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EMERGENCY NEEDS ASSESSMENTS



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NOTE TO THE EXECUTIVE BOARD

This document is submitted for consideration to the Executive Board.

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

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EXECUTIVE SUMMARY

In emergency situations, WFP is responsible for determining whether external assistance is required to meet immediate food needs and whether food aid is the appropriate form of assistance. WFP and its partners also assess what other interventions are needed to promote food-security objectives. It is difficult to obtain precise estimates of emergency needs in crisis situations, because there is little reliable data, access to affected populations is restricted and estimates have to be made quickly. WFP is working to improve its emergency needs assessment capacity.

Emergency needs assessment findings provide the foundation for the design of relief operations, and must therefore be accurate and credible. Recent concerns regarding reliability and objectivity have led WFP to intensify its review of its emergency needs assessment practices.

This document emphasizes WFP's continuing commitment to improving its needs assessments, describes the conduct of needs assessments in emergencies, reviews lessons learned and outlines measures to improve them. These include (i) refining needs assessment methodologies, (ii) improving the integration of vulnerability analysis and mapping into emergency needs assessments, (iii) enhancing market analysis capacity, (iv) increasing staff training, (v) strengthening needs assessment partnerships, (vi) improving transparency with respect to techniques and findings and (vii) clarifying accountability for assessments within WFP.

The document is submitted for the Board's consideration. Updates will be provided as needed.

DRAFT DECISION*

The Board (i) takes note of the information provided in document WFP/EB.1/2004/4-A on strengthening emergency needs assessments, and (ii) would welcome updates on the topic as appropriate.

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



BACKGROUND

1. In emergency situations, WFP is responsible for determining whether external food assistance is needed to preserve lives or protect livelihoods. This is done by emergency needs assessments, which must therefore be timely and accurate. Where food assistance is needed and food aid is appropriate, emergency needs assessments must determine the role of food aid, specify the number and location of food-insecure people and the type and quantity of food assistance required, and provide initial guidance on targeting and response options.
2. Accurate assessment of food needs is essential for designing a response. Needs should neither be underestimated so that people remain at risk, nor overestimated so that scarce resources are wasted. Each year, WFP carries out or participates in over 100 formal emergency needs assessment missions.
3. Recent studies have indicated that humanitarian needs assessments require improvement, including those of WFP, and recommend that agencies assign higher priority to them and take steps to increase the quality and comparability of their analyses.¹ Concerns have been raised with regard to WFP assessments that food aid needs may have been overestimated in some cases and that options for non-food interventions to address food insecurity were not adequately examined.² The credibility and objectivity of particular needs assessments have on occasion been called into question, which is a matter of particular concern to WFP and donors because assessment findings are used to substantiate funding requests.
4. This document describes how WFP conducts needs assessments in emergencies, reviews lessons learned and outlines current and proposed steps to improve the quality and utility of its assessments.

THE NEEDS ASSESSMENT PROCESS

What Needs Are Being Assessed?

5. Emergency needs assessments assess the risks to people's lives and livelihoods of crisis-induced changes in their access to food. The first question is whether there is a need for external food assistance. If external assistance is needed and food aid is appropriate, the scope of the intervention is assessed by estimating people's ability to meet essential food needs with household or national resources. This is based on analysis of food-security and livelihoods that takes into account food availability, access and utilization, and exposure to risks. The needs assessment produces estimates of the number of people affected, the degree of need in terms of people's consumption requirements and their ability to access food on their own, and the expected duration of assistance.

¹ See: (i) Darcy, J. & Hofmann, C.A. 2003. *According to need? Needs assessment and decision-making in the humanitarian sector*. Humanitarian Policy Group Report No. 15. London; (ii) Inter-Agency Standing Committee. 2002. *Report of the IASC review of the CAP*; and (iii) D. Bassiouni. 2002. *Strengthening the CAP as a tool for strategic planning and coordination*.

² WFP. 2003. *Report on the proceedings of the WFP-Partner Consultation on Emergency Needs Assessments: Food*. Rome.



6. Emergency needs assessments must report on:
 - the magnitude and geographical extent of the crisis, and the number of people affected;
 - the gap people face in meeting minimum nutritional needs;
 - differences among men, women and children in terms of vulnerability, capabilities, livelihood systems and needs for food, non-food items and care;
 - household coping capacities, measured in terms of ability to produce food or obtain it through purchase, barter, social-support systems or other means;
 - national capacity to address the crisis;
 - the extent to which food needs can be met through market interventions, existing safety-net programmes or other means; and
 - when livelihoods can be expected to return to normal.
7. Accuracy is greatly enhanced if pre-crisis information is available on population statistics, livelihoods, nutritional status and vulnerability to crisis, which provides a baseline from which to measure the effects of a shock and identify groups who should receive priority attention. In Eritrea, for example, WFP's household-level needs assessment, undertaken with partners by vulnerability analysis and mapping staff, was extremely valuable and led the government to request WFP's assistance in drafting its food-security strategy.

Assessment Types and Partners

8. There is no single way to measure food insecurity that suits all situations and timeframes; most agencies, donors and non-governmental organizations (NGOs) have developed their own approaches. Some assessments rely more on quantitative data; others include qualitative data as well. Some include household interviews, time and budget permitting; others are based on interviews with key informants and focus groups. Some are undertaken internally by staff on the ground; others involve external experts, partly to enhance objectivity.
9. Different types of assessment missions require different approaches and face distinct technical challenges and constraints. They generally fall into one of four categories:
 - **Rapid assessment missions.** These missions, usually led by WFP, must make an immediate needs determination in a crisis situation. They involve WFP experts from the field and may include partner NGOs. The assessment is organized by the country office to ensure that it is timely and fed directly into WFP's operational requirements. The initial assessment is normally refined by more detailed vulnerability studies to inform targeting and programming, for example livelihood baseline studies and food security monitoring systems.
 - **Crop and food supply assessment missions.** These are usually conducted solely by FAO and WFP representatives, although interested partners can participate as observers. They are external missions fielded at the request of the recipient government. The two main areas covered are:
 - ◇ a macro-level analysis of the effect of a shock on the national food balance sheet in terms of food production versus prior consumption levels; and
 - ◇ a micro-level analysis of the people requiring food aid and their locations, based on income and utilization as well as availability of food.



WFP is collaborating with FAO to refine the process and improve, for example, estimates of import requirements and correlations of national food gaps with those at the household level.

- **Joint assessment missions.** These assess refugee situations and typically involve internal and external experts from the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP, and donor and NGO representatives. Measurement of potential levels of self-reliance among refugees is an important issue, and the two agencies are taking steps to resolve it.
 - **Inter-agency assessments.** United Nations inter-agency assessments, frequently in support of the Common Humanitarian Action Plan (CHAP) and the Consolidated Appeal Process (CAP), are led by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and are scheduled mainly to coincide with the annual consolidated appeal.
10. It is particularly important to recognize that emergency needs assessment is not just a matter of missions: it involves working to ensure that WFP country offices are able to keep track of needs as part of their core function, knowing who is hungry, why they are hungry and where they are, and ensuring that vulnerability analyses are integrated into needs assessment mechanisms.

SOME LESSONS LEARNED

11. Assessing emergency needs is complex: it requires a balance of efforts to obtain sufficient data quickly enough to mobilize an appropriate targeted response. It is particularly difficult to collect data in conflict situations, where access to affected populations may be restricted or where reliable government statistics may no longer be available.³ WFP has been engaged as a matter of priority in evaluating its needs assessment methodology to learn lessons and improve the quality, utility, transparency and credibility of its assessments.

Findings from Evaluation and Review Processes

12. WFP has recently reviewed internal and external studies relating to humanitarian needs assessment, including:
- 14 reports by the Office of Evaluation on emergency operations (EMOPs) and protracted relief and recovery operations (PRROs) issued between 2000 and 2003;
 - evaluations of WFP operations funded by the European Community Humanitarian Office (ECHO) in Afghanistan, Eritrea, Serbia and Tanzania;
 - a technical review of the crop and food supply assessment mission process; and
 - the Business Process Review undertaken by WFP.
13. These analyses have drawn attention to important issues and highlighted the need for improvement in certain areas. A number of important conclusions and lessons have emerged:
- Significant improvements are needed in assessment methodology.

³ WFP/EB.3/99/4/3. *Thematic Study of Recurring Challenges in the Provision of Food Assistance in Complex Emergencies.*



- Improvements are required in crop and food supply assessment mission procedures and technical approaches.
- Assessments have sometimes been handicapped by inadequate local knowledge, particularly in terms of local and regional markets and the extent of informal cross-border trade.
- The accuracy of assessments is greatly enhanced if pre-crisis information is available on population statistics, livelihoods, nutritional status and vulnerability to crisis.
- Greater attention needs to be paid to the challenges of working in politically difficult or volatile situations; assessments must be insulated from political pressures.
- Estimates of the livelihoods of internally displaced persons (IDPs) and pastoralists in remote locations were especially unreliable.
- Nutrition and food-security assessments have often been carried out separately, which hinders identification of food and non-food causes of malnutrition.
- Assessment should be regarded as an ongoing country office responsibility; systematic re-assessment of needs is therefore essential to inform and adjust programming.
- There is a need to build up needs assessment skills and capacity among staff in WFP, partners, NGOs and governments.
- Lack of funding has sometimes reduced WFP's ability to conduct timely, accurate and comprehensive assessments.
- Needs assessment funding should be separated from the question of whether an appeal is subsequently made.

Technical and Methodological Issues

14. WFP's emergency needs assessment continues to evolve and improve in technical and methodological terms. The challenge is constantly evolving, because there is no universally agreed method for conducting emergency food security assessments. Methods and approaches vary according to whether a crisis is a slow or rapid-onset emergency, a natural disaster or one resulting from human activity, and whether the assessment is a rapid initial assessment or in depth.
15. A number of important technical and methodological challenges remain; WFP is working to address them. A major difficulty is that current emergency needs assessment methods have not yet developed to reflect the changing nature of emergencies in terms of the frequently recurring or semi-permanent nature of some crises, the impact of HIV/AIDS and the increasing prevalence of man-made shocks. Other difficult but important issues relate to chronic as opposed to transitory food insecurity, and to household and social coping mechanisms.
16. **Semi-permanent crises.** In some countries, food crises are increasingly recurrent "normal, low-risk" events that over time endanger the lives and livelihoods of the most fragile households; "abnormal, high risk" events are less common. In countries where large numbers of people are on the edge of survival, a series of poor harvests may precipitate massive food needs without much warning; such food crises are not an event but a process. In such situations, emergency needs assessments cannot readily determine an appropriate role for emergency operations.



17. **HIV/AIDS.** Emergency needs assessment needs to adapt to the new environment shaped by the dynamics of HIV/AIDS, food insecurity and household and social vulnerability, which are only beginning to be understood. There are four main constraints that make HIV/AIDS assessment more difficult in conflict situations and natural disasters:

- i) in most countries, people do not know if they are HIV positive or not; hence it is difficult to identify households whose vulnerability is affected by HIV/AIDS;
- ii) some of the worst affected households dissolve when the adults die, so collecting accurate household data becomes particularly difficult;
- iii) the current indicators for identifying households affected by HIV are proxy indicators, and hence can be unreliable indicators of HIV; and
- iv) it is extremely difficult to extrapolate conclusions from one part of a region to the rest because HIV impacts families and communities in very different ways.

The fact that little data collection is taking place in urban areas is also relevant: very little is known about the coping capacities of urban households. WFP has helped to pioneer new assessment approaches that are being tried in southern Africa, but substantial design, testing and analysis work remains.

18. **Crop and food supply assessment missions.** WFP's review of the crop and food supply assessment mission process highlighted two technical shortcomings: (i) the assessments focus only on availability and do not deal adequately with access to food or food utilization; and (ii) the cereal balance-sheet does not give an accurate picture of food availability because it does not take into account food sources such as livestock, fish or root crops. In some instances crop and food supply assessment missions have been sent into areas experiencing disasters resulting from human activity, for example civil conflict, for which such assessments are obviously unsuited.

19. **Economic shocks.** Economic shocks to food security are usually related to structural conditions involving government policies on agriculture, trade and employment. Serious declines in incomes from economic collapse can affect a broader segment of the population over a longer term than natural disasters, whose shocks primarily affect the crop production of rural subsistence farmers. These situations therefore require a much wider analysis of market conditions, terms of trade and the effects of policies on employment, wages and food security. The effects of natural disasters will in most cases decrease over time; on the other hand, it is difficult to predict the duration of an economic shock and determine whether conditions are improving; projecting future prices of staple foods in unsettled economic conditions with volatile rural markets is especially problematic.

20. **Chronic versus transitory food insecurity.** An increasing number of situations for which emergency funds are sought have chronic underpinnings, blurring the distinction between chronic and transitory food insecure populations. Chronic food insecurity exists when households are unable in normal times to meet food needs because they lack sufficient income, land or productive assets, or experience high dependency ratios, chronic sickness or social barriers. Transitory food insecurity affects households that are able to meet their minimum food needs at normal times, but are unable to do so after a shock. Chronic situations should be addressed with long-term development programmes, but these are often unable to cope with the scale of the problems because funding is insufficient. Emergency needs assessments often cannot distinguish between chronic and transitory food insecurity, or determine whether a situation requires an emergency intervention or longer-term measures.



21. **Livelihood strategies and coping mechanisms.** Capturing the wide range of livelihood strategies and coping mechanisms employed in crisis situations is difficult and time-consuming, despite advances in methods of measuring food insecurity. Accurate information depends on thorough analysis of food economy and livelihoods, which involves gathering detailed information from a statistically valid sample of households. This is easier where livelihood options are limited, as with refugees or IDPs in closed camps, and needs assessments can therefore be delivered with greater confidence. Accurate estimates of household coping capacities are particularly difficult where households and livelihoods are diverse or change constantly, and where coping capacities are affected by varying cultural and social factors and the impact of objective factors such as market access and availability.
22. **Time sensitivity.** Every effort must be made to assess needs in a professional, credible manner, but there will always be tradeoffs between the quality of the assessment and its timeliness and resource requirements. This implies that emergency needs assessments will usually contain a significant element of judgement, particularly for initial emergency response. This underscores the need for timely assessments.

Human Capacity Issues

23. WFP and its partners clearly need to build up their emergency needs assessment skills and capacities. WFP relies heavily on in-house expertise to ensure that assessment missions can be rapidly despatched and results assessed promptly, particularly in initial emergency situations. Until the Emergency Needs Assessment Unit was established in February 2003 in the Operations Department (OD), there was no focal point for normative guidance on emergency needs assessment and no adequate strategy for building related staff capacities.
24. A 2002 survey of 150 WFP staff with emergency needs assessment experience measured their ability to use the relevant analytical and statistical tools. It yielded some important insights:
 - Emergency needs assessment capacity in a particular country is generally a function of the size of the country office; availability of skilled needs assessment staff in local offices is uneven.
 - Most of the staff surveyed could carry out analyses of food security/vulnerability and secondary data; few were able to arrange nutritional surveys.
 - Practical experience and skills in sampling techniques, data analysis software and statistical methods are limited; most staff are able to conduct household interviews or hold focus group meetings, but few are experienced in household sampling.
 - Emergency needs assessment can benefit from baseline vulnerability analysis and food security data if the country office has a vulnerability analysis officer; important baseline data is otherwise difficult to obtain.
 - WFP staff currently have limited experience of market analysis, which requires collecting and processing large amounts of data and routine monitoring of market indicators.



Transparency

25. Those who use WFP needs assessments are entitled to know how they are derived in terms of the principal assumptions and variables and the potential margin of error. Lack of standard approaches and methods⁴ can result in disagreement over the validity of emergency needs assessment findings, particularly when partners have not been consulted at an early stage on technical design. The ease and effectiveness with which partners can share and understand technical information depends to some extent on whether they can take part in the emergency needs assessment mission.
26. It is also necessary to ensure the integrity, independence and objectivity of assessments so that they are not unduly influenced by individual interests or perspectives. Assessments conducted by United Nations agencies are recognized as a major mechanism for providing independent verification of government estimates of food aid needs;⁵ donors and recipients therefore have a vested interest in protecting their integrity. WFP continues to experiment with mechanisms that promote transparency without compromising quality, for example the use in southern Africa of national vulnerability assessment committees (VACs) composed of government counterparts, representatives from multilateral and donor agencies, and NGOs.
27. Reporting is also important in the context of increasing transparency. Formal assessment reports are prepared for crop and food supply assessment missions and joint assessment missions; in other cases there is no standard practice. Reports are made available to interested parties and used by country offices and regional bureaux to develop proposals for EMOPs or PRROs.
28. WFP has learned important lessons about transparency; improvement is called for in several areas. It is clear that:
- there is a need for openness about needs assessment findings and methodology, and for increased dialogue with partners on issues such as quality control;
 - consultation with partners in planning assessments can increase understanding and improve the reliability of estimates;
 - partners' participation in assessments should be systematic;
 - debriefings to partners should be conducted prior to a mission's departure from the country; and
 - WFP country offices should document more fully the incorporation of assessment recommendations into programming decisions.

STRENGTHENING WFP'S EMERGENCY NEEDS ASSESSMENTS

29. In February 2003, the Emergency Needs Assessment Unit was established in OD to provide support and guidance on needs assessments for the field and Headquarters and to be responsible for collaboration with partners and donors. The Unit has taken the lead in WFP on improving the quality, utility, transparency and credibility of emergency needs assessments. It has no field presence, and therefore collaborates with vulnerability analysis

⁴ Although WFP supported development and recent revision of the Sphere Project handbook, the proposed standards are indicative rather than applicable in every emergency situation.

⁵ S. Lautze *et al.* 2003. *Risk and vulnerability in Ethiopia: learning from the past, responding to the present, preparing for the future – executive summary*. USAID, Washington DC.



officers and other field-based assessment staff to implement and refine emergency needs assessments.

30. WFP is taking important steps to strengthen emergency needs assessments, including (i) refining methodologies, (ii) integrating vulnerability analysis and mapping more effectively, (iii) enhancing capacity to conduct market analysis, (iv) increasing staff training, (v) strengthening needs assessment partnerships, (vi) improving the transparency of techniques and findings, and (vii) clarifying accountability for assessment within WFP.

Refining the Methodology

31. A major objective of the Emergency Needs Assessment Unit is to improve emergency needs assessment techniques and methodology. The Unit's efforts have been characterized by continuous collaboration with field offices, Headquarters units, partners and donors. Examples include (i) an internal consultation in November 2002 to assess existing tools and guidelines, survey staff capacities and identify training needs, and (ii) two inter-agency meetings with partners and donors, one in March 2003 to identify unresolved technical issues, and one in October 2003 to develop guidance on these issues for inclusion in revised guidelines.

32. These consultations led to agreement on technical standards, including the minimum information that should be collected to promote comparability of findings, and on a new model for emergency needs assessments that includes the following:

- enhanced partnership through early consultations during the planning stage, and broader participation in missions when appropriate;
- improved transparency and comparability;
- focus on food security rather than solely on food aid requirements; this calls for systematic assessment of markets, non-food causes of food insecurity, access and utilization;
- enhanced attention to nutrition, including the need for better data and for new arrangements to improve partnerships in nutrition assessments and surveillance;
- greater use of secondary data and pre-crisis baseline information, preferably collected before a mission, to understand the context of a situation;
- improved sampling techniques and a minimum data set to increase consistency and rigour in collecting primary data; and
- more routine follow-up, using iterative emergency needs assessments and monitoring missions to re-assess needs and adjust programmes accordingly.

33. Priority will be assigned to strengthening the credibility and rigour of assessment findings. Using standard criteria and a minimum package of information, for example, will improve the quality and consistency of emergency needs assessments. Subsequent assessment reports would clearly indicate assumptions made, methodology used, degrees of confidence and potential biases or limitations.

34. This work is ongoing; significant progress has been made in incorporating some of these technical and methodological changes into improved practices, particularly:

- provisional emergency needs assessment guidelines for country offices, drafted in collaboration with field staff, are being prepared and will be tested during 2004 and finalized in 2005;



- revised guidelines for joint UNHCR and WFP refugee assessment missions are being developed in consultation with partners and NGOs, specifically addressing ways of assessing self-reliance; and
- work with FAO started in 2003 on revised crop and food supply assessment mission guidelines, which were last updated in 1996.⁶ This process is expected to result in new joint guidelines by the end of 2005.

Improved Integration of Vulnerability Analysis and Mapping

35. WFP needs to ensure that vulnerability analysis is more systematically available and more fully integrated into emergency needs assessment methodology, which would significantly enhance timeliness and reliability. Pre-crisis data on food availability, access, utilization and risk should be systematically developed in high-risk countries. Priority should also be given to routine collection by vulnerability analysis staff of baseline data on food security and vulnerability in all countries with ongoing relief operations; better baseline information should be complemented by systems to monitor changes in food security status as a result of shocks and aid interventions. An example is the Sahel Project for Harmonization of Vulnerability Assessment Methodologies, funded by the United States Agency for International Development (USAID), under which WFP, major donors, NGOs and regional entities have developed systems for emergency food security assessments and vulnerability monitoring.
36. In some countries WFP has already produced such baselines, or similar information is available from other sources. In others, however, many of which face recurrent emergencies, data and understanding of vulnerability are inadequate; with additional resources this information could be produced for selected countries with the least adequate information within the next 24 months.

Enhanced Market Analysis

37. Analysis of market issues needs to be improved in the context of emergency needs assessments and for WFP operations generally. Emergency needs assessments should at least consider how well private market flows might offset a production shortfall at the outset of a crisis and whether external food aid would distort markets through disincentive effects on producers and traders; assessments should therefore include information on market structure and performance and the effective demand for food. There is a need for clear understanding of potential internal structural constraints on market operation, such as transport infrastructure and the capacity to transfer potential surpluses from one area to another. Baseline information on markets would ideally be collected routinely by country offices for use by emergency needs assessment missions. During an emergency response, staple food prices should be monitored regularly to avoid disruptions to markets and to identify emerging food-security problems.
38. To enhance WFP's capacity to analyse market issues, an economic analysis unit will be established in PSP. It will provide economic policy guidance and analysis for field and Headquarters staff, and technical support for OD, including inputs to improve emergency needs assessments. Mechanisms will need to be established to collect market data and train staff without imposing additional burdens on overstretched field staff, because collecting and analysing large amounts of economic data can have significant time and cost implications.

⁶ FAO/GIEWS. 1996. *Guidelines for crop and food supply assessment missions*.



Increased Training

39. WFP currently has insufficient in-house capacity to meet peak demands for emergency needs assessments, and relies heavily on partners and consultants. Additional strengthening of technical skills is required to implement livelihood, vulnerability and market analysis, and to use nutrition data.
40. A module on needs assessment techniques was included in WFP's emergency response training to familiarize staff with the basic concepts; as of November 2003, 174 WFP staff had received this training. Several regional training workshops were held to build staff capacity.
41. A training strategy will be implemented in 2004–2005 to build staff competencies; this includes training in basic skills for country office and regional bureau officers and specialized training for staff who lead emergency needs assessment missions.

Strengthened Partnerships

42. WFP is committed to enhancing partnerships at the local level with government and NGO partners. This calls for (i) capacity-building for major partners, (ii) closer working relationships with national and regional food security and vulnerability assessment networks, and (iii) possible increased use of national experts in emergency needs assessment missions. WFP will also explore ways of supporting capacity-building for partner staff at the local level.
43. WFP is working with FAO on improving crop and food supply assessment missions and other issues. WFP and UNICEF are working on issues that include ways of collecting effective nutrition data and maintaining nutrition surveillance. WFP may also consider incorporating requirements on collecting nutrition data in agreements with NGO implementing partners; if necessary it will collect the data itself. WFP and UNHCR continue to collaborate on enhancing the accuracy of assessments related to refugees and IDPs. WFP will continue to work with other international institutional partners to strengthen emergency needs assessment practices.
44. The Inter-Agency Standing Committee (IASC) is committed to finding ways to improve the coordination of sectoral assessments and to prioritizing needs in CAP and CHAP documents. WFP will continue to contribute to efforts to develop a consolidated assessment framework to synthesize results from individual agencies and facilitate a more comprehensive response to food crises that combines food and non-food interventions.

Accountability

45. Regional directors and country directors are chiefly responsible for ensuring that food needs assessments are adequate. WFP will assess ways of ensuring that this decentralized role is adequately recognized and reflected in the needs assessment process.

FOLLOW UP

46. WFP will continue to work to improve the quality, utility, credibility and transparency of its emergency needs assessments. Additional updates will be provided to the Board as needed.



ACRONYMS USED IN THE DOCUMENT

CAP	Consolidated Appeals Process
CHAP	Common Humanitarian Action Plan
ECHO	European Community Humanitarian Office
EMOP	emergency operation
IASC	Inter-Agency Standing Committee
IDP	internally displaced person
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OD	Operations Department
PRRO	protracted relief and recovery operation
PSP	Policy, Strategy and Programme Support Division
UNHCR	Office of the United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
VAC	vulnerability assessment committee

