



ODC CAPACITY BUILDING STRATEGY

Assessment, Analysis and Planning

Strengthening Emergency needs Assessment
Capacity (SENAC)
March 2007

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Assessment, Analysis and Planning – ODC Capacity Building Strategy¹

Background

Training staff is a necessary and important way to improve or maintain skill levels, and to impact quality and performance. However, such initiatives often happen without a view to coordination – and what is equally wasteful – in isolation of targeted need. Therefore, it is important to ensure that the right people are being targeted with the correct training, in order to avoid inefficient and costly exercises that benefit neither the participant nor the releasing countries. Therefore, the ultimate objective of this exercise is to *build a sustainable and sound capacity building strategy for the ODC region*, at both the regional and country office level.

WFP has made substantial investment in improving its ability to conduct high quality assessments and analysis. Correspondingly, the ODC Regional Bureau has these objectives related to the building of a strategic Capacity Building plan. These are to:

1. Assess existing capacities and gaps within each country in the region,
2. Select the right staff to be trained,
3. Develop TORs for the learning events, based on existing need and background of the participants,
4. Prepare a timetable on where and when trainings should run,
5. Recommend thematic areas to be considered,
6. Recommend ways to expose trained staff to assessments,
7. Integrate assessment and analytical skills received during trainings into other activities in the country offices, and
8. Build a pool of staff able to conduct EFSAs and JAMs that can be deployed within the region if required.

Methodology

Developing such a strategy required consideration of: 1) HQ training packages and initiatives, 2) ODC Bureau priorities and regional perspective, and critically 3) Country Office capacities and needs.

Country operations were assessed for technical training needs in:

- Early Warning,
- Contingency Planning,
- Needs Assessment and Analysis, and
- Food Security Monitoring.

Through a combination of phone interviews, e-mail correspondence, in-person visits, and document review, a picture was developed of each country's key needs in these technical areas – specifically needs for which training would be the right response.

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In addition, how staff are currently being selected to attend trainings, and how assessment training would be used to enhance other activities beyond assessments was also analysed. Finally, this exercise looked at linkages among Assessment and Programming, Programming and Monitoring, and Monitoring and Assessment.

The Plan

Key findings indicate that trainings can be consolidated on the basis of:

- 1) *Overlapping skills sets*, with an emphasis on assessment and analysis skills that tie back into identifying, analyzing and monitoring key information, and overall into programming response;
- 2) *Pooling of funding sources*, as many initiatives ultimately address the same skills, (i.e., Advanced Nutrition Data Collection and Analysis + VAM Analysis); and
- 3) The *clustering of countries* operating within similar contexts and a common language.
 - **Annex 1:** “Training Plan – By Month, Type and Country Cluster”
 - **Annex 2:** “Assessment and Technical Requirements – Regional Pattern of Needs”

Findings – Assessment and Analysis Training

1. Our plan aims for a balance of: a) formal training, b) practical application, and c) “On-the-Job” (OJL) apprentice learning. To this end – and as part of the criteria for candidate selection – we would advocate that:
 - No training occur unless it proceeds an *actual scheduled assessment or other exercise* in which skills can immediately be applied, and real technical problems addressed; and
 - Only staff with some *specified, active role* in the planned assessment/exercise should attend the training. A further requirement is that this be identified and evaluated in the staff member’s PACE.
2. **JAM**-oriented Assessment Training would take place preceding ODC JAM assessments; indicators would emerge from these assessments that could subsequently feed into required Food Security Monitoring Systems (FSMS).
3. **EFSA** Training for the remaining countries in ODC would take place in advance of scheduled assessment work in Iraq and Palestine. Again, key indicators for FSM would emerge from assessment results.
4. Building on an existing mechanism in the ODC Region, **VAM** Training would be indicated for those programme officers with already established substantial assessment and analysis capabilities. These are some of our “assessment stars” and: a) an investment should be made to solidify their capabilities through the OJL apprentice mechanism, b) once having completed an OJL assessment they would be considered included in the pool of assessors that can be deployed within the region, and finally c) these people could make up a regional team of Trainers to be drawn on as required.

5. The **Key Indicators** training (explained further below) is no exception: scheduled toward the end of 2007 and beginning of 2008, timing of the training would allow for: a) key information to be identified and fed into reporting of SPRs, b) provide data supporting phase-out plans, and c) creation/improvement of FSM/M&E Systems.

6. Specific Training Terms of Reference (**TORs**) for each planned training articulate: a) **Who** – Selection criteria and pre-requisites for staff attending the specific training; b) **What** – Content areas that are to be included; c) **Why** – Specific needs by Country Operation; d) **Funding** – Existing and Possible Sources; and e) **Facilitators** for each training.

Findings – Addressing the Deficiency of Monitoring

7. Common to virtually all of the operations is a clear weakness in monitoring – both Food Security Monitoring and Project Monitoring alike. While requests for help with monitoring kept surfacing, it also became clear that training alone is not the answer. Repeating again the mechanism of *training followed by immediate application*, two opportunities for application exist:

- **FSMS** – ODC from Cairo is undertaking a Data Inventory for all COs + priority countries without WFP presence. Food security monitoring indicators will be established for each country, and will form the basis for a country-specific FSMS. These critical indicators will also be used to support Early Warning, Contingency Planning, Assessment, Analysis and Response.
- **M/E** – In all countries – with the possible exception of Palestine due to size of the operation – FSMS and M/E Systems should be two aspects of the *same system*.

8. Thus, there is an opportunity to bring together key needs and initiatives.

1. **Key Indicators** training is applied to actual exercises: data requirements for SPRs and phase-out.
2. Indicators emerge from assessments/exercises used for establishment of Monitoring Systems.
3. The subsequent establishment of these FSMS can be an opportunity to improve or establish much needed M/E systems.

Findings – Additional Overarching Themes, and Some Possible Solutions

Key Issue		Possible Solution
1.	Too many trainings, all at same time.	Consolidation based on clusters of need, and synergies use output for one activity as input for another wherever possible.
2.	Training used as reward.	Pre-requisites and specified selection criteria.
3.	Same people all the time, pool of experts never increases.	Does not apply to small COs, but in larger operations: strongest assessors and analysts selected for OJL apprentice training, increasing the pool and able afterward to act as facilitators.

4.	Linkages among Assessment-Programming, Programming-M&E, and M&E-Assessment are weak.	Training organized expressly around efficiency mechanisms, creating common indicators, and <i>re-integrating these three areas</i> at an implementational level.
5.	JAM trainings neglected.	Cluster of countries for which EFSA training will have a strong JAM focus.
6.	Need for better Rapid Assessments in emergency-prone operations.	EFSA Training TORs emphasise these methods and skills.
7.	Lack of clarity on key Programming skills.	Basic Programme skills to be a component to Key Indicators Training.
8.	Staff trained, but skills never utilized.	Precondition for attending training is for staff member to be part of an upcoming assessment or exercise where skills will be immediately applied.
9.	Staff trained, but then not released by managers; ambiguity over funding.	ODC opportunity is CIS countries that plan to phase out, and where managers more amenable to releasing staff + providing them with the opportunity for experience/mobility.

Evaluation

The core WFP Evaluation questions can be applied to the monitoring and ultimate evaluation of this strategy.

➤ **Annex 3:** “Monitoring and Evaluation”

Conclusion

The 8 original objectives of this strategy:

1. Assess existing capacities and gaps -
2. Select the right staff to be trained -
3. Develop TORs for the learning events -
4. Prepare a timetable for trainings -
5. Recommend thematic areas -
6. Recommend ways to expose trained staff to assessments -
7. Integrate assessment and analytical skills received during trainings into other activities, and
8. Build a pool of staff able to conduct EFSA and JAMs.

And how each of these objectives has been addressed:

- ✓ **Need** in assessment skills is first in JAM-focused skills, followed by EFSA skills with an emphasis on rapid assessment. JAM-focused trainings are being planned for 4 countries in the region, and an additional training will be held for 2 countries in Emergency Food Needs Assessment.
- ✓ **Staff** must meet specified pre-requisite and selection criteria before attending any training.
- ✓ **TORs** have been developed for each training planned, targeting existing strengths and weaknesses of individuals and operations. Funding sources should be pooled where possible, in conjunction with overlapping skills sets.
- ✓ **A timetable** has been created showing where and when specific trainings should be run, by country cluster.
- ✓ **Thematic** areas for each Training Terms of Reference is a result of expressed need, for tighter targeting of funding and existing initiatives.
- ✓ **Exposure** to assessments or related exercises is a pre-requisite to holding any training, and a calendar matching trainings with assessment/exercises has been created.
- ✓ **Integrating** assessment and analytical skills into other operational areas and staff responsibilities will be one of the themes of the Key Indicators Training.
- ✓ **A pool** of staff able to conduct EFSA and JAMs will be identified through VAM training candidates and “star assessors” from the EFSA and JAM trainings. A shortlist of these people will have the chance to solidify their skills and abilities through OJL apprentice training.

In conclusion, placing ODC’s technical training needs within a framework of wider strategic vision, what is required is an *integration of information* – all food security and complementary systems. It is hoped that this plan represents a coordinated, consolidated, efficient way forward in the improvement and integration of assessment and related skills through training and direct application in the ODC Region.

- Annex 1: Training Plan – By Month, Type and Country Cluster
- Annex 2: Assessment and Technical Requirements – Regional Pattern of Need
- Annex 3: Monitoring and Evaluation
- Annex 4: Training Terms of Reference – JAM
- Annex 5: Training Terms of Reference – EFSA
- Annex 6: Training Terms of Reference – VAM
- Annex 7: Training Terms of Reference – Key Indicators
- Annex 8: Calendar of Key Trainings and Assessments – 2005 to 2008
- Annex 9: Sources

Annex 1

TRAINING PLAN – By Month, Type, and Country Cluster

Training + Application Schedule 2007					Training + Application Schedule 2008				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Algeria	JAM rept ←								
Syria		JAM Training →	JAM Assessment →	FSM System					
Iran			JAM Assessment →	FSM System					
Yemen			JAM Assessment →	FSM System					
Iraq		EFSA Training →	EFSA Assessment →	FSM System					
Palestine			EFSAs + FSM System →						
Cluster #1					SPRs ←	Key Indicators Training			
Cluster #2					SPRs ←	Key Indicators Training			
Cluster #3				Key Indicators Training →	SPRs + phase-out or FSM				
TYPE TRAINING	Month Planned in 2007		Possible Location	Countries in Cluster					

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JAM Training		June	Cairo or Yemen	Algeria, Syria, (Iran) Yemen (one person from Georgia, Central Asia)
EFSA Training		June/July	Cairo or Jordan	Palestine, Iraq, (Jordan) (Syria)
VAM Training (Phase II)		August (+ 2008 OJL)	Cairo	Syria, Yemen, Iraq, Palestine, Egypt, Armenia, Georgia
Key Indicators Training	Cluster #1	(Q2 – 2008)	Cairo or Yemen	Algeria, Syria, Iran, Yemen
	Cluster #2	(Q2 – 2008)	Cairo	Palestine, Iraq, Jordan
	Cluster #3	September	Georgia?	Tajikistan, Armenia, Azerbaijan, Georgia, (Russia) + Central Asia

Annex 2

ASSESSMENT + TECHNICAL REQUIREMENTS: Regional Pattern of Needs

		IN PROGRESS				NEEDS								TRAINING PLAN					
	Adv Nut'n Train	EFSA Reg'l Train	VAM Reg'l Train		Key Assessment Skills Required				Additional Requiremts				Training by TOR		Application of Skills to Upcoming Exercise			Mechanisms	
	2007	0 7 Q 1	0 7 Q 2	0 6 P h I	0 7 P h II	J A M	E N A	V A M	F S M	C P	M / E	P C	N a ' I C B	C P + P C	E N A + J A M	V A M + O J L	Assessment or Planned Exercise in '07		Monitoring C O F S U

1.	Algeria	X		X		X			X		X		X		J					JAM-focused training reviews Q1 rept, indicators inform FSMS
2.	Syria			X	X	X			X		X				J	?	JAM asst – Q2			JAM-focused training preceding asst, indicators inform FSMS
3.	Iran			X		X							X		J		JAM asst – Q?			JAM-focused training preceding asst, indicators inform FSMS

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4.	Yemen	X		X	X	X	X		X	X		X			J	JAM asst – Q3	←	JAM-focused training preceding asst, indicators inform FSMS	
5.	Iraq	X		X			X	X		X		X			E	FSVA survey	←	EFSA training before FSVA survey, indicators emerging inform FSMS	
6.	Palestine	X		X	X	?		X	X	X		X	X		E	ENA assts	←	EFSA training applied to ENAs, indicators inform FSMS	
7.	Egypt	X		?	X	X			X			X	X					Emphasis on indicators to inform FSMS	
8.	Jordan			?						X	?	X	X		e			Emphasis on CB with Govt and partners	
9.	Armenia	X	X		X	X			X	X		X	X					Emphasis on CB with Govt and partners	
10.	Georgia	X	X		X	?			X	X	X		X	X			Market study?	←	1) Study conducted as OJL 2) Mkt + fd sec indicators emerge 3) Monitoring system refined
11.	Azerbaijan	X	X		x					X	X		X					Emphasis on indicators to inform FSMS	
12.	Russia		X		x			X		X	X	X	X				CP + Market Study – Q2	←	4) Study conducted as OJL 5) Mkt + fd sec indicators emerge 6) Monitoring system refined
13.	Tajikistan		X					X	X	X	X		X				CP update		Internal CO-level EFSA training from reg'l participants, emphasis on indicators to inform FSMS
+	Central Asia		X							X			X					0	Emphasis on indicators to inform FSMS

Annex 3: MONITORING AND EVALUATION

WFP Evaluation Question		Sub-Questions	Means of Verification
1.	Relevance	<ul style="list-style-type: none"> Was this strategy needed? Why/why not? 	➤ Managerial review, qualitative data.
		<ul style="list-style-type: none"> Did it address the key needs of Team 1's training planning for 2007 and 2008? 	➤ Managerial review, qualitative data.
2.	Effectiveness	<ul style="list-style-type: none"> Were trainings well targeted? 	<ul style="list-style-type: none"> ➤ Percentage of staff participating in training that met required pre-requisites. ➤ Percentage of trained staff whose participation, roles/responsibilities and practical application in an assessment or related exercise is reflected in PACE.
		<ul style="list-style-type: none"> Was training immediately applied? 	➤ Percentage of trained staff who applied new skills in an assessment/related exercise within 3 months of attending training.
		<ul style="list-style-type: none"> Was a pool of capable assessors successfully created? 	➤ Total number of staff successfully completing an OJL apprenticeship + number of staff released by managers for deployment as required.
		<ul style="list-style-type: none"> Were skills acquired during training useful for other roles and responsibilities of staff? 	➤ Managerial review, qualitative data.
		<ul style="list-style-type: none"> Was improvement made in rapid assessment capacities? 	➤ Managerial review, qualitative data. Availability of key info for advocacy & planning purposes after any rapid assessment.
		<ul style="list-style-type: none"> Were key programming skills augmented? 	➤ Managerial review, qualitative data.

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3.	Efficiency	<ul style="list-style-type: none"> • Did the strategy result in cost savings? 	<ul style="list-style-type: none"> ➤ Actual expenditure vs. budgeted expenditure before creation of plan.
		<ul style="list-style-type: none"> • Were there fewer, but more useful trainings? 	<ul style="list-style-type: none"> ➤ Actual number of trainings vs. planned; managerial review.
		<ul style="list-style-type: none"> • Was the strategy adequately implemented? 	<ul style="list-style-type: none"> ➤ Implementation of the strategy reflected in specified RB staff members' PACE. ➤ Implementation and success of plan monitored/re-evaluated for refinement every quarter.
		<ul style="list-style-type: none"> • Was the goal of better integrating Programming, Assessment and Monitoring achieved? 	<ul style="list-style-type: none"> ➤ Extent to which synergies to solve more than one issue at same time were taken advantage of measured by managerial review. ➤ Number of CO's where FSM and M&E are one system.
4.	Sustainability	<ul style="list-style-type: none"> • Can this strategy serve as a template for an updated plan on a regular basis? 	<ul style="list-style-type: none"> ➤ Plan to utilize similar structure in 2008 and beyond.
		<ul style="list-style-type: none"> • Can the strategy be mainstreamed into the workplan of a Team 1 RB Programme Officer? 	<ul style="list-style-type: none"> ➤ Responsibility of strategy creation reflected in RB Team 1 staff member's PACE.
5.	Connectedness	<ul style="list-style-type: none"> • Is the plan in line with the goals and objectives of other teams of Programme (Teams 2 and 3)? 	<ul style="list-style-type: none"> ➤ RB Programme Team satisfaction as measured by managerial review.
		<ul style="list-style-type: none"> • Does it fit into overall strategic plans at the CO, RB and HQ levels? 	<ul style="list-style-type: none"> ➤ Senior management's satisfaction at CO, RB and HQ levels as measured by managerial review, qualitative data.
		<ul style="list-style-type: none"> • Did the plan achieve CO buy-in? 	<ul style="list-style-type: none"> ➤ Percentage of CO's contributing 10% or more toward technical sub-regional trainings.

Annex 4

Training Terms of Reference – JAM

Who – Selection Criteria and Prerequisites

- Those staff – particular National Officers – who will play an active role in the *upcoming 2007 JAM* in their country.
- This requirement to be further refined by CO managers, who should articulate in advance specific roles and responsibilities for each of the team members undertaking the assessment.
- Staff who will stay a minimum of 1 year in WFP.
- Staff who have set with their supervisors to reflect this projected work in their PACE.

What – Key Content Areas to be Included

- Nutritional Assessment and Analysis
- Qualitative Data Collection – Methods and Tools
- Questionnaire Design
- Translating Assessment Results into Programming Options

Why – Country Office Needs

Country Office	Highlighted Needs
Algeria	Nutritional assessment, data analysis.
Syria	PRA/Qualitative data collection and analysis techniques, questionnaire design.
Yemen	Questionnaire design, PRA/qualitative techniques, needs assessment and translating data into an appeal.
Iran	Nutritional assessment.

Funding – Existing and Possible Sources

- JAM Regional Training, ODAN funding – roughly \$10,000 per region.
- Possible re-allocation of approved ODC IS funds?
- Possibility of ODAN supplementary funding through trust funds, etc.
- Should get partial funding from each of the participating CO – not only for buy-in purposes, but because training should directly support their imminent assessments.

Facilitators

- Asif
- Anne?
- ODAN?

Annex 5

Training Terms of Reference – EFSA

Who – Selection Criteria and Prerequisites

- Those staff – particular National Officers – who will play an active role in the *upcoming 2007 EFSA Assessment* in their country.
- This requirement to be further refined by CO managers, who should articulate in advance specific roles and responsibilities for each of the team members undertaking the assessment.
- Staff who will stay a minimum of 1 year in WFP.
- Staff who have set with their supervisors to reflect this projected work in their PACE.

What – Key Content Areas to be Included

- Rapid Assessment Methodology
- PRA/Qualitative Data Collection and Analysis Techniques
- Secondary Data Analysis Techniques
- Nutritional Assessment and Analysis
- Translating Results into Programming Options
- Targeting

Why – Country Office Needs

Country Office	Highlighted Needs
Palestine	Nutritional assessment and analysis of dietary diversity and micronutrients, selection of key indicators that would further form the basis for FSM, strengthening analytical skills among Gov't partners, market price analysis, linking assessment findings to programming decisions.
Iraq	PRA/qualitative assessment and analysis techniques, secondary data analysis, strengthening analytical skills among Gov't partners, targeting.

Funding – Existing and Possible Sources

- EFSA Technical Training, Senac Funding – roughly \$20,000 per region.²
- ODC IS funds = \$20,000.
- Senac Funding for OJL – roughly \$15-20,000 per region. (Candidates to be identified from combination of this VAM pool as well as strong candidates from sub-regional EFSA/JAM Trainings.)
- Should get partial funding from each of the participating CO – not only for buy-in purposes, but because training should directly support their imminent assessments.

Facilitators

- Asif (+Tamara, Salah?)

² CIS Countries + Central Asia trained in Feb 2007, \$20,000 from Senac

Annex 6

Training Terms of Reference – VAM

Who – Selection Criteria and Prerequisites

- Participants who attended VAM Training – Phase I in 2006, or new staff who meet minimum levels of experience in use of SPSS and ArcGIS software and data analysis techniques.
- Participants identified through EFSA 2007 training as meeting these same levels, and with potential to advance.
- Staff who will stay a minimum of 1 year in WFP.
- Staff willing to maintain their skills not only through expressly identified work projects, but also through quarterly follow-up exercises to be administered and mentored by the Regional VAM Officer.
- Staff who have set with their supervisors to reflect this projected work in their PACE.

What – Key Content Areas to be Included

- SPSS
- ArcGIS

Training to be focused on quantitative analytical skills and techniques, as well as GIS mapping, as opposed to sub-regional EFSA/JAM Trainings, which provide more holistic assessment skills from start to finish.

Why – Country Office Needs

Country Office	Highlighted Needs
Palestine	Advanced statistical analysis (regression, multi-variate).
Iraq	Data analysis – how to extract hi quality/priority info during analysis stage, and GIS mapping.
Egypt	How to choose and define indicators, sampling, how to create databases, statistical analysis, turning assessment data into good programming options/targeting criteria.
Yemen	Intermediate SPSS training – analytical techniques, and GIS mapping.
Syria	SPSS and analytical techniques for good data analysis.

Funding – Existing and Possible Sources

- Approved IS funding = \$24,000
- VAM HQ Training Fund – roughly \$40,000? per region

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- Senac Funding for OJL – roughly \$15-20,000 per region. (Candidates to be identified from combination of this VAM pool as well as strong candidates from sub-regional EFSA/JAM Trainings.)

Facilitators

- Osama (Who would also be first OJL apprentice training candidate.)

Annex 7

Training Terms of Reference – Key Indicators

Who – Selection Criteria and Prerequisites

- Those staff – particularly National Officers – who will play an active role in the *upcoming improvement of monitoring activities*: FSM, M&E or both.
- Particularly those same officers who have multiple Programme responsibilities.
- Staff who will stay a minimum of 1 year in WFP.
- Staff who have set with their supervisors to reflect this projected work in their PACE.

What – Key Content Areas to be Included

The critical skill of *identifying key information* is a core role of any assessment – and beyond. Any analysis or planning for programming activities hinges around key information. Particularly relevant here are key Food Security indicators identified for:

1. Early Warning and Contingency Planning,
2. Assessed and analysed during shock or emergency,
3. Tracked over time in Food Security Monitoring, and
4. Tracked through to outcome level data for M&E.

Across the board, Country Offices have identified the need to either establish or improve FSM + M&E Systems. In the vast majority of operations, these two functions should be aspects of the same system. However, what is needed is not conventional FSM or M&E training – what is needed is “training” that works with clusters of countries sub-regionally to pull together this key information in a practical way, allowing for direct establishment or improvement of FSM/M&E Systems. The idea is not to design systems, but rather to provide hands-on coaching and live guidance in *what data to collect* and *how to analyse it*.

As the responsible staff in the majority of ODC countries have other – and often multiple – Programme roles and responsibilities, the objective is to provide support that *maximizes skills common to these multiple roles*. This training proposes to address such skills, through a training targeting:

- Identification of key Food Security indicators, tracked throughout the life of the operation.
- Basic Project Cycle fundamentals.
- Planning and Monitoring: SPR and Contingency Planning considerations.

Trainings are clustered sub-regionally with the aim of keeping groups small, and the work based on actual systems and workplans. Timing of the training would allow key information to be identified and feed into reporting of SPRs, data supporting phase-out of CIS operations, and/or creation or improvement of FSM/M&E Systems.

Why – Country Office Needs

Country Office Cluster		Highlighted Needs
1	Algeria	FSM/M&E Database and System
1	Syria	FSM/M&E Database and System, preparation of project documents
1	Yemen	M&E outcome monitoring and checklists
1	Iran	Basic Programme Skills
2	Egypt	M&E logframe, targeting, planning skills, proposal writing, project cycle skills
2	Palestine	M&E System consolidation, basic Programme and project cycle skills
2	Iraq	FSM/M&E database establishment and improvement
2	Jordan	More efficient M&E, reporting skills
3	Tajikistan	FSM/M&E improvement, database
3	Armenia	M&E outcome monitoring
3	Azerbaijan	FSM with partners
3	Georgia	Project management/basic project cycle skills, EW skills
3	Russia	Monitoring improvement [<i>Note: request to do this training as OJL with planned CP/market TORs</i>]
3	Central Asia	EW/FSM System

Funding – Existing and Possible Sources

- IS funding earmarked for Contingency Planning Training is \$125,000 total, part of which may be re-allocated in particular for JAM Training.
- Senac/ODAN Training Funding?
- VAM HQ Funding – FSMS.
- HQ Programme Project Cycle Training Funding ?
- Should get partial funding from each of the participating CO – not only for buy-in purposes, but because training should directly support their FSMS/M&E Systems.

Facilitators

- Regional Bureau programme officers.

Annex 8

CAPACITY BUILDING – Calendar of Key Trainings and Assessments – 2005 to 2008

	2005 – 2006			2007 – 2008				
	Previous Trainings and Key Assessments			Planned Trainings		Planned Assessments + Key Activities		Notes
I.	Regional Bureau	2005	2006	2007	2008	2007	2008	
		> CP training > EFSA training	>VAM training, phase I > FFE training	> VAM training, phase II > CP training > EFSA training (2x) > Basic nutrition training > Adv nutrition training				> HIV/AIDS workshop 2007
1.	Algeria		>JAM training in Geneva			JAM assessmt (completed Feb '07)		>HQ Evaluation Mission 2007
2.	Egypt	VAM assessment				Prog planning asst/baseline		
3.	Palestine		CFSVA, market & nut'n asst	>FFE training, survey		ENAs		
4.	Jordan							> HQ Evaluation Mission 2007
5.	Syria	JAM assessmt	JAM assessment			JAM assessment FFE baseline		
6.	Iraq	>Fd Sec/ VA survey training	FSVA update of '04 baseln			FSVA updt of '06 survey	FFE baseline FSMS with M/E	
7.	Yemen	JAM assessment	Fd Sec + Nut'n assessment			JAM assessmt		
8.	Iran		JAM Assessment			JAM assessmt (?)		

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9.	Tajikistan	CFSAM, JAM & mkt assessments		> CO internal EFSA training (from reg'l CIS)		CP update	Assessment to determine phase out	
10.	Armenia		VAM assessment					
11.	Azerbaijan	FS/Nutn assessmt						
12.	Georgia		VAM atlas			Market study (requested)		
13.	Russia		FS/Nutn assessmt			CP + market study		

Annex 9

Sources Consulted

1. Algeria – Michelle Iseminger, Head of Tindouf Sub-Office
2. Algeria – Lynda Matougui, Programme Officer
3. Armenia – Muzaffar Choudhery, Country Director
4. Armenia – Lianna Kharatyan, Programme Officer
5. Azerbaijan – Lynne Miller, Country Director
6. Azerbaijan – Karina Schmitt, Programme Officer
7. Egypt – Bisow Parajuli, Country Director
8. Egypt – Ayoub Aljaloudi, Deputy Country Director
9. Egypt – Abdalla Marzban, Senior Consultant VAM
10. Egypt – Wael Kamel, VAM Assistant
11. Egypt – Lara Fossi, Head School Feeding
12. Egypt – Daniel Dyssel, M&E
13. Egypt – Hanan Abdalla, Admin and HR Officer, Training
14. Georgia – Lola Castro, Country Director
15. Iraq – Beatriz Yermenos, Deputy Country Director, Head of Programme
16. Iraq – Hazem Al-Mahdy, VAM Officer
17. Iraq – Azhar Al-Azzawi, Programme Officer
18. Iraq – KaKa Ghassan, Programme
19. Iran – Robert Hauser, Country Director
20. Jordan – Lubna Alaman, Country Director
21. Jordan – Mahmoud Abu Al Ruzz, National Programme Officer
22. Jordan – Faten Al Hindi, HR Assistant
23. Palestine – Jacques Higgens, Deputy Country Director, Head of Programme
24. Palestine – Claire Conan, Programme Officer
25. Palestine – Caterina Galluzi, Programme Officer, VAM
26. Russia – Inge Breuer, Country Director
27. Russia – Koryun Alaverdyan, Deputy Country Director
28. Syria – Pippa Bradford, Country Director
29. Tajikistan – AnneMarie van den Berg, Deputy Country Director

30. Yemen – Salman Omer, Deputy Country Director
31. Yemen – Moayad Hameidi, Programme Officer
32. Yemen – Ahmed Ismail, National Programme Officer, VAM
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34. ODC RB – Asif Niazi, Regional Assessment Officer
35. ODC RB – Anne Callanan, Senior Programme Advisor
36. ODC RB – Jolanda Hogenkamp, Programme Officer
37. ODC RB – Osama Mohamed, Programme Officer VAM
38. ODC RB – Mohamed Gabr, Senior Information Management Assistant
39. ODC RB – Jens Nylund, Consultant
40. ODC RB – Luay Basil, Regional Programme Advisor
41. ODC RB – Amal Magzoub, Regional Programme Officer
42. ODC RB – Wolfram Herfurth, Regional Programme Coordinator
43. ODC RB – Khaled Mansour, Regional Public Information Officer
44. ODC RB – Alf Ellefsen, Regional Information Systems Officer
45. ODK RB – Scott Ronchini, Regional VAM Advisor
46. HQ Rome – Nicole Steyer, Senior Programme Advisor
47. HQ Rome – Charisse Tillman, Assessment Officer
48. HQ Rome – Lisa Biederlack, Consultant, ODAN
49. HQ Rome – Samir Wanmali, Programme Advisor
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