Drought</i>	<i>Beginning of the season</i>	<i>Lean period pre-harvest</i>	<i>Harvest</i>	<i>Immediate Post-harvest</i>	<i>Post-harvest</i>	
<u>Activities</u>	Early Warning Contingency Planning Food Security Analysis	Rapid Assessment			FAO/WFP CFSAM	Detailed Vulnerability Analysis
	Consensus building / Networking / Partners mobilization					<i>Intervention preparation</i>
						
Information required	<ul style="list-style-type: none"> • Rainfall performance • Crop forecasting • Livestock (health/sale) • Socioeconomic information (at macro/ micro level) 	<ul style="list-style-type: none"> • Localized assessment (through EW information) • Community/HH access • Mortality / Malnutrition • 'People Stories' 	<i>Harvest</i>	<ul style="list-style-type: none"> • Availability (macro) FAO • Access / Vulnerability WFP • Prices => Bottom line (effect on people) 	<ul style="list-style-type: none"> • As per VAM/SAF guidelines • 'People' Stories 	
For whom	<ul style="list-style-type: none"> • Humanitarian Organizations • Donors • Government 	<ul style="list-style-type: none"> • Partners • Donors • P.I. • Pipeline/Resources 	<i>Harvest</i>	<ul style="list-style-type: none"> • WFP Programming • WFP Management (High level negotiation) • Public Info • Implementing partners 	<ul style="list-style-type: none"> • WFP • NGOs • Government Donors 	
Skills required	<ul style="list-style-type: none"> • Secondary data analysis • Meteorological interpretation • Socio-economic analysis 	<ul style="list-style-type: none"> • Rapid Survey Design • Qualitative Data analysis 	<i>Harvest</i>	<ul style="list-style-type: none"> • High level negotiation • Report writing • Team leader • Agricultural data analysis 	<ul style="list-style-type: none"> • Quantitative analysis • Vulnerability analysis 	

Appendix II – Working Group Outputs: Best Practices by Type of Assessment

WG.1: FAO/WFP CFSAMs

What works:

- Joint TOR (FAO/WFP) developed and shared among agencies
- Well-defined method for field work and analysis (who to interview, etc.)
- Report format (in / exit)
- Selection of the Team members, including WFP technical (VAM)
- Secondary data analysis
- Preliminary mission meetings
- Donor involvement (share the info, agree on current overall situation)
- Multi-agency government/participation
- Team building / buy-in
- Regional approaches
- (Quasi) lead role for WFP
- Joint FAO/WFP CO-level pre-mission activities (data analysis, field rapid assessments)

What works less well:

- Weak WFP presence on mission
- 'Tag-along' with FAO
- Little input to planning process
- Last minute involvement
- Trying to collect food access / vulnerability info ONLY during CFSAM

Best Practices:

Pre-mission (technical in nature)

- Secondary data collection/analysis
- Preliminary geographical targeting for CFSAM travel
- Clarification of roles/approaches between FAO/WFP/Government/Others
- Schedule/planning for technical meetings
- Consensus building on technical issues between FAO?WFP

Field mission

- Inclusion of gender issues (imbalances) on mission objectives/analysis (i.e. have women in the mission teams)
- Include VAM staff when possible (CO, RB, HQ)
- Consider NGOs in field information inputs to food needs assessment
- In-country donors / government presentation and de-briefing of the mission
- Consider full-country/selected areas coverage for assessment mission
- Full involvement of community-level key informants (i.e. district/sub-district)
- Group interview /focus groups discussion by gender
- Include political environment, successive crop failures, poverty (chronic) in findings/recommendations (structural problems)

Exceptional situations:

- Civil conflict + drought
- CFSAM during non-relevant time (eg. 3 months before harvest)
- Well-funded / coordinated efforts
- Additional impact of HIV/AIDS on affected families
- Physical access (remoteness, conflict, political situation/official position)
- Information access (political, 'weak or no presence' etc.)
- Strong Government leadership (eg. Ethiopia, India, China)

Skills required:

- Senior – equivalent to FAO counterpart / experience
- High level negotiation (Senior / technical experience)
- Some Agriculture / Agronomy knowledge (perhaps macro-economic analysis ability)
- VAM (vulnerability analysis, data analysis, mapping) / food security
- Writing skills (Statistics and 'People stories')
- Program knowledge, i.e. implementation modalities
- Gender sensitivity
- Field-oriented people
- Some nutrition knowledge
- Team player / builder
- Qualitative research skills (analysis)

WG.2: WFP/UNHCR JAMs (formerly JFAMs)

What works:

- Donor/ host-country participation in mission
- Good relationship between WFP and UNHCR before mission
- Clear TORs
- Good preparation (indicators, informants, methods etc)
- JFAM not rubber stamp: spend enough time in the field / using PRA, questionnaires
- Briefing kit
- Specialists on the team
- Quality of leader
- Send out questionnaires in advance (to health centres, nutritional centres etc.)
- Include refugee leaders/ women's groups / youth leaders

What works less well:

- Lack of coordination between the COs in case of repatriation
- Joint leadership (need clear ownership and leadership)
- Lack of clear instructions on methodology
- Unilateral organization of field visit
- Team members unaware of WFP policies
- Unrealistic recommendations

Challenges:

- Matching budget cycles of WFP/UNHCR
- Common understanding of basic concepts (vulnerability, self-reliance, food security, etc.)
- Harmonisation of data on beneficiaries numbers
- Ensure binding commitment from UNHCR to provide NFIs
- Reduce differences in grading levels (WFP/UNHCR)
- Reconcile relief approach of UNHCR with WFP more programmatic approach

Recommendations:

- Clarify how to assess Care and Maintenance component of refugee operation
- Quality control of JFAM by RB or HQ or panel of experts
- Collection of baseline data via HHE for all EMOPs/PRROs
- RB/CO to ensure the development of a Joint Plan of Action and ensure that JFAM recommendation are followed up
- Ensure consideration of local population in JAM + follow up where appropriate (inclusion of local population needs in PRRO????)

Skills required:

- Interview techniques
- Experience (requirement)
- Negotiation; firm understanding of policy and politics
- Communication and inter-personal skills
- Nutrition / Food security; Analytical skills
- Leadership
- Gender awareness and cultural sensitivity
- Security awareness
- Toughness

WG.3: OCHA/UNDAC multi-sectoral/inter-agency assessments

The discussion focused on OCHA-led inter-agency missions as the consultation had been informed that the terms of reference of UNDAC missions were in the process of being substantially modified.

The group recognized that inter-agency missions could be organized in three contexts:

- New situations (e.g. Chechnya, at the beginning)
- Sudden changes in ongoing operations (e.g. Sudan, Angola, Kosovo)
- Annual preparation of the consolidated appeal – CAP (e.g. Sudan, Angola, Afghanistan, Chechnya)

The group noted that WFP generally participates in all inter-agency assessments and that food aid typically makes up 70-80% of needs identified in the CAPs.

Overall Leadership Coordination		
	<i>What works well</i>	<i>What works less well</i>
Timeliness	Advance Planning	Annual calendar-based schedule that is not synchronized with crop cycles.
Preparation	<ul style="list-style-type: none"> - Clear sectoral TORs + inter-Agency (info requirements) - Experienced team members (on food & inter-agency) - "Team" Preparation by the DMT in advance of the formal mission - Generating & sharing information - Involvement of national staff (and good interpreters for internationals) - Government/ IPs involvement 	Representatives of different agencies not arriving at the same time.
Donor Relations	<ul style="list-style-type: none"> - Briefings at the start and end of each mission 	
OCHA Role	<ul style="list-style-type: none"> - OCHA coordinates and facilitates 	OCHA tries to 'lead'
Implementation of Assessment	<ul style="list-style-type: none"> - Good logistics for field visits - Field sites informed in advance of team visits - Team splits to cover more sites - Not too much time spent with officials - Agreed arrangements with sub-teams to cover all sectors 	<ul style="list-style-type: none"> - Not enough time – logistics constraints for field visits - Large numbers of assessors interviewing the same informants - Raising expectations among the communities visited - Lack of enough staff
Methodology	<ul style="list-style-type: none"> - Reliance on key stakeholders - Review annual information - Triangulation of information from different sources and perspectives - Non-food requirements (for food use) clearly specified 	<ul style="list-style-type: none"> - Superficial (no primary data collection during the mission) - Lack of guidelines for WFP staff on other sectors, inter disciplinary concerns & WFP's role in inter-agency missions
Overall plan	<ul style="list-style-type: none"> - When an integrated plan with a common strategy is produced 	<ul style="list-style-type: none"> - When the output is merely a consolidated list of individual agency requirements

Skills required:

- Experience in food needs assessment - authority
- Analytical skills (including those necessary for triangulation)
- Negotiations
- Common sense
- Gender sensitivity – having regard to the enhanced commitments to women
- Project design – including targeting (enumeration/registration), multi-sectoral knowledge, livelihoods, nutritional determinants & understanding, interpretation of data
- Writing
- Rapid appraisal techniques
- Cultural sensitivity
- Logistics
- Survival

WG.4: In-Depth Assessments

Objectives:

- Build on appropriate secondary information that allows us to define principal areas of need and likely indicators of need.
- Generate primary data with a view to quantifying number of beneficiaries and targeting criteria, which leads to tonnage needed.

Step 1: Define area/location needing to be assessed (to locate the needs).

The main possible *approaches* are:

- Design an assessment by agro-ecological zones rather than food economy approach (FEA), which is better for rapid assessments, where shock appears to be worst.
- Where pre-existing VAM/FE information exists they may be superimposed on 'shock' locations to guide assessment locale.
- Random sample assessment of entire population.
- Some use anthropometry as a means of guiding assessment focus.

How many communities to assess?

- **Mali**—in area of 4,000 communities affected by drought did statistically representative sample using 70 communities.
- **Afghanistan**—stratified the sample not according to population, but according to land area reliant on rainfall. The focus was on drought, and the same was framed according to pre-defined assessment of major risk factors (livelihood factors), e.g. reliance for cash crops and food crops on groundwater versus rainfall. 2,002 communities were sampled, but the bulk of the sample came from the higher risk areas. They then only included 'average' communities (neither rich nor poor), with 100+ households.
- **Somalia**—FEG analysis established by local VAM defines need. Prioritization is established at district level by Focus Groups with district authorities (building on Currey's work (Delphic approach) in Bangladesh; communities for distribution assessed via site-visits.

- Even in FE areas, micro level effects can be extremely heterogeneous—do not assume that agro ecology or livelihood types are axiomatically the same since different ethnic and other socioeconomic (including caste or religious layers) can be affected in different ways.
- Do not assume that where the shock is worst, the impact on food security is worst. However, beware that where agriculture is more heavily reliant on underground aquifers rather than rainfall, the presence of existing rainfall may not be the best indicator of a crop failure (Afghanistan). In addition, in Burkina Faso where the drought was worst did not necessarily equate where the greatest needs were located.
- Delphic approaches can be quick/participatory and effective where other information lacking. But carries danger of local bias, information gaps (not every 'expert' has all information).
- Dangers with anthropometry is generalization from small samples, often not recent, sometimes not related to food needs (may not explain 'why'—although that can then be determined through the assessment).

Step 2. Household Profiling/Stratification.

Stratification of households is *necessary* in all ENAs. Where graduated food aid response is required, the need is clear. Even if household targeting is not possible you still need to get to an average according to differential needs to derive an overall tonnage location by location. Stratification information is needed for understanding causes and constraints—not just for targeting response. Importantly, there is no single methodology for household or community stratification that is axiomatically better than another.

Approaches include:

- Existing household income surveys may exist, but are of little use to generate profiles and cannot easily be used for targeting.
- Can design and conduct a household survey. It is time consuming and somewhat costly, but may generate greater credibility later down the line.
- Wealth ranking. **Yerevan**—neighborhoods ranked by municipal authorities according to structural indicators of poverty (distance to markets, water access, etc). This was used for Step 1, and then defining households in those areas that had less versus more of these structural poverty markers.
- Yerevan example was PRA, but could also be done using secondary data based on census information or other [proxies for food insecurity]. Likely in urban areas, much less in rural areas. [e.g. IFPRI work on neighbourhood targeting in urban Accra]
- **Mazar-e-Sharif, Afghanistan**—due to local distortions at community level (war lordism) a census for all households in the community seeking out i) number of adult males in household, ii) ownership of livestock, iii) other wealth proxy. This allowed for allocation of ‘ration cards’ accessing WFP bread through local bakeries.

- Beware using only partial surveys (not nationally or location representative) and then extrapolating to larger areas
- Understanding community/household profiles is necessary to seek to overcome any dangers of community-based targeting (due to local discrimination)
- Local census requires large enumerator base, access to all households (not leaving out women-headed, low caste, ‘slave’ household etc), and collaboration of all community.

Step 3. Defining Beneficiary Numbers

- **Somalia** – the proportion of households meeting a defined ‘need’ profile was determined through use of ‘expert’ opinion. This was set against existing demographic data (census, immunization data, local tax records) to get numbers. A difficulty is that demographic information is often not available in locations of complex emergency.
- **Afghanistan**—The standard assumption was that 100% could be ‘vulnerable’. (2001/2002). For each area or location, an estimate was generated for the percentage of households able to meet their food needs, where households were meeting only 0-25% of their food needs, then 80% of the locale population would be targeted. Where 26-50% of food needs were met, then 60% of population would be included in the ‘in need’ planning figure. Where 76-100% of food needs were met then only 20% of the local population would be targeted. Based on these estimates, a beneficiary figure was derived for each district.
- **Mali**—survey approach uses census data to define number, size and composition by district and multiply ‘need’.

- Migration is difficult to capture in static demographic data
- Setting the ‘range’ of vulnerability in Afghanistan is largely arbitrary, but can be done quickly. Difficulty lies in the limited statistical credibility and reliance on high degree of intra-community livelihood support (have to assume some degree of intra-community support and redistribution of resources)..

Step 4. Food Basket Definition

- Possibly nutrition assessment. In some cases it is standardized (**Mauritania, Haiti, Mali, Chad, Cape Verde**). In some cases it is regular and conducted by local staff—but likely to be out-sourced.
- In other cases (**Somalia**), merely consider ‘normal’ sources of foods and try to meet the gap. Building beyond current levels is not attempted. It can be that UNICEF or WHO surveys are sufficiently topical to be used for WFP purposes.
- Ration size and composition.
 - Need to understand ‘normal’ sources of food [defining a food and crop calendar is a minimum]
 - Degree of usage of ‘abnormal’ foods (versus commonly used ‘bush’ foods)
 - Aim for 2,100 kcal – universal full ration (**Somalia**). Then have to focus on ease of packaging (for distribution) and security.
 - **Afghanistan** uses 80% of full ration (2002). Simply assuming that 20% is met locally.
 - Cold weather locations assume higher energy requirements—2,300 kcals (**Afghanistan highlands**)
- Special food needs (therapeutic feeding, micronutrient supplementation)—requires specialist nutrition knowledge.
- Total tonnage number [**Afghanistan** allows 20% of tonnage as contingency in case of need for supplementary feeding.] Most places allow for 10% contingency for mis-targeting, leakage, storage losses, etc.

- | |
|---|
| <ul style="list-style-type: none">• High levels of stunting are common—beware sensationalizing the situation when ‘normal’ case is ‘unacceptable’ [i.e. on what the shock is adding to the current case load]• Problems with using many small samples using different sample methodologies• Seasonality in nutrition patterns means be sure that bimodal pattern is incorporated. |
|---|

Step 5. Define Modalities of Intervention

[The group didn't get any further]

Appendix III – Results of WFP in-house ENA capacity study

Who responded?

- 12% P2
- 19% P3
- 22% P4
- 17% P5
- 2% D1
- 18% National Officers
- 6% General Service staff
- 1% UNV

Who are they?

- 52% Men
- 48% Women
- 44% have only 1 language for report writing (mostly English with French being the second most common working language).

Assessment Experience

- 62% CFSAM
- 48% JAM
- 17% UNDAC – OCHA
- 70% Rapid WFP Assessment
- 64% Detailed WFP Assessment

General Skills

- 87% Vulnerability/Coping Strategy Analysis
- 82% Food Security Analysis
- 61% Livelihood Analysis
- 46% High level negotiation
- 44% Political Analysis
- 16% Public health
- 26% Nutrition
- 36% Agriculture

Data collection

- More than 80% able to do semi-structured interviews and/or Focus groups;
- 60% can use Household Food Economy approach;
- 76% know RRA and PRA techniques;
- 80% can develop a questionnaire but only half of them can actually select, train and supervise enumerators.

Analysis

- 79% know how to apply Secondary data analysis
-but only half of them know descriptive statistics, and
- 20% do not know how to use Excel;

Nutritional Analysis

- Less than 30% are able to design a nutritional assessment; or to measure and analyze anthropometric data.
- Only 36% can interpret nutritional data.

Tools for analysis

- 26% do not know how to use Excel;
- 59% do not know how to use Access;
- 69% do not know how to use SPSS;
- 80% do not know how to use Epi-info;
- 70% do not know how to use GIS.

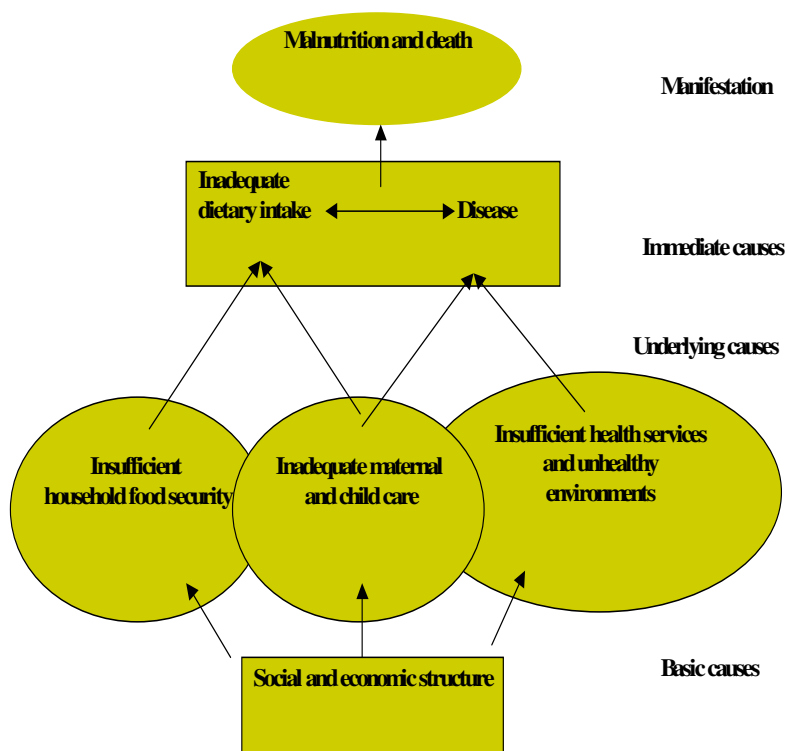
Appendix IV(a) – Presentations on Emerging Issues in ENA

“Linking nutrition and food security in ENA” by Patrick Webb

Millennium Development Goals

- *Target 2:* to "halve between 1990 and 2015 the proportion of people who suffer from hunger."
- *Indicators for Target 2:*
 1. Prevalence of underweight children (<5)
 2. Proportion of population below minimum level of dietary energy consumption

Modified UNICEF model of the causes of malnutrition



Nutrition in ENA?

- A basis for understanding pre-shock situation (using pre-existing data)
- A means of prioritizing attention (where to focus ENA initial assessment/stratify assessment sampling)?
- Tool for screening resource access (e.g. entry/exit to supplementary feeding)
- Tool for estimating changing situation ("impact"), but ascribing causality is difficult
- A concern in its own right!

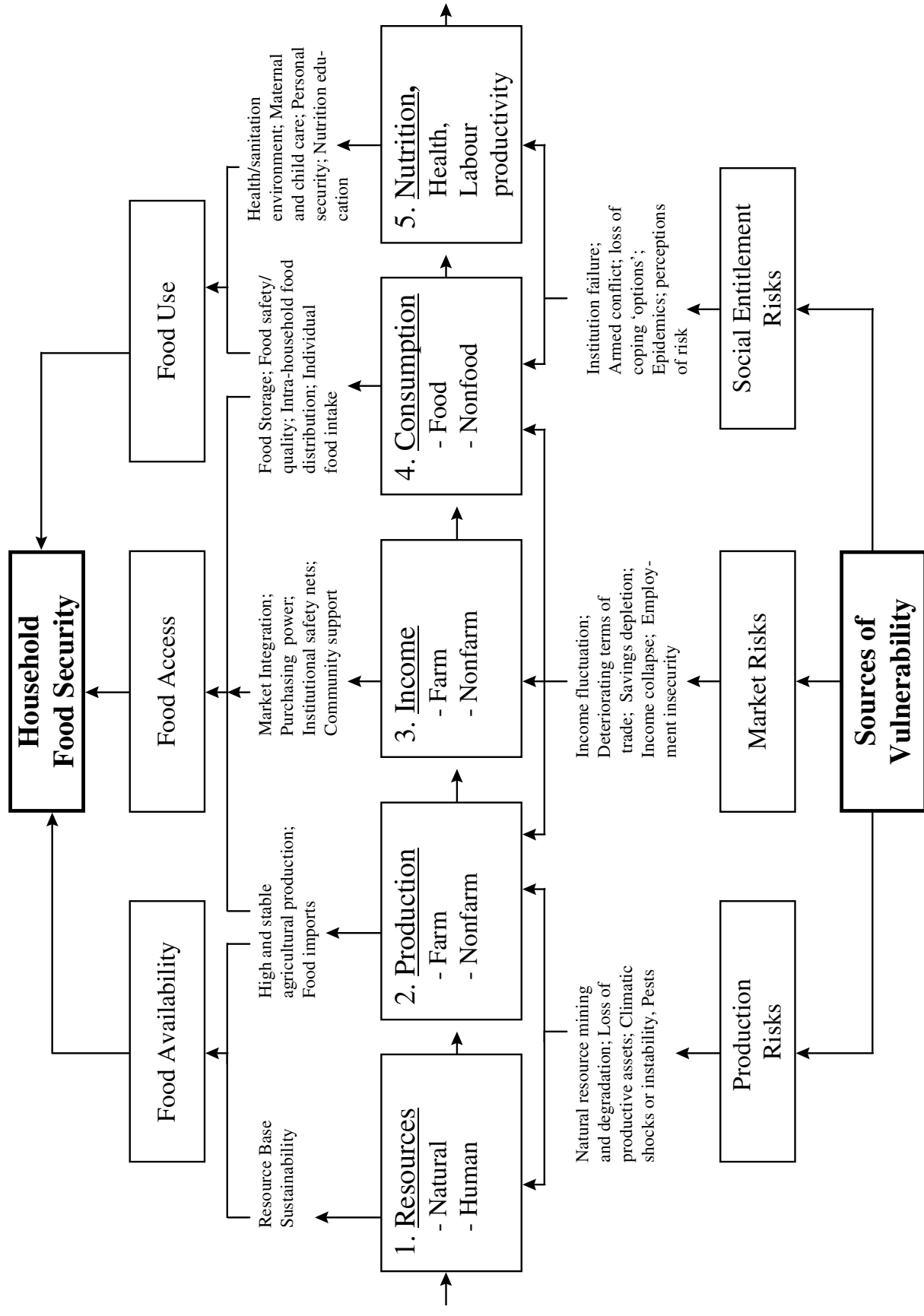
Definition of Terms in Framework Diagram

Household Food Security is an evolving concept that has already moved beyond a simple idea of aggregate food supply. According to the World Food Summit Plan of Action, *“Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutrition food to meet their dietary needs and food preferences for an active and healthy life.”* This definition incorporates three major concepts: Food Availability, Food Access and Food Usage (Figure 1). **Food Availability** derives from agricultural production (cash-crops and livestock as well as food crops), ideally through a sustainable use of the natural resource base. Food availability from domestic agricultural sources can be enhanced by net food imports. **Food Access** refers to the ability of households to secure food in the market place. Household purchasing power is the key to access but this varies in relation to market integration, price policies, and temporal market conditions. **Food Use** incorporates issues of food safety and quality, sufficiency of required intake, food management within households, and the utilisation of food by the body according to health, nutrition and care factors. The three elements of the food security concept interact over time resulting in conditions that range from acute insecurity (such as famine), through transitory perturbations, to stable food security for all individuals in a household.

Vulnerability is defined here as a combination of risk factors that can affect one or more of the three pillars of food security, mitigated by the ability of households to cope with such risks. Risks come from many quarters. Food availability can be affected by, among other things, climatic fluctuations, resource depletion, and the loss of a household’s productive assets. Changing global terms of trade, market disjunction during crises, or employment insecurity, can impact market access. Food use may be negatively influenced by health epidemics, perceptions of high risk, a loss of coping options (such as border closure preventing seasonal job migration), or the collapse of safety-net institutions that protected people on low incomes. Where households are unable to mitigate negative impacts on food availability, access, or use they become food insecure.

In the context of the World Food Summit and its follow-up process **Undernutrition** is defined as a prolonged (chronic) inadequacy of individual food consumption. This is measured in terms of energy (kilocalorie) availability on a *per caput* basis, not in terms of anthropometrics, micronutrient status or a quantification of food intake. For details of the methodology for assessing food inadequacy refer to Appendix 3 of The Sixth World Food Survey (1996).

Hunger and **malnutrition** are terms widely used in common parlance, but they will not be used in this document because of definitional and measurement problems. Hunger is a physical sensation that is alleviated by the consumption of food, but it is not sufficiently precise to be useful in assessing or monitoring food security or undernutrition. Malnutrition is often used synonymously with undernutrition and hunger. Yet, it too suffers from definitional imprecision since it can refer not only to micronutrient or acute calorie deficiencies, but also to obesity (deriving from over-consumption) or nutritional imbalances such a high cholesterol/low fibre diet. Thus, both terms will be avoided unless specifically required in a particular context.



Nutrition in ENA

Special food needs

- Protein/fat needed to absorb micronutrients
- Micronutrient deficiencies (scurvy, anemia)
- Therapeutic/supplementary feeding needs

Problem analysis/cross-checking with partners

- Khartoum IDPs
- Cause of malnutrition? (water, fuel, measles)

Links with 'development'

- FFE (keeping schools open)
- Nutrition knowledge training/growth monitoring

Nutrition is a complex concern

- Baseload. Chronic conditions may already be unacceptable everywhere (difficult to define 'added impact' of shock)—trends matter.
- NGOs use many different sampling methodologies
- Mortality distorts distribution.
- Danger of only focusing on children (adolescents, adults, elderly, gender), etc.

Example of difficulties of relying on nutritional data alone

Spearman Cross Correlation Matrix

	Community Ranking	Self Rating	Any Stunting	Exp. Tercile	Assets
(Correlation Coefficients)					
Community Ranking	1.00				
Self Rating	.73**	1.00			
Any Stunting	-.15**	-.14**	1.00		
Expenditure Tercile	-.45**	-.42**	.08	1.00	
Spending on Clothing	.38**	.36**	-.15**	-.42**	
Non-productive Assets	.62**	.62**	-.15**	-.60**	1.00
Unique Foods Consmd	.42**	.42**	-.08	-.44**	.51**
Food as % Total Exp	-.38**	-.41**	.11*	.59**	-.43**
Meet 80% caloric need	.18**	.15**	.03	.03	.06

Spearman correlations: Household 'self-rating' against anthropometric comparators

(Correlation Coefficients)

Any wasting	-.01
Any stunting	-.12*
Any underweight	-.14**

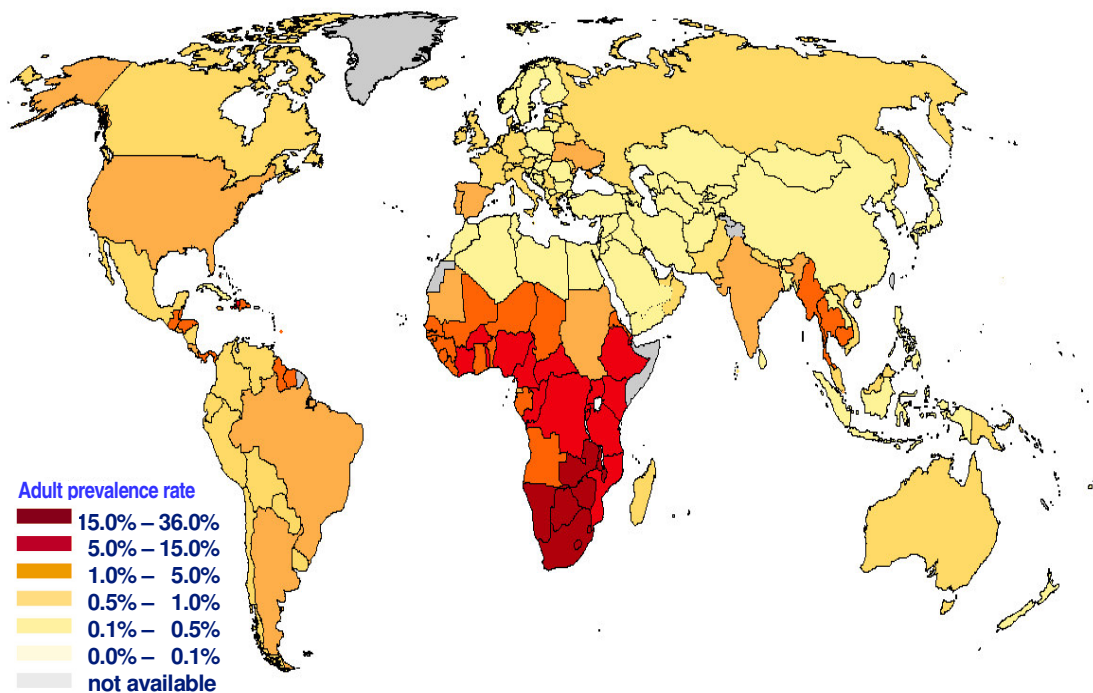
* Correlation significant at the .05 level (2-tailed).

** Correlation significant at the .01 level (2-tailed)

Appendix IV(b) – Presentations on Emerging Issues in ENA

HIV/AIDS, Food Security and Needs Assessments by Robin Jackson

Picture - Global view of HIV infection - 40 million adults living with HIV/AIDS, as of end 2001:
WHO/UNAIDS, 2001



HIV/AIDS is both a cause and a consequence of food insecurity. In countries WFP operates in we don't know who is HIV+ and who isn't infected.

HIV and AIDS increase food insecurity.

1. Agricultural labour is lost
2. Food production decreases
3. Cash income decreases
4. Livelihoods are threatened

Agricultural labour is lost

- HIV/AIDS hits the most productive persons (ages 15-49)
- 7 million agricultural workers have died; 16 million more could die by 2020
- An average of 2 person-years of productive labour is lost by the time a person dies in a household affected by AIDS

Food production decreases

- Agricultural knowledge between generations is lost
- Less land is cultivated
- Less nutritious crops are being planted

Cash income decreases

- Workers leave urban areas and return to the village for care
- Productive adults are sick, or spend time caring for others

Livelihoods are threatened

- Sale of productive resources for care and funerals
- Families are taking care of more children
- Children are withdrawn from school

Food insecurity worsens HIV and AIDS

- Increases the likelihood of HIV infection due to high-risk behavior to access food (sex for food, prostitution, increased mobility / migration).
- Increases the development of HIV to AIDS due to poor nutrition.

Differences

- HIV leads to AIDS, which is fatal
- AIDS affects the most productive family members
- HIV / AIDS affects more women than men -- in Africa 52% HIV+ are female
- People with AIDS (and their families) are often stigmatized

Impact of acute food shortage on HIV / AIDS - food insecurity relationship

- Increased vulnerability to HIV infection especially women and girls.
- Social dislocation and increased mobility.
- Acute nutrition problems for HIV+ people.
- Exacerbation of secondary infections e.g. diarrhea and / or TB and reduced resistance to opportunistic infections.

Effects of mortality of adults

If the mother dies > There is decrease in food crops

> Children lose on average two years of schooling

If the father dies > There is a 79% decrease in cash income and a 68% decrease in net value of household crop production

Adult mortality changes permanently the structure of the household and its chance of recovery

Location of high HIV and high food insecurity

- Not necessarily a large overlap -- Kenya
- In SA the overlap is considerable -- Zimbabwe
- As a way to prioritize resources in Southern Africa, WFP is creating "hotspots" maps

Proxy Indicators for HIV affected households

- Age of head of household
- Morbidity in the household
- Mortality in the household
- Dependency ratios
- Excessive health and funeral costs

Difficulties with proxies

- Dependency ratios - how much is too much?
- Health and funeral costs - relative to what?
- How many of these indicators would qualify a family as HIV affected?

WFP and HIV/AIDS in assessments

- Incorporating HIV / AIDS in food security assessments with UNAIDS
- After the third round of assessments in southern Africa will have an experts workshop
- Working with SAHIMS and the Regional Vulnerability Assessment Committee to analyze previous assessment data in southern Africa.

Appendix IV(c) – Presentations on Emerging Issues in ENA

Use of Spatial Techniques to Extrapolate Results of Rapid Assessments by Nathan Morrow

A VAM consultant, Nathan Morrow, who participated in the recent West Africa drought vulnerability assessment, gave a presentation on the approach used in Senegal, Mauritania and Cape Verde to conduct rapid food security assessments.

The starting point of the rapid assessment was the geographical identification of the areas affected by drought using agro-meteorological indicators (i.e. rainfall, vegetation index). The assumption was that the risk-affected people were all people living in the risk-affected areas. Two key questions needed to be answered:

- a) How many of the risk-affected people were currently food insecure or vulnerable to become food-insecure?;
- b) b) Where some of the affected areas less vulnerable than others?

The analytical framework used to answer these questions was simple and based on:

- a) Current food security benchmark indicators, such as acute malnutrition and food consumption, frequency and sources;
- b) Likelihood of a household to fall below the food consumption benchmark;
- c) Dynamics of food security strategies based on risk exposure and risk management strategies of different households and communities.

The findings of the assessment pointed out that risk exposure couldn't be used to extrapolate vulnerability. All household typologies (i.e. from the chronic food insecure, to the vulnerable and the food secure) are affected by various high frequency risks. Furthermore, within risk-exposed areas, some communities were more vulnerable than others.

The assessments indicated that factors such as job-loss, loss of income, inability to work, etc. are the key determinants of food insecurity rather than drought or price increase. This implies that in order to rapidly and affectively assess the impact of a shock, structural food security/vulnerability analyses are necessary.

Appendix V – ENA Future Work Priorities

FRAMEWORK

- Develop an ENA framework document
- Clarify division of ENA roles and functions in WFP (HQs, RB, COs)
- Explore scope for appropriate linkages between ENA and evaluation
- Prepare strategy paper on role of Food Security Units within WFP Mega Emergencies
- Conduct studies on special topics such as linkage between food aid programming and needs assessments

GUIDELINES AND METHODS

- Identify gaps and shortcomings in WFP's ENA methods and guidelines
- Produce a selection of best practice ENA examples
- Develop guidelines for WFP/UNHCR JAMs (as mandated by MOU)
- Revise FAO/WFP CFSAM guidelines (including WFP-specific guidance to ensure adequate analysis of targeted food assistance requirements)
- Develop guidelines for Initial Rapid Needs Assessments based on best practice examples
- Post ENA reports and materials on EP WEB

ENA TRAINING AND HUMAN RESOURCES

- Develop and maintain an inventory of WFP staff with ENA expertise
- Identify skill gaps of WFP ENA specialists and develop training strategies
- Facilitate networking among WFP ENA specialists
- Develop ENA training products for WFP non-specialists
- Identify opportunities for joint ENA capacity building with partners

SUPPORT FOR PRIORITY ASSESSMENTS (FUNDING, CONCEPTUAL)

- Facilitate regional and country specific efforts in developing ENA capacity while ensuring comparability of ENA approaches and results.
- Support sharing of best practice examples among regions/countries
- Develop and maintain a roster of external ENA experts

STRENGTHENING COLLABORATION WITH PARTNERS IN ENA

- Develop an inventory of inter-agency ENA capacities and priorities
- Explore scope for partnerships in ENA (including stand-by agreements) and harmonization of methods and guidelines
- Establish productive relationship with OCHA, ensuring appropriate food needs assessments especially within UNDAC and TRIPLEX context
- Prepare study on lessons from Southern Africa joint Rolling Assessments

Appendix VI – Programme of WFP Technical Consultation on ENA

Day 1 – Tuesday, November 12, 2002

0900-0915	Welcome Address – David Morton
0915-0930	Opening Remarks – Francesco Strippoli
0930-1000	Getting to know each other and identifying key issues/concerns– Rathin Roy
1000-1015	Coffee Break
1015-1230	Institutional Perspectives on ENA – Senior Manager’s Panel Discussion moderated by Patrick Webb (Panel: D. Bisson, A. Jury, D. Morton, T. Rowe, F. Strippoli & K. Tuinenburg)
1230-1400	Lunch
1400-1500	Types of Assessments and Current Practices – Wolfgang Herbinger
1500-1630	Information Needs/Timing/& Required Competencies – Group Work facilitated by Rathin Roy
1630-1645	Coffee Break
1645-1800	Group Presentations in Plenary – facilitated by Rathin Roy

Day 2 – Wednesday, November 13, 2002

0830-0845	Revisiting the Objectives of the Consultation – Wolfgang Herbinger
0845-0915	Report on WFP’s in-house capacity to undertake ENAs – Annalisa Conte
0915-1015	ENA links to programming & decision making – Thomas Lecato & Beatrice Bonnevaux; Discussion moderated by Rathin Roy
1015-1030	Coffee Break
1030-1145	ENA links to resource mobilization and advocacy – Anthea Webb and Francis Mwanza; Discussion moderated by Rathin Roy
1145-1230	Experiences, Best Practices and Challenges – Introduction by Wolfgang Herbinger; Group Work facilitated by Rathin Roy
1230-1400	Lunch
1400-1600	Group Work Continued
1600-1615	Coffee Break
1615-1800	Group Work Continued
1800-1930	Group Presentations in Plenary facilitated by Rathin Roy

Day 3, Thursday, November 14, 2002

0900-1030	Emerging Issues in ENA: Presentations with Discussions moderated by Rathin Roy Linking nutrition and food security in ENA – Patrick Webb Use of Spatial Techniques in Extrapolating Rapid Assessment Results – Nathan Morrow HIV/AIDS, Food Security and Needs Assessments – Robin Jackson
1030-1045	Coffee Break
1045-1230	MOUs, Guidelines and Methods – Discussion in Plenary moderated by Patrick Webb and Eric Kenefick
1230-1400	Lunch
1400-1600	Roles, Responsibilities and Capacities for ENA – Discussion in Plenary, Introduced by Wolfgang Herbinger and Annalisa Conte and moderated by Rathin Roy
1600-1630	Closing Remarks by Wolfgang Herbinger and Annalisa Conte
1630-1700	Coffee

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