



# **World Food Programme**

## **Bureau for East and Central Africa**

### **ODK Regional Capacity Building Strategy for EFSA and VAM Activities**

[ftp://10.11.40.79/ODK VAM Capacity Strategy](ftp://10.11.40.79/ODK_VAM_Capacity_Strategy)

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# ODK Regional Capacity Building Strategy for EFSA and VAM Activities

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This document and the original strategy development report submitted to ODK (22 December 2006) are both available on the WFP server and on the ODK VAM drive:

WFP Server: ftp://10.11.40.79/ODK VAM Capacity Strategy

ODK VAM Drive: w:\ODK VAM Capacity Strategy

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## SUMMARY

ODK has embarked on a 2007 capacity building strategy for EFSA and VAM activities. Despite significant investment globally and in the region, some staff lack sufficient opportunities to apply or reinforce new skills developed through training, while others simply perceive workshops as a perk rather than a responsibility. Organisationally, there is a wealth of material and financial resources already available, but not always utilised or accessible to individual staff. At the same time, the region faces chronic hazards that necessitate assessment based programming. In response to the above, ODK contracted an external consultant to assess regional staff development initiatives to date and propose practical approaches for the immediate future.

The strategy anticipates potential drought, conflict, and displacement in the region during 2007, and concentrates assessment skill development during the first half of the year in particular to fortify skills before emergencies manifest. Emphasis everywhere is on achievable measures to provide a foundation for emergency preparation and Country Office teams able to lead all assessment components, ultimately increasing WFP and partner staff capacity to plan, manage, analyse, and present credible assessments.

The strategy synthesises insight and experience of WFP staff from throughout the region and headquarters, and attempts to make more effective use of existing tools and resources. Focus is on more strategic workshop timing and structure related to planned assessment activities, preference for country specific training over regional forums, more stringent participant selection criteria, modules based on assessment phases and thematic areas, qualitative and quantitative analytical skills, inclusion of partners, and greater mobilisation of current and emerging Country Office capacity throughout the region. In addition to an M&E framework for strategy achievement, toolkits have been developed to facilitate workshop preparation, module design and sequencing, knowledge testing, evaluation, and reporting.

This paper broadly outlines the strategy, including its background, approach, and anticipated outcomes. Annexes provide further insight into context and process.

## RATIONALE

The East and Central Africa Regional Bureau (ODK) supports eleven countries in the Horn and Great Lakes region of Africa,<sup>1</sup> contains the bulk of WFP's emergency needs (outside of Sudan), and conducts more assessments per operation than any other region. Meanwhile, there are proportionately fewer advanced staff per assessment compared with any other Regional Bureau.

In 2006, ODA<sup>2</sup> developed an Assessors Database to gauge assessment capacity of relevant WFP programme staff worldwide. For the eleven ODK countries, findings indicate that roughly 35 percent of respondents (25 staff members) in the region have some experience in participating and leading assessments. Although the majority of these staff stated that they have general abilities in assessment design and analysis, most have insufficient technical skills and experience, for example, to design household surveys, facilitate focus groups, conduct basic descriptive statistics, or probe qualitative findings. Consequently, ODK VAM/Assessment staff are regularly requested to lead or provide substantial support to Emergency Food Needs Assessments (EFSA). This places great strain on the already stretched ODK VAM/Assessment unit, with limited ability to expand support if demands increase.

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<sup>1</sup> Burundi, Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Republic of Congo, Rwanda, Somalia, Tanzania, and Uganda.

<sup>2</sup> Assessment, Analysis, and Preparedness Division, WFP Headquarters.

ODK operational risk analysis indicates that the major risk for 2007 is increased number and severity of disasters: specifically conflict, political instability, and El Niño that results in erratic rainfall and drought. Any combination of these hazards could create overwhelming emergencies throughout the region (see Annex 2, 2007 ODK Risk Ranking).

Recent unseasonable and abnormally extended rainfall in Ethiopia, Somalia, and Kenya is indicative of classic El Niño patterns, suggesting that the 2007 rains could start late and end early. This would have a significant impact (reduction) on production, affecting Ethiopia, Eritrea, Kenya, Djibouti, and Somalia; Tanzania, Rwanda, Burundi, and Uganda could also be affected. Although the scale and likelihood remain speculative at this stage, they are of mounting concern.

Concurrently, the prospects of continued conflict in Somalia are high, which at worst could become a protracted conflict producing large numbers of refugees and internally displaced people for Ethiopia, Kenya, Somalia, and perhaps Djibouti. Again, the scale and likelihood of this scenario are speculative, but of considerable concern. In addition, the stalemate with the Lord's Resistance Army (LRA) and current instability in the Karamoja area of Uganda, the tentative and brittle peace in Burundi, and the recent election and ongoing conflicts in DRC all contribute to uncertainty surrounding fragile and complex situations in the ODK region.

If these scenarios develop, there will be significant demand for immediate and multiple rapid EFSAs to assess the magnitude of simultaneous food security crises both within and across countries in the region. Country Offices will lack the capacity to deploy sufficient experienced and skilled staff to lead and implement concurrent EFSAs, and ODK will be challenged to meet effectively all of the technical support requirements.

## STRATEGY

As a result of the considerations outlined above, the ODK VAM/Assessment Unit, with support from the three pillars of ODA – Emergency Preparedness (ODAP), Assessments (ODAN), and Vulnerability Analysis (ODAV), has embarked on a strategy for strengthened country assessment teams and EFSA activities. Building on a 2007 calendar of regional assessment activities (see Annex 4), ODK proposes a series of tailored workshops at both country and regional levels during the first half of the year as a contingency against potential drought, conflict, and displacement in the region. By ‘front loading’ country assessment team skills in anticipation of possible worst case scenarios through more strategic approaches to staff capacity building, ODK plans to pre-empt Country Office and Regional Bureau crises in trying to respond to multiple emergency assessments in multiple locations.

The strategy is consistent with the WFP Operations Department Directive on quality and consistency, ensuring that (VAM) activities and products support WFP programming decisions and strengthen the design and implementation of emergency, recovery, and development interventions.<sup>3</sup> Emerging from country level consultations, the strategy concentrates on practical approaches to increase WFP and partner staff capacity to plan, manage, analyse, and present credible assessments:

1. Preference for country (or cluster) specific training over regional forums
2. Strategic workshop timing synchronised with planned assessment activities
3. Tailored course content guided by individual country priorities and collaborative stakeholder analysis
4. Participant selection criteria based on experience levels, anticipated assessment roles, and routine responsibilities

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<sup>3</sup> WFP Operations Department Directive (OD2005/004, 13 October 2005), *Vulnerability Analysis and Mapping: Ensuring Quality*.

5. Structured learning through assessment phases (design, budgeting, logistics, fieldwork, analysis, reporting, etc) and relevant thematic areas (markets, nutrition, response options, etc)
6. Qualitative and quantitative analysis skill enhancement
7. Including partners to the greatest extent possible
8. Tracking individual participants and creating onward opportunities for skill application and development
9. Greater mobilisation of current and emerging staff talent through guided on-the-job learning
10. Toolkits for workshop preparation, module design and sequencing, knowledge testing, evaluation, and reporting

ODK will support a series of targeted trainings to bolster assessment capacity throughout the region. Based on consultation and stakeholder analysis, workshops will be tailored for individual countries (or appropriate clusters based on location, language, and programming), to enhance existing capacity and address specific country priorities. Training will be designed and conducted by a team of two trainers in each country/cluster, utilising and refining the EFSA Facilitator's Toolkit (designed by ODAN).

A total of eight trainers is required, grouped into four teams of two people each: two Francophone teams and two Anglophone teams. Strategy implementation is targeted for five months, with training duration ranging from 4 to 6 weeks, depending on country needs and existing capacities – each of which will be assessed by the trainers in consultation with the Country Office and the ODK VAM Unit. The strategy will be implemented, tracked, and assessed by a coordinator based in ODK (see Annex 3, M&E Framework). This role will include identification and coordination of trainers, assurance of an appropriate balance of consistent and flexible approaches between countries, and oversight of specific recommendations for workshop targeting, tailoring, timing, and evaluation that were identified during strategy formulation in late 2006 (see Annex 1, Recommendations for Implementation).

The strategy endeavours to overcome the following concerns identified through individual country consultations:

- High demand for assessments in ODK, but proportionately fewer advanced assessors than other regions.
- Substantial WFP investment in resources and opportunities for staff capacity building, which could achieve greater impact if utilised more strategically in the region.
- Likelihood of drought, conflict, and displacement in the region during 2007, which could create demand for multiple and simultaneous assessments – thereby creating the need to strengthen staff capacity in emergency needs assessment and emergency preparedness.
- Demand for ODK assessment support is often ad hoc, with limited advance notice – which could be reduced by both better planning and stronger CO staff.
- Training is often perceived (by participants and/or the supervisors who nominate them) as a perk, bonus, or DSA-earning opportunity – not as a strategic input for which targeted participants should be held accountable for their performance.
- Regional EFSA workshops (with broad content aimed at a general audience) lack the contextual specificity required for practical or applied learning opportunities.
- Regional workshops typically limit each country's representation to 1 or 2 individuals only, often the same people for each event, and preclude wider participation of staff and partners from Country or Sub Offices.
- Heterogeneous skill/experience levels among workshop participants often make content difficult to pitch or expectations difficult to satisfy.
- Staff do not always apply workshop content in actual assessments, because either they are not involved or too much time lapses between training and practical application.

- Not all staff need to participate in all training modules of a ‘full’ EFSA course, as this can dilute the content and reduce the likelihood of application.
- There is almost a complete lack of follow-up training.
- Inability to track trainees or speak with any (demonstrable) confidence on the effectiveness or application of training.
- Few opportunities for sharing, and thereby reinforcing, capacity between COs (through TDY or OJL), which can place additional demand on ODK support.
- When TDY/OJL opportunities are identified, often they are not approved by country directors (despite their recognition of the potential value to both participants and country programmes alike), either for fear of being without key staff for a given period or for an apparent lack of available funding.
- ODAN tools and initiatives (especially EFSA distance learning materials, the Facilitator’s Toolkit, and the Assessor Database) can play a central role in supporting regional capacity building initiatives, spanning from design to implementation to evaluation, and can be refined in the process of widespread application and subsequent feedback.

## RESULTS

To ensure ongoing skill development beyond the workshop environment, trained staff members will be tracked from ODK. Using tools developed by ODAN, they will be supported with long-distance and on-the-job learning opportunities enabling them to apply, reinforce, and share their skills more regularly. Country Office and SENAC<sup>4</sup> funds also will be used to support this. Therefore, a greater number of staff will be able to move from basic, to intermediate, and finally to advanced assessor capacity in a structured and mentored approach. WFP partners also will be included in this process to the maximum extent possible.

This regional strategy will result in enhanced assessment capacity in the Country Offices, enabling ODK VAM/Assessment staff to limit technical advice to critical points of assessment, analysis, and final reporting while CO teams take increasingly independent roles in these functions. Stronger assessment skills also will support COs in related activities, particularly monitoring, measurement, and evaluation of programme effectiveness.

By strengthening WFP and partner staff capacity to plan, manage, analyse, and present credible assessments in the region, ODK hopes ultimately to facilitate a more rigorous foundation for designing and targeting WFP relief and recovery operations in East and Central Africa.

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<sup>4</sup> Strengthening Emergency Needs Assessment Capacity, an ECHO funded WFP initiative.

## Annex 1: Recommendations for Implementation

<b>Workshop Timing and Targeting</b>	
1.	ODK should prepare annually a regional calendar of proposed assessment activities in each CO, cross reference with anticipated rainfall and harvest patterns, and use the final product as the basis of planned capacity building interventions (workshops, TDY, OJL).
2.	Workshops should be designed to coincide or connect with specific assessment activities to the greatest extent possible, and should include practical sessions with actual assessment tools, data, and scenarios to offer more applied learning opportunities.
3.	CO staff selection of workshop candidates should be guided by specific criteria outlined in all TOR and invitations, based on a particular combination of skills, experience, current and foreseen responsibilities, and planned application of workshop content in the course of routine work or possible TDY/OJL.
4.	CO supervisors and directors should recognise the value of Regional Bureau guidance on participant selection and should ensure that candidates are nominated solely on the basis of strategic application of training content, rather than for incentive or bonus.
5.	Country level workshops should be pursued to the greatest extent possible in order to maximise the number of WFP and partner staff participants and increase the possibility of linking workshops with actual assessment activities, thereby enabling specific field tools to be developed, tested, and analysed within the workshop itself.
6.	CO workshop targeting (and tailoring) ultimately should aim to prepare a cadre of staff able to design, lead, analyse, and report on CO assessments as necessary; this team could provide the eventual basis for TOT and onward training with partners in addition to a practical entry point for possible emergency preparedness and response teams to be developed in the future.
7.	Country level workshops in particular should consider whether a residential workshop venue would better enable participants to concentrate on training without distraction from their routine work, or whether in house training would in fact reduce the potentially negative impact of too many staff away from their desks for too much time – especially in the case of smaller offices.
8.	When country level workshops are not practical, try to cluster appropriate countries based on location, language, context, and programming.
9.	Regional workshops should be utilised solely for specialised training to which COs would only send a small number of particular staff, such as quantitative analysis, advanced nutrition, or training of trainers for example.
<b>Workshop Tailoring</b>	
10.	Training approaches should move away from general workshops that cover multiple topics toward an emphasis on the core skills needed for assessments and more general functions in the CO, each covered in dedicated modules for specific staff: methodology and design, quantitative analysis, market analysis, response options, nutrition, and report writing.
11.	EFSA courses should focus more on specific skills and scenarios related to rapid assessments of particular programme areas, resulting in more practical and applied exercises rather than broad introductions to a range of topics.
12.	EFSA courses can be tailored to the point of phasing individual modules for particular groups of participants to ensure targeted training for specific groups fulfilling specific assessment roles; depending on the number of facilitators, these modules could even overlap or coincide.
13.	As part of EFSA workshops and assessment planning, a module should be included to analyse the previous assessment report (using ODAN's Report Quality Monitoring Checklist as a template) so that particular gaps might be incorporated into field design and the concept of report quality management can be introduced in plenary and early in the assessment process.
14.	Assessment team leaders should convene a Report Writing workshop after fieldwork has been completed wherein field teams collectively begin to synthesise findings for final reporting, which will be undertaken by an even smaller group of participants with team leader supervision.
15.	Assessment team leaders should provide a final debrief for CO senior management and relevant stakeholders to review salient aspects of the assessment methodology, process, findings, and recommendations so that reports can be better represented or defended with partners, government, or donors.
16.	Workshops developing sophisticated skills (such as quantitative analysis, market analysis, or nutrition for example) should be offered in stages (basic, intermediate, advanced), with corresponding guidelines or prerequisites included in the TOR for how participants can qualify for participation, apply course content in their work, and progress to the next level of training.
17.	Regional Training of Trainers workshops should be piloted during the second half of 2007 for selected CO staff with assessment leadership roles (but ideally not VAM Officers) and demonstrated facilitation skills to enable widespread training for field staff and partners in rapid assessments – with additional emphasis placed on essential field skills such as focus group facilitation; ODAN's Facilitator's Toolkit can be used as a basis and resource for the TOT.

<b>Complementarity and Consistency of Approaches</b>
18. Country Offices should review these recommendations to identify which can be applied to their own internal capacity building strategies.
19. ODAN funds for distance learning tools should be utilised to the greatest extent possible, ideally resulting in materials prepared for all thematic workshops and integrated into each respective TOR as resources or prerequisites for participation.
20. The forthcoming EFSA CD-ROM distance learning course should be required as a prerequisite for all EFSA workshop participants as well as an advocated resource for any regional staff interested to reinforce or develop skills independently.
21. Knowledge assessment tests should be developed and utilised to the greatest extent feasible at the conclusion of every workshop, and should be reviewed, summarised, and reported by the workshop facilitator as part of their contractual outputs.
22. Workshop participants should be eligible for one of two possible certificates, either one for participation (i.e., attendance) or one for successfully passing the knowledge assessment test conducted at the end of training; this information should be included in staff PACE forms, linked with their profile in the Assessor Database, and considered a criterion in determining eligibility for onward learning opportunities (through TDY, OJL, or more advanced workshops).
23. Every workshop should require a final report from the facilitator that discusses workshop targeting, participant skill levels, suitability and impact of tailored content, perceived staff command of skills or concepts, and results of the knowledge assessment test – utilising the ODAN template for facilitator reporting.
24. Consistent formats should be used for workshop TOR, facilitator TOR, facilitator reporting, and donor funding requests (developed by ODAN and ODK).
<b>Mobilising Regional Capacity (TDY and OJL)</b>
25. ODK and Country Offices both should utilise the annual calendar of assessment and learning activities to anticipate possible skill gaps and opportunities to fill these through TDY and OJL, thereby reducing ODK work loads while strengthening participants.
26. TDY and OJL should each be based on work plans and performance objectives, which ideally are included in the individual's PACE to allow greater accountability.
27. TDY responsibilities should be expanded beyond purely technical or leadership roles to include more guidance, coaching, collective report preparation, or strategic debriefing with senior management and stakeholders – with these responsibilities articulated in the TOR and, ideally, in the individual's PACE.
28. All OJL should utilise the monitoring and feedback forms already developed by ODAN; revised versions of these forms should be considered for TDY roles.
29. French language capacity must be factored when considering TDY roles to or from Francophone countries.
30. ODK facilitation of TDY and OJL should include identification of appropriate regional collaborations, such as Eritrea staff participating in assessment activities in north Ethiopia or east Sudan as proxies in lieu of their own country assessments.
<b>Monitoring and Evaluation</b>
31. At a minimum, ODK can assess strategy progress with several already existing tools and data collection exercises: Number of assessors at each skill level (ODAN); number of assessors with particular skill sets (ODAN); number and type of TDY/OJL participants (ODK); number and type of workshops conducted (ODK); number of needs assessments conducted with partners (ODK); and percentage of programmes/projects designed jointly with partners (ODK).
32. To maintain the interest and support of regional leadership, reviews of the capacity building strategy should be completed and disseminated one month before each biannual Country Director meeting convened by ODK so that CDs can arrive already informed of progress or issues tabled for discussion.

## Annex 2: 2007 ODK Regional Risk Ranking

Country	Scenario	RISK RANKING*		
		Probability Level	Consequence Level	Risk Level
<b>Ethiopia</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Conflict: Eritrea/Ethiopia border	Unlikely	Major	Low
	3. Somalia Conflict: Influx of refugees	Likely	Moderate	Low
<b>Kenya</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Somalia Conflict: Influx of refugees	Likely	Major	Moderate
<b>Somalia</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Conflict, Instability, IDPs	Almost Certain	Major	High
<b>Eritrea</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Conflict: Eritrea/Ethiopia border	Unlikely	Catastrophic	Moderate
	3. Potential for internal instability	Unlikely	Major	Low
<b>Burundi</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Internal (political) instability	Likely	Moderate	Low
	3. Influx of refugee returnees (forced or voluntary) from Tanzania	Almost Certain	Moderate	Moderate
	4. Influx of refugees from DRC	Likely	Moderate	Low
<b>Uganda</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Conflict in North (LRA or Karamajong)	Likely	Moderate	Low
<b>Rwanda</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Influx of refugee returnees expelled from Tanzania	Unlikely	Major	Low
	3. Influx of refugees from DRC in event of deterioration	Likely	Moderate	Low
<b>DRC</b>	1. Internal Instability	Likely	Moderate	Low
<b>Djibouti</b>	1. Drought: El Niño event	Likely	Major	Moderate
	2. Somalia conflict: Influx of refugees	Unlikely	Moderate	Low
<b>Tanzania</b>	1. Drought: El Niño event	Likely	Moderate	Low
<b>ROC</b>	1. Internal instability and conflict	Unlikely	Major	Low

\* Risk Ranking as per WFP Contingency Planning Guidelines

### Annex 3: Monitoring and Evaluation Framework (DRAFT)

This M&E (logical) framework will be further refined in the weeks ahead, as priorities and existing data sources (and baseline figures) become more apparent.

Narrative	Indicator	Verification	Baseline
<b>GOAL</b>			
Accurate, transparent, and credible assessments that provide a foundation for designing and targeting WFP relief and recovery operations in East and Central Africa.			
<b>OBJECTIVE</b>			
To increase WFP and partner staff capacity to plan, manage, analyse, and present assessments in the ODK region.	Increased regional numbers in each category of Assessor profile.	Assessor Database, ODAN (but will be web-based and broadly accessible in first quarter of 2007).	
	Number of Cooperating Partners participating with WFP in joint assessments/evaluations.	Annual review of ODK 2006 Consolidated Results Based Work Plan.	
	Partner, government, and donor affirmation of assessment quality and relevance.	Qualitative investigation during EMOP/PRRO evaluation.	
	Monitoring of scores from Report Quality Monitoring Checklists.		
	Regional increase of EMOP/PRROs approved by the PRC.		
	Regional increase of EMOP/PRROs based on an assessment report.		
	Regional increase of EMOP/PRRO assessments conducted in collaboration with partners.		

Narrative	Indicator	Verification	Baseline
<b>OUTPUTS</b>			
Regional emphasis on strengthening the core skills required for co assessment activities, particularly in EFSA techniques, quantitative analysis, market analysis, response options, nutrition, training of trainers, and report writing.	ODK staff designated with regional oversight and implementation responsibilities (that are included in their performance objectives).	ODK monitoring and strategy review completed before each biannual CD meeting.	
	Increased numbers demonstrated in Assessor Database skill profiles of ODK assessment staff.	ODAN Assessor Database.	
	# and type (basic, intermediate, advanced; country, cluster, region) of learning events coordinated by ODK during 2007.	ODK monitoring and strategy review completed before each biannual CD meeting.	
Country (or cluster) level workshops are prioritised over regional forums.	# and type (basic, intermediate, advanced; country, cluster, region) of learning events coordinated by ODK during 2007.	ODK monitoring and strategy review completed before each biannual CD meeting.	
Applied learning environments are facilitated by synchronising learning events with actual assessment activities.	Learning events strategically coincide with individual CO (or CO cluster) assessment activities.	ODK monitoring and strategy review completed before each biannual CD meeting.	
	Calendar for annual assessment activities and related learning events is developed before 1 December of each year prior.	ODK monitoring and strategy review completed before each biannual CD meeting.	
Workshop content is tailored to meet the demands of Country Office priorities and participant skills, with modules targeted for specific groups of partners and staff.	# and type (basic, intermediate, advanced; country, cluster, region) of learning events coordinated by ODK during 2007.	ODK monitoring and strategy review completed before each biannual CD meeting.	
	Workshops are organised by skill level.	Workshop facilitator's final report.	
Workshop participants are identified based on skills, experience, and responsibilities – through a process guided by specific criteria for selection and onward application of workshop skills.	Workshop participation is determined by specific prerequisites, anticipated application of content, and/or examination where appropriate.	Workshop facilitator's final report.	
	Selection criteria are developed and adhered to during participant nomination and vetting process.	Workshop facilitator's final report.	
	All learning events (training, TDY, OJL, etc) are included in participants' PACE forms with specific performance objectives and expected application opportunities.	Internal CO performance reviews.	

Narrative	Indicator	Verification	Baseline
	PACE review of supervisors includes whether appropriate staff were selected for training and whether opportunities were created to ensure application in assessment and routine activities.	Internal CO performance reviews.	
Opportunities are created for secondment and on-the-job-learning to reinforce skills and utilise regional capacity more effectively.	Increased number of TDYs sent and received for assessment activities within and beyond the ODK region.	ODK monitoring and strategy review completed before each biannual CD meeting.	
	TDYs include coaching in addition to technical or leadership responsibilities.	CO evaluation of TDY terms of reference and performance.	
	Increased number of OJL participants throughout the ODK region.	ODAN and ODK monitoring of OJL process, evaluation forms, and financial disbursements.	
	Ratio of nominated versus approved TDY/OJL candidates.	ODK monitoring and strategy review completed before each biannual CD meeting.	
Workshops are monitored and the subsequent application of content in assessment activities is evaluated.	Baseline data and M&E plan established to track and report progress of capacity building strategy.	ODK monitoring and strategy review completed before each biannual CD meeting.	
	Final reports submitted after every learning event.	ODK monitoring and strategy review completed before each biannual CD meeting.	
	Training participants are able to apply and reinforce skills developed through training in CO assessment activities.	ODAN questionnaires circulated and summarised every 6 months.	
	% of training participants who participate in an assessment within a maximum of 6 months after training.	ODAN questionnaires circulated and summarised every 6 months.	
WFP (Country Offices and Headquarters) identifies and contributes toward capacity building initiatives.	COs include training costs in their annual budgets.	ODK monitoring and strategy review completed before each biannual CD meeting.	
	COs contribute to ODK capacity building strategy implementation costs (% of total budget???)	ODK monitoring and strategy review completed before each biannual CD meeting.	
	ODAN facilitates continued utilisation of current and new grants (such as SENAC, ISP, and trust funds).	ODK monitoring and strategy review completed before each biannual CD meeting.	

Annex 4: 2007 Assessments and Learning Events (as of 19 Dec 2006)

Country	Assessment	Learning Event	2007														
			Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec			
DR Congo	CFSVA [PRRO DEADLINE = 1 JUNE]																
	Market study																
		EPP training with EFSA overview															
		EFSA training in second quarter															
	RAINFALL & HARVEST (anticipated)																
RO Congo	Food security assessment for people living with HIV/AIDS																
	RAINFALL & HARVEST (anticipated)																
Burundi	Market study (commodities)																
	CFSAM 1																
	JAM																
	Labour market study (rural livelihoods)	Market training															
	CFSAM 2	EFSA (w/ Response Options & Report Writing), w/ Rwanda staff															
	RAINFALL & HARVEST (anticipated)																
Rwanda	Nutrition and Food Security Monitoring System	(Nutrition - basic [French] training, see ODK)															
	In-depth Needs Assessment?																
	Cash and Food Assistance Needs Assessment?																
	CFSAM	EFSA training in Burundi															
	JAM																
	RAINFALL & HARVEST (anticipated)																
Uganda	Market integration study																
	PRRO assessment [PRRO DEADLINE 1 SEPTEMBER]	EFSA and Markets training															
	RAINFALL & HARVEST (anticipated)																
Tanzania	Rapid vulnerability assessment 1																
	Household economy survey for refugees																
	Rapid vulnerability assessment 2																
	Joint nutrition & food security survey for refugees	EFSA (statistics, response, markets, nutrition, reports)															
	JAM																
	RAINFALL & HARVEST (anticipated)																
Kenya	Short rains assessment																
	EMOP to PRRO assessments [PRRO DEADLINE = 1 JUNE]																
	Long rains assessment	EFSA training															
	RAINFALL & HARVEST (anticipated)																
Ethiopia	Impact of safety nets on market (desk/field)	Market training															
	RAINFALL & HARVEST (anticipated)	EFSA training for Somali region															
	Flood livelihood impact study (national)																
	Short season crop assessment (belg)	EFSA training for other regions															
	CFSVA (SNNPR region)																
	Nutrition survey (refugees)																
	ENA (meher)																
	CFSAM																
	RAINFALL & HARVEST (anticipated)																
Somalia	Household food economy survey																
	Gu crop assessment	EFSA training with Kenya															
	Dyre crop assessment																
	Rapid assessment - IDPs (intermittent)																
	Rapid assessment - floods (intermittent)																
	RAINFALL & HARVEST (anticipated)	EFSA training for the South???															
Djibouti	Food security assessment - rural	EFSA training															
	Food security assessment - urban																
	RAINFALL & HARVEST (anticipated)																
Eritrea	No planned assessment activities																
	RAINFALL & HARVEST (anticipated)																
ODK	Statistics - Basic (French)																
	Statistics - Basic (English)																
	Nutrition - Basic (French - see Rwanda)																
	Nutrition - Advanced (English)																
	Response Options																
	Market Analysis																
	Report Writing																
	Training of Trainers																
	Monitoring and Evaluation																

-  = VAM assessment activity
-  = learning event
-  = PRRO deadline
-  = anticipated rainfall
-  = anticipated harvest