

# ■ Part II

Planning and  
organizing a CFSAM

## 4 Preparatory steps and pre-mission planning

The success of a CFSAM and the value of the report are heavily dependent on the preparatory work done before the mission itself. This includes work in-country (undertaken or coordinated by the FAO and WFP country and regional offices), work at the regional and headquarters levels (GIEWS & Food Security Analysis Service), and close collaboration among the country and regional offices and headquarters throughout the preparatory phase.

### 4.1 The CFSAM process and timeline

Following a decision that a CFSAM is needed, there are three main stages - preparatory phase, mission, post-mission - as shown in Figure 4a and in more detail in the timeline in Figure 4b. The sequencing of activities within each phase is only indicative: in most cases, several activities are undertaken concurrently to save time. The time required for each phase depends on the size and diversity of the area concerned and the availability and quality of existing data.

The **preparatory phase** is crucial. Preliminary consultations and the work done prior to the mission, especially at country level, are crucial to the success of the mission and the final output. Some of the preparations may proceed in anticipation of a formal request. Where needed, national consultants may be engaged (by FAO) to assist in the compilation and initial review of available secondary data.

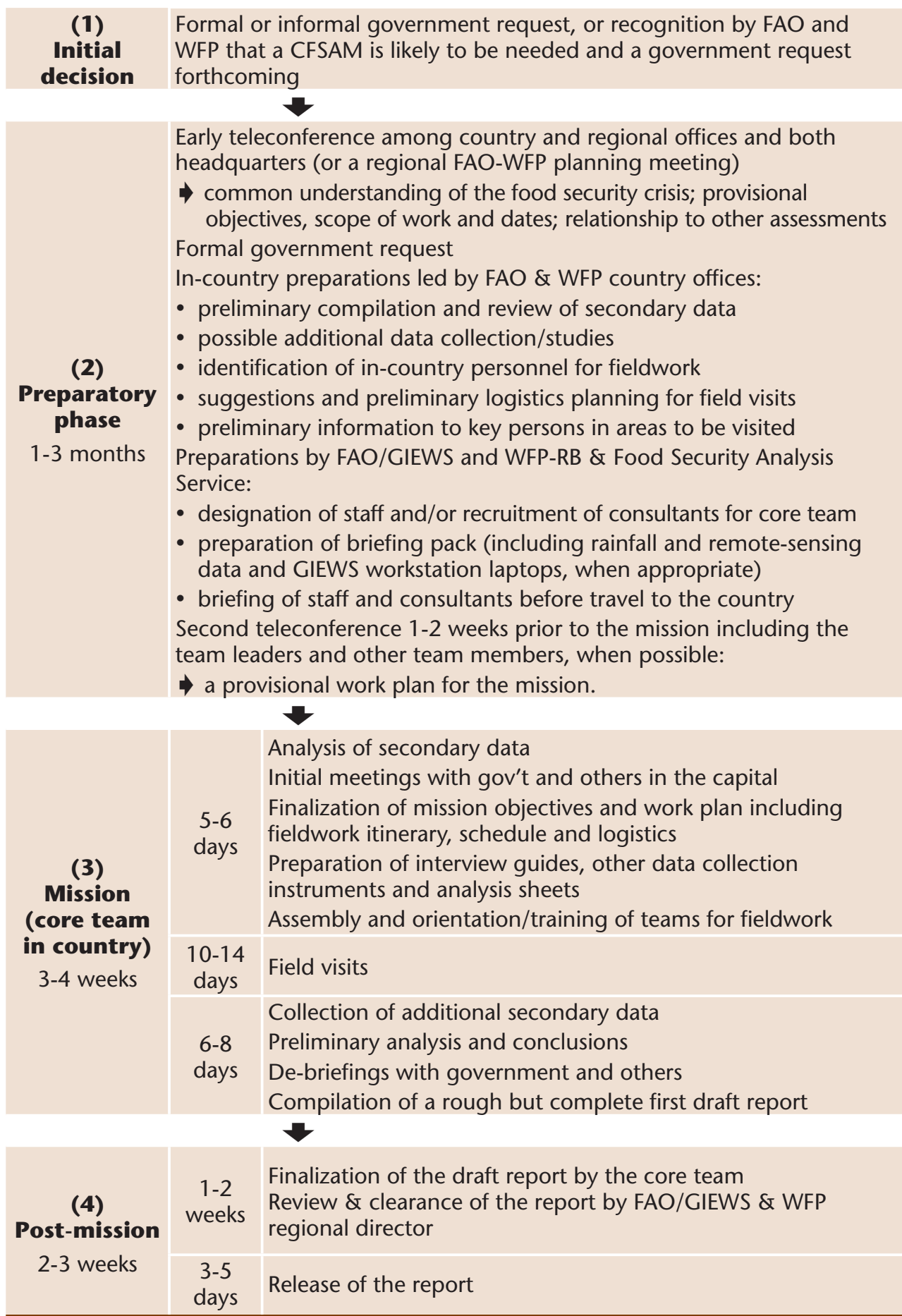
**Once in country**, the CFSAM team starts its work reviewing *secondary data* including: (i) basic statistical and other information on food production, overall food supplies and markets, including rainfall, satellite and price data, from national institutions, FAO and WFP databases, and other stakeholders; (ii) baseline information on livelihood systems and household food security provided by national institutions and WFP-VAM databases; and (iii) information on the current situation contained in the reports of recent WFP EFSAs and other assessments. All these data are thoroughly and critically evaluated in relation to their sources and methodologies and the consistency of their conclusions, see section 4.4.

The objective of the *field visits* is to gather enough information from visual inspection, sampling and interviews, to validate, update or amend existing conclusions - including government estimates of production and trade during the coming marketing year, and assessments of assistance needs and targeting criteria, to the extent possible. In almost all cases, *sub-teams* will be constituted to undertake field visits simultaneously in different areas. See panel 5-6 (in section 5.2).

Once back in the capital city and after preliminary internal discussion of its main findings, the team goes through a *debriefing* process with the government, UN agencies, donor agencies, NGOs and other interested parties, see section 5.4.

All members of the core team remain together - in the country or at a convenient regional location - to prepare a first (rough but complete) draft of the **report**, which is then finalized in Rome through detailed consultations among the team leader, team members, and relevant experts in FAO headquarters, WFP headquarters and the WFP regional bureau.

Figure 4a **Principal Steps in Organizing and Undertaking a CFSAM**





## 4.2 Preliminary consultations

Preliminary consultations will be organized 1 to 3 months before the planned CFSAM involving:

- FAO/GIEWS; other FAO units as required and interested;
- WFP/Food Security Analysis Service; WFP regional bureau;
- FAO and WFP country offices;
- Observers from important donor countries.

Normally, this will take the form of a **teleconference** between FAO & WFP headquarters (Rome), the WFP regional office, and the country offices (FAO & WFP). When a number of CFSAMs are to be organized in the same region, a joint **preparatory meeting** may be organized at **regional level** (in the relevant WFP regional office). Panel 4-1 indicates what needs to be discussed and agreed upon during those consultations.

### Panel 4-1

#### Aspects to be discussed/decided during a preparatory meeting/teleconference

The regional meeting (or teleconference) will:

- Discuss the nature of the situation and the availability and reliability of data, and agree on:
  - the scope of work for the CFSAM including the approach and methodologies likely to be required and issues requiring particular attention (see 5.2);
  - the mission composition (and of field survey teams likely to be required);
  - the main elements of the TORs for mission members;
  - which experts would be mobilized by FAO and which by WFP.
- Agree on dates and duration for the CFSAM (subject to confirmation with the government).
- Discuss preliminary ideas (names) for the team leader and mission members.
- Review the list of information/reports already available in Rome and at country level and any that are expected to become available in the period before the CFSAM; identify additional data and reports that are believed to exist and agree who (which HQ or country office) will seek them out.
- Identify any major information gaps and determine whether it will be possible to collect additional data prior to the CFSAM, by whom, how, at what cost and with what funding.
- In advance of the CFSAM, specify what information is to be compiled and other preliminary work to be done, and by whom. (The *Checklist for FAO and WFP country offices* in **Annex 3** includes a list of the preparatory actions that are typically required at country level: this may be reviewed and adapted.)
- (*In case of a large, segmented country*) Suggest whether it would be appropriate to prepare balance sheets at sub-national level.

If there had been a CFSAM the **previous year**, the preliminary consultation should include a review of the conclusions and recommendations of that report, the actions that were actually taken, and the outcomes, in order to identify any issues that need to be taken into account in the planning for the forthcoming mission or followed up during the mission.

N.B. The initial identification of a crisis must be verified through quick cross-checking of information from a variety of sources. This is necessary because a government may over-emphasize or under-emphasize a food crisis for various political reasons, and local or anecdotal information may not be representative of the situation. Checking may include meteorological ground data and satellite imagery, and discussions with local officers of FAO, WFP, other UN organizations, bilateral aid agencies and NGOs.

As soon as the timing of the proposed CFSAM is agreed, FAO and WFP jointly inform **donor representatives** and remind them that they can propose observers, subject to government approval.

### 4.3 Defining objectives, scope of work and team composition

During the preliminary consultations the objectives and scope of work of the CFSAM will be agreed upon among FAO, WFP and the government, and provide a basis for defining the composition of the core team (see Panel 2-1 in section 2.1), preparing TOR for each team member, and developing a work plan for the preparatory phase specifying who will do what and when.

The **objectives** and **TOR** must be well-thought-out, clear, concise and understood by all concerned.

The **scope of work** and the individual TOR must specify the outputs required and the methods to be used as well as the deadlines:

• Sample TORs for individual team members are provided in **Annex 4** and electronically on the CD-ROM; they should be adapted as appropriate.

As a basis for drawing up the scope of work, FAO/GIEWS and WFP (RB or Food Security Analysis Service) compile background information available at the international level and suggest **priorities** for the team's attention, distinguishing aspects that appear essential from those of lesser importance. The emphasis to be given to different topics will depend on the nature of the situation - see Panel 4-2.

A **work plan** for the preparatory phase should be drawn up as quickly as possible. Shortly before the mission, a preliminary draft work plan should be prepared for the mission itself and discussed during the pre-mission teleconference. The generic timeline in Figure 4b may provide a starting point for both work plans.

- The FAO and WFP country offices must ensure that the country-level preparatory actions agreed upon during the preliminary consultations are completed in good time in collaboration with relevant government entities, other national institutions, and interested donors and NGOs, under the guidance of FAO (GIEWS) and WFP (RB and Food Security Analysis Service).

## Panel 4-2

### Typical focus of CFSAMs in different types of food crisis

Type of food crisis	Probable focus of the CFSAM scope of work
(i) country facing substantial and sudden reductions in food production (e.g. as a result of drought or pests)	<ul style="list-style-type: none"> <li>• Agricultural production, crop damage and aggregate balance</li> <li>• Impact on household incomes (food production, income from cash crops)</li> <li>• Ability to offset the shortage through imports</li> </ul>
(ii) country with widespread, sudden increases in the numbers of people lacking access to food (e.g. as a result of collapse of incomes, exceptionally high food prices or inability to circulate within the country) although supplies may be available	<ul style="list-style-type: none"> <li>• Overall food supply/demand balance, and disparities between regions, with main determinants</li> <li>• Household access to food, given prices and incomes</li> <li>• Markets as mechanisms to even out surpluses and deficits within the country: are they working at normal costs?</li> <li>• Overall assessment of effective demand; local or imported food may be beyond financial reach of many</li> </ul>
(iii) country with severe localized food insecurity (e.g. as a result of conflict or a combination of crop failure and deep poverty)	<ul style="list-style-type: none"> <li>• Sub-national food supply/demand balances, within the overall national balance context</li> <li>• Understanding determinants of disparities between regions in the country (insecurity, transport constraints, marginalized areas or population groups) and their consequences on availability of and access to food, in various areas.</li> </ul>

#### 4.4 Compiling and reviewing secondary data

Compilation and initial review of secondary data is a critical need in all cases. **Annex 6** provides a list of the important types of secondary data and information that should be compiled, including both pre-crisis data and data on the current situation. It also suggests international sources that can be useful in such a search. FAO and WFP country offices are encouraged to compile data from as many sources as possible in consultation with FAO/GIEWS and, if possible, to prepare a summary listing of all secondary data/information sources and their findings. Much of this information may already be available in the FAO and WFP country offices, especially with the WFP VAM unit, but if needed FAO/GIEWS may be able to provide funds to recruit a local consultant to assist in the review and summarization of data.

This compilation and initial review in advance of the mission is absolutely essential to enable the CFSAM team to fulfil its tasks in the short period of the mission. It needs to be done early in the preparatory phase in order to identify any major gaps in data and information so that additional data can be collected prior to the mission, if required. If,

for example, data on household food security are inadequate, it may be necessary for WFP to organize a rapid EFSA in advance of the mission, if possible.

### **Preliminary analysis of remote-sensing data**

Rainfall and NDVI data from satellite images may be analysed by FAO/GIEWS and in-country FAO or WFP staff or consultants to identify areas where rainfall patterns or vegetation growth during the current season have varied significantly from previous years. These data from remote sensing should be compared with those from in-country meteorological and other ground observations to establish preliminary proposals for areas and itineraries for field visits by the CFSAM team - see Panel 4-3.

#### **Panel 4-3**

#### **Data available from remote sensing**

##### **a) Early in the growing season**

On the basis of dekadal rainfall data, verify whether the theoretical start-of-season (the point in time when cumulative rainfall could be considered sufficient by most farmers to carry out their first sowings) is consistent with past practice. Detailed rainfall data can help establish whether the season was early, on time, or delayed, and compared with early agricultural season reports from local authorities.

##### **b) Mid-way and in later stages of the growing season**

Rainfall data is by then available for a longer stretch of the growing season, and can give an idea of the regularity and amount of rainfall, compared to crop requirements. At this point, NDVI imagery should be used to check the extent to which vegetation growth and "quality" (in terms of amount of sunlight reflected) is consistent with the first conclusions drawn from rainfall data. Obviously, when no rainfall data is available, remotely sensed vegetation indices can substitute for it. In addition to NDVI, other weather related indicators based on remotely sensed information can be used. These rely on a combination of meteorological and satellite based sensor data to estimate ground temperature, moisture and evapo-transpiration. Again, these types of indicators are most useful if used in comparison with similar ones for previous years. Most of them are actually produced as "difference maps" showing the extent to which each data point, or pixel is "better" or "worse" than the value for the same pixel during the same ten-day period in a specific previous year, or compared to the average of the values for a number of past years.

Both rainfall and remotely sensed data of this type only provide low, or at best, medium resolution, so that they can only provide a general assessment of the situation, but this is usually quite sufficient at the CFSAM preparation stage.

##### **c) Combining remotely sensed data and mid-season crop forecasts**

Since CFSAMs almost always take place shortly before harvest time, quite a few dekadal periods of rainfall or remotely sensed data may be available during mission preparation. In some cases, a mid-season preliminary estimate of area cultivated and/or yields may also have been carried out, either by national authorities or by independent assessors. In some rare cases, national authorities even rely partly on remotely sensed data to plan or validate their mid-season forecasts. If such information is avail-



able to the CFSAM team, the preparatory phase should include an analysis of the correlation between ground survey and remotely sensed data. If done or presented in-country, this can constitute a very important part of the joint planning process between national authorities and the CFSAM team -especially for the team members focusing on agricultural and livestock production estimates. Comparing rainfall data, remotely sensed indicators of vegetation quality and mid-season survey results can be an excellent way to start the collaborative process with national authorities participating in the CFSAM. Again, preliminary ground survey results will be subjective and lack geographical detail, but the same goes for rainfall and remotely sensed data. However, putting the three types of information together should provide a good first sense of which parts of the country have fared better or worse than others, and help decide on areas to be visited and what to expect.

When dekadal rainfall data is available at a reasonable level of geographic specificity (e.g. District averages or better), the GIEWS office provides the outgoing CFSAM team with the data, or sends them electronically once the team is in-country. Remotely sensed data can be presented on maps produced by the GIEWS office, usually with an overlay showing administrative boundaries, or road infrastructure, main cities, rivers, etc. Rainfall data, such as estimated cumulative precipitation, can be presented in the form of charts, by dekad and by administrative geographic unit (e.g. province or district).

## **Compilation and preliminary analysis of economic, agricultural and market data**

Prior to the arrival of the mission - and preferably prior to the pre-mission teleconference - data on key macro-economic indicators, agricultural production, market prices and imports over the last 5 years, if possible, should be **plotted** in order to identify (i) **trends** and (ii) changes that may have occurred during **previous crises** during that period. For example, market price data should be examined using graphs such as the one in Figure 8d (in section 8.3) to identify:

- seasonal and any other intra- or inter-annual patterns in the movement of prices;
- the ranges within which prices normally move;
- how prices changed in response to previous crises.

Shortly before the mission, FAO/GIEWS and WFP (RB or Food Security Analysis Service) prepare **briefing material** that is made available in both print and electronic formats to all members of the core team before they travel to the country, see section 4.5. Copies are also available for observers.

### **4.5 Advance planning and preparation for field visits**

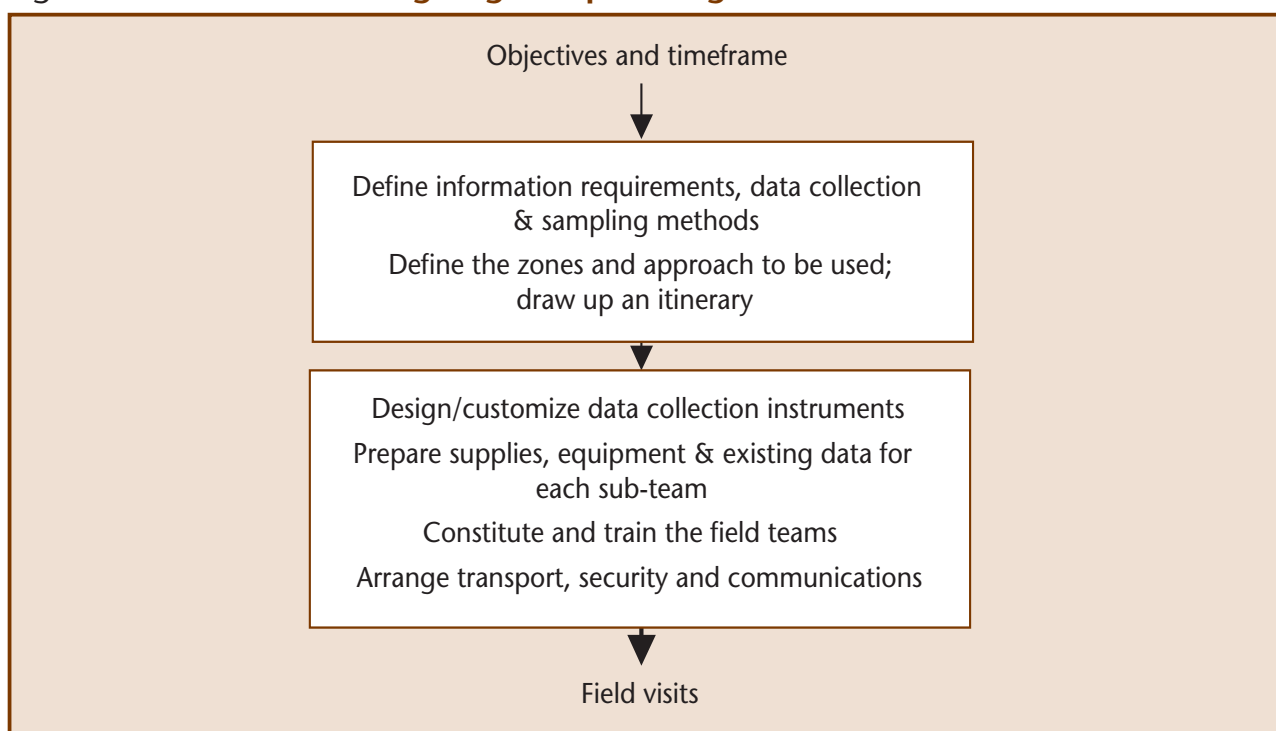
The FAO and WFP country offices must draw up proposals for field visits including the areas to be visited, the number of field teams, their itineraries, and logistic arrangements. These proposals will provide a basis for establishing the budget for the mission and mobilizing the required resources (human, financial, transport, etc.) They will be discussed

during the second teleconference 1 to 2 weeks before the mission and then be reviewed and finalized by the team leaders during the first few days of the mission.

The steps involved in planning for field visits are shown in Figure 4c. The objectives and timeframe will have been defined during the preliminary consultations. The initial review of secondary data should have identified any information gaps that need to be filled and information that needs specific verification. The following paragraphs provide guidance on some of the other preparatory actions that the FAO and WFP country offices should undertake prior to the second teleconference (normally 1 to 2 weeks before the mission). Preparations will then be reviewed and outstanding issues discussed during that teleconference.

Sections 7, 8 and 13 provide additional guidance specific to planning for interviews and data collection in relation to each of the 3 themes - agricultural production, markets and household food security. The general approach to field visits is outlined in previous sections and in figure 4c below.

Figure 4c **Activities in designing and planning field visits**



### **Proposing the zones and approach and developing the itinerary**

Remember that the teams should visit as many **representative areas/zones** as possible - not only areas where the direct effects of the shock/crisis have been most severe but also some areas that are less affected in order to get an overview of the situation. Agricultural and markets specialists will also need to visit other parts of the country where surplus production or market capacities might exist that could help respond to needs in the affected areas.

The choice of zones is critical. Proposals for the zones and other locations to be visited must take account of the time available for the field visits (typically 10 to 15 days), logistic constraints, and the need to maximize area coverage. Proceed as follows:

- List the distinct **agro-ecological zones** within the affected area(s) and within each the **sub-zones** that are believed to have been severely-affected, moderately-affected and less-affected by the shock/crisis. Take account of:
  - information concerning both agricultural production and humanitarian conditions (including numbers of persons displaced, for example);
  - any distinct livelihood zones that have been defined; and
  - ethnic variations that could affect vulnerability in the present crisis.

Panel 4-4 suggests some criteria that may be used to define agro-ecological zones. Panel 4-5 provides a format that may be useful to distinguish sub-zones and serves as a worksheet for selecting those to be visited. These are the zones and administrative centres that should be covered by *multi-disciplinary teams*. Highlight any sub-zones not covered by existing assessments but considered to be important on the basis of available information.

- For each zone, identify the **administrative centre** where relevant government officials can be met and data found (see Panel 4-4):
- List the normally **surplus producing zones** (and corresponding administrative centres) in other, unaffected parts of the country. These are additional zones and centres that should be covered by *agricultural sub-teams/agronomists*.
- List the important **market centres** and **logistic hubs** serving the affected areas and the entry points for external trade, distinguishing those that coincide with the administrative centres already listed in step 1 and those that do not. The latter are additional locations that should be visited by *market specialists*.
- Consider the possible **approaches** available for gathering data concerning the affected areas - see Panel 4-6;
- Examine the various feasible combinations of **teams**, approaches and **itineraries** and identify the one that allows the maximum coverage of the identified zones, administrative and market centres in the time and with the resources (personnel, funds and transport) likely to be available.

In general, envisage a small number of multi-disciplinary teams (perhaps 2 or 3) that follow itineraries bisecting a range of different zones while one or two production- and market-focused experts/sub-teams follow other itineraries to areas and locations that are important for those themes only.

When planning the overall schedule, allow time - typically 1 to 2 days - for the orientation/training of all in-country personnel mobilized for the field visits (including observers) in advance of the field visits, and for travel between areas/locations.

If, exceptionally, the CFSAM takes place in parallel with another “country-based” food-security-related assessment, try to coordinate the itineraries and schedules for the CFSAM field visits with those of the other assessment.

### Defining zones and related administrative centres

**Zones** may be classified according to one or more of the following agro-ecological characteristics:

- main agricultural activity (arable, pastoral, mixed)
- main crops
- farming system: mechanized, subsistence, plantation, rain-fed, irrigated
- productive potential: high yield, low yield, variable
- meteorological zone: high rainfall, low rainfall
- physical characteristics: altitude, soil types

plus **urban** zones for household food security analysis purposes. (In a few cases, other livelihood zones may also be recognized for the same purposes.)

Give particular attention to zones:

- that are subject to high yield variability;
- that are reported to have had exceptionally poor/good yields: satellite images will give an initial indication of major deviations from norms in rain-fed agriculture;
- where there are reports of pest damage or some other localized factor affecting yields, or livestock disease;
- where civil strife has affected planting, crop or animal husbandry practices, or other livelihood activities; *or*
- that have been excluded from the national crop sample frame or household food security assessments.

Zones should conform to **existing administrative units** for which disaggregated official production and other data exist, and be of a size that allows all zones to be visited by mission teams within the time available for field visits.

The **administrative centres** may be regional/provincial offices providing regional/provincial data, or district offices providing district data. They should:

- be accessible to the mission;
- have data for the zone including the latest/current data for the zone concerned;
- have specialist agriculturalist staff who can explain how, when and where agricultural data were collected, and provide qualitative supporting information on performance achieved; *and*
- have staff who are responsible for or otherwise well-informed about trade and market issues and the humanitarian situation and operations.

## Panel 4-5

### Affected areas with sub-zones by severity rating

Agro-ecological/ livelihood zone	Sub-zones		
	Severely-affected	Moderately affected	Less-affected
	• .. •	• .. •	• .. •
	• .. •	• .. •	• .. •

## Panel 4-6

### Possible approaches to field data collection, in order of preference

Approach	Notes
1. The core team and locally-recruited experts in all topics visit each of the zones identified, starting in the EP and then visiting a number of sites within the zone using all the tools described in these guidelines.	This is the ideal but rarely possible because of the number of zones, limited time or resources, or travel restrictions on international staff.
2. Multi-disciplinary field teams, each with at least one core team member, visit each of the zones identified using all the tools described in these guidelines.	The core team members responsible for each topic provide thorough briefings and data collection instruments to the locally-recruited experts prior to the field visits, and rigorously cross-examine them on their findings afterwards, to try to ensure a consistent standard of data and interpretation.
3. Multi-disciplinary field teams, some comprising only locally-recruited experts, visit each of the zones identified using all the tools described in these guidelines.	"2" is often necessary because time and resources are limited. "3" may be necessary when many zones have to be covered and/or security restrictions prevent international personnel from travelling to some zones.
4. The core team and/or multi-disciplinary field teams visit a number of accessible zones and AC/EPs using the tools described in these guidelines and extrapolate to other inaccessible zones based on information from key informants (and remote sensing, if available).	This may be necessary when insecurity prevents even locally-recruited experts from visiting certain areas. Thorough triangulation of information from key informants at all levels, including information from international sources, is essential when extrapolating.

5. Analysis of secondary data and key informant interviews only.	May be the only possibility when time and resources are very limited and/or most areas of concern are inaccessible. The findings will be of limited value.
6. Observations during aerial flyovers.	May be used to complement all other approaches, when flyovers are possible. Findings from flyovers alone will be of very limited value.

### Planning for data collection/interviews

- Review the sample generic **interview guide and data collection format** in **Annex 17** and prepare preliminary proposals for amendments or additions to customize it for local use by the multi-disciplinary teams, and draw up a basic **list of key informants** that teams should seek to interview and what the specific focus of the interviews might be - Panel 4-7 may provide a starting point.

Field teams will necessarily seek to identify the most relevant key informants in each zone and at each site visited but a standard, indicative list prepared in advance and used by all sub-teams will help to ensure some consistency and comparability among the data brought back by different field teams. When considering the checklist/format:

- Note that questions relating to the current year should be phrased in comparison to previous years. The concept of an "average" or "normal" year may not be very clear to farmers/rural households, so they should be asked to compare conditions with representative bad, average, and good years, using local time series information.
- Be sensitive to local cultural practices: in some countries, farmers may be unwilling to answer direct questions on household food and animal stock holdings or on labour activities, for example.
- Bear in mind that both interviewers and interviewees will be pressed for time: as a rough benchmark, expect to ask each farmer/household about 20 questions in half an hour. More time will be required if interviews are conducted through the help an interpreter.

If interviews will have to be conducted through the help of interpreters, arrange for **translation** of the check-list/ format.

Panel 4-7

Field-level sources of information

<i>Informants</i>	<i>Issues to be focused on</i>
Administrative heads	Causes of crisis, including socio-political dimensions; area/s severity level/s; population numbers with source; affected sub-groups description and numbers; government responses; perceived additional needs; logistics situation
Provincial and district agricultural officers & subject specialists (agriculture, livestock, health, labour)	Affected areas/livelihood zones; affected specific sub-groups such as subsistence farmers, surplus food producers, cash crop producers, landless labourers, pastoral communities and approximate numbers involved; production shortfall in staples and substitutes; expected duration of crisis; pre-crisis malnutrition and changes in acute malnutrition; crisis impact on health, water and sanitation situation
Market actors (traders, millers, transporters, retailers)	Decline in local surplus sales; impact on supplies from regional markets; impact of trading constraints such as government controls on trade and prices; breakdown in infrastructure; estimate of local demand considering income losses; present price changes and future directions; market capacity to supply food
UN, NGOs, researchers working in the area	Vulnerability assessments and crisis-induced changes; impact on chronically food insecure; new entrants to food insecurity; observations on undesirable coping mechanisms; past experience on impact of assistance
Community groups <sup>1</sup>	Affected groups by livelihood type (for example, subsistence/surplus food producers, cash crop producers, non-food producers, agricultural labourers, pastoralists and their numbers); their pre-crisis food self-sufficiency or inadequacy; crisis impact on food availability (e.g. due to production failure, inadequacy of food substitutions, food transfers, formal and informal); crisis impact on livelihoods (e.g. reductions in food income, other incomes, transfers); non-damaging coping mechanisms and incidence of damaging coping mechanisms; food consumption shortfalls due to own production failure, income losses, inadequate substitutions and other coping efforts, price increases, transfers and borrowings by two categories that indicate household who were (i) already food-insecure, and (ii) previously food-secure.
Community sub-groups <sup>2</sup>	In-depth information on critical household food security issues for their particular population sub-group.
Individual farmers & households <sup>3</sup>	Information on household-level impact and implications of the crisis.

## Notes:

<sup>1</sup> Each group may include 10-20 adult members of the community that could be representative of different wealth/socioeconomic strata of the community, as indicated by community elders and mission observations.

<sup>2</sup> 5 to 8 members of the community selected to assure representation of variability (male, female, farmer, labourer, ethnic category).

<sup>3</sup> 5 - 10 individual farmers/households selected randomly in each locality.

## Identifying personnel for field teams and facilities for training

- Identify sufficient in-country personnel with appropriate skills and survey/assessment experience to constitute the proposed number of field teams:

*In all cases:*

- agronomists
- market specialist/economists
- household food security specialists

*Plus, depending on the situation:*

- livestock specialists
- agricultural rehabilitation specialists
- nutritionists
- anthropologists

- Try to ensure a balance in terms of skills, experience and gender in each field team. Ideally, there should also be a balance between national and international experts and in organizational representation (FAO, WFP, government, UN agencies, NGOs and donor observers).
- Ensure that all topic specialists understand that teamwork is essential and they will be expected to collect information for one another, when necessary, and contribute to the overall analysis and report (see the guiding principles in section 2.2), and participate in the team training immediately prior to the field visits.
- Identify locations/facilities where the training of the field teams can be organized by the core team members prior to the field work.

In-country personnel - especially national experts - are critical to the success of a CF-SAM. They should be able to communicate in the principal UN language used in the country (usually English, French or Spanish). This is especially important for personnel who will join field teams with international team members or observers.

## Preparing supplies & equipment for field teams

- List the supplies and equipment that will be needed by the teams, including for vehicles.
- Identify the sources - from where they will be obtained (borrowed, rented or purchased).
- Prepare a budget.



## Arrange transport, security and communications

Based on the proposed itinerary:

- Make provisional arrangements for transport.
- Ensure any security or other clearances required will be able to be obtained quickly once the itineraries and membership of the various teams will have been finally decided by the team leaders.
- Make advance arrangements for any telecommunications necessary to ensure MOSS compliance.

### 4.6 Preparation by individual team members: briefing in Rome

In addition to preparing themselves for field travel, possibly in difficult conditions, individual team members should also, to the extent possible:

- acquaint themselves with the political background of the country and be aware of recent developments in food marketing, pricing and trade policies; *and*
- make themselves available to participate in the second preparatory teleconference organized by FAO and WFP 1 to 2 weeks in advance of the mission.

A checklist for personal preparations (things to carry) can be found in the 🌐 *WFP Emergency Field Operations Pocketbook*, p 317. BBC Monitoring Reports and Reuter telexes may provide useful information on politics and policies.

At least the FAO members of a core CFSAM team will usually be expected to stop over **in Rome** for a few days prior to travelling to the country. This is the occasion for the team members to:

- Collect background data and information from the FAO/GIEWS and WFP/Food Security Analysis Service country officers;
- Clarify the objectives and scope of work of the mission;
- Discuss the priority issues, the provisional work plan and any socio-political considerations;
- Discuss which food commodities should be included in the analysis and the level at which data should be disaggregated; *and*
- Be briefed by other relevant FAO units and WFP/Food Security Analysis Service.

Panel 4-8 lists the information that may be provided by FAO/GIEWS. In addition, they may also have relevant press-cuttings and recent country abstracts. General macroeconomic and sectoral economic information from the World Bank (Economic/Sector Memorandum, LSMS), the Economist Intelligence Unit (Country Briefs) and other non FAO sources may be collected from the country officer and FAO's David Lubin Memorial Library.

## Panel 4-8

### Information provided to teams by FAO/GIEWS and WFP-ODA

The information normally provided by FAO/GIEWS includes:

- recent FAO/GIEWS reports and reports from the EWFIS
- National Food Balance Sheet (NFBS), Country Stat data
- FAO official crop and livestock production time series / AGROSTAT, non-cereals balances
- official population data
- satellite images and agro-meteorological analysis and forecasts
- names of in-country contacts/essential information sources
- previous CFSAM reports
- fertilizer and seed production and trade data
- crop calendars and country maps

For certain countries, the following information may also be available:

- cropping, soil, altitude maps
- update on the migratory pest situation
- vulnerability maps - from RMP or elsewhere
- information on food supply/demand situation in neighbouring countries
- USAID/FEWS or USDA country reports
- OCHA Inter-Agency Consolidated Appeal documents
- WFP Situation Reports, EMOPs (Emergency Operations)
- supporting documentation on soft-ware applications, conversion factors, ration rates and general methodology

The information that can be provided by WFP-ODA:

- Situation Reports, Early Warning Reports
- Recent (emergency) needs assessments
- Baseline studies, i.e. Comprehensive Food Security and Vulnerability Analyses (CFSVAs)
- Market reports
- Recent reports from Food Security Monitoring Systems
- Project documents, i.e. EMOPs, PRROs, CsP, SOs

## 5 Work during the mission

This chapter focuses on aspects that are relevant and important for planning the work of the mission as a whole. Specifics relevant to the planning of the different themes - agricultural production, markets and trade, and household food security - are dealt with in chapters 7, 8 and 13. The quality and value of the mission's findings and report depend heavily on the effort that is put into the initial work in the capital and preparing for the field visits.

Remember that you need to:

- use data and information from **a range of sources as wide as possible** - it is unlikely that any single source will provide a complete or accurate picture; hence the need to triangulate various findings to discern the convergence of evidence; and
- not only understand the present situation but also **project forward** 12 months!

### 5.1 Initial work and meetings in the capital

In the first 24 hours the team should make an **initial situation analysis**:

- review the information already compiled;
- determine priorities for cross-checking available data and filling information gaps; *and*
- review the resources available and the provisional work plan and field visit schedule drawn up in anticipation of arrival of the team.

**Initial meetings** in the capital should focus on:

- clarifying questions arising from the secondary data already reviewed;
- identifying additional sources of information and seeking additional data to fill gaps; *and*
- soliciting the professional opinions (and informal impressions) of officials and technical experts on crop prospects and factors influencing current season production, market and trade conditions, and the status of and prospects for households' food security.

Panel 5-1 provides a list of the interviews normally required together with the information to be sought and issues to be discussed. Meetings with ministries and other national institutions should be used to, amongst other things: (i) ensure that officials understand and contribute to the mission's activities; and (ii) identify any issues that need to be resolved and the reasons for any differences of opinion.

It may also be worthwhile to look at recent **newspaper articles** for an unofficial, but often informative perspective.

If, exceptionally, the CFSAM is taking place in **parallel** with another food-security-related assessment, the initial meetings should finalize arrangements for the two exercises to complement each other.

- *If there had been a CFSAM the previous year*, undertake a brief retrospective analysis of its conclusions and recommendations, the actions that were actually taken, and the outcomes.

## Panel 5-1

### Contacts/meetings in the capital

[an indicative list to be adapted to the local context and institutions]

Contact	What to discuss: information to seek [and provide]
<b>Government Agencies</b>	
Ministry of Agriculture (MoA) (crop production, livestock, veterinary, agricultural statistics, marketing and price sections)	<p>agricultural conditions &amp; prospects; current estimates and recent trends for crop production (staple foods and cash crops) for different zones; reasons for differences from “normal”</p> <p>current livestock and rangeland conditions &amp; prospects; current estimates and recent trends for livestock production for different zones; reasons for differences from “normal”</p> <p>prices, supply and demand for agricultural produce and inputs in different zones; trends; reasons for differences from “normal”</p> <p>questions (if any) in relation to data for recent years (which should have already been compiled and made available to the mission)</p> <p><i>provide information about the CFSAM process and discuss the participation of national and local-level MoA staff in the field visits</i></p>
National Early Warning Unit; Disaster Management Unit; Emergency/Relief Ministry/Commission; Food Security Unit	<p>early warning data; food security conditions in different zones and for different population groups; ongoing and planned food security and humanitarian interventions</p> <p><i>provide information about the CFSAM process and discuss the participation of national and local-level staff in the field visits</i></p>
Food Reserve Agency; Grain Marketing Board	<p>levels and condition of food stocks in different zones; prices and harvest prospects in different zones; levels and direction of agricultural imports, exports and in-country food flows, and how they compare with “normal”</p> <p>trends and prospects for food stocks and prices; reasons for differences from “normal”</p>
Central Statistics Office (also other relevant ministries e.g. Ministry of Economic Planning)	<p>population and general economic data - recent years’ GDP/GNP, growth rates, inflation, unemployment, imports, exports, trade balance, poverty indicators, etc.</p>
Central Reserve Bank	<p>level of foreign currency reserves, major commodity import priorities, exchange rates and policies, etc.</p>
Agricultural Meteorology Section	<p>rainfall data and forecasts; ...</p>

<b>UN &amp; International Organizations</b>	
FAOR and WFP-R&CD	objectives & work plan of the mission; political, social & food security context; roles and perceptions of different stakeholders <i>participation of national and local-level staff in the field visits</i>
UN Resident/ Humanitarian Coordinator	objectives & work plan of the mission; political, social & humanitarian context; roles of different stakeholders
OCHA/Humanitarian Information Centre	humanitarian context and data
FAO emergency coordinators and policy/ operations Officers	agricultural situation and data; emergency programmes; recovery prospects & programmes
WFP VAM and emergency Officers	food security data (pre-crisis and current); ongoing and planned emergency and other programmes
UNICEF nutrition and emergency officers	nutrition data; social context; ongoing and planned emergency programmes <i>provide information about the CFSAM process and discuss the participation of national and local-level staff in the field visits</i>
UNDP programme staff	poverty & economic information; social context; recovery prospects & programmes
World bank, IMF	general economic situation & outlook; recovery prospects & programmes
UNHCR, IOM ( <i>if there are refugees or displaced populations</i> )	population movements; repatriation/resettlement prospects & programmes
<b>NGOs, bilateral agencies and businesses</b>	
Major NGOs active in food-security-related programmes (e.g. CARE, World Vision...)	food security & nutrition data for the areas in which they work; social context; ongoing and planned emergency programmes; recovery prospects & programmes <i>provide information about the CFSAM process and discuss the participation of national and local-level staff in the field visits</i>
External development/ information agencies (e.g. FEWS-Net, EU agricultural/food security units)	food security & nutrition data; social context; ongoing and planned emergency programmes; recovery prospects & programmes <i>provide information about the CFSAM process and discuss the participation of national and local-level staff in the field visits</i>
Fertilizer distributors, seed suppliers, feed mills, millers, grain traders/ importers, retailers	current stocks; sales during the last season in different zones; quantities expected to be imported or purchased locally; reasons for differences from “normal”

## Review and preliminary analysis of secondary data/information

- Summarize available data and critically examine it for consistency, calculation errors, data collection methodology, gaps in the coverage of areas or population groups, and the credibility of the findings.
- Evaluate each secondary data source and reported finding for:
  - the data collection techniques used;
  - the manner in which the techniques were applied in the field, with particular attention to the adequacy and reliability of sampling;
  - the geographic area and/or population groups covered; *and*
  - whether the reported findings appear to be reliable and representative of the situation and, if not, what the direction of bias might be - over-estimation or under-estimation?

This applies to *all* secondary data whether collected and analysed using probability sampling and statistical estimation or using rapid appraisal techniques, non-probability sampling and triangulation of data from key informant, household and group interviews. Your judgements on the quality of the available secondary data should be noted in chapter 1 of the CFSAM report.

- Review and refine the analysis undertaken during the preparatory phase of remote-sensing data (available from GIEWS and other sources) and those from ground observations, to identify areas where rainfall patterns or vegetation growth during the current season have varied significantly from previous years.

The purpose of the secondary data review at this stage is to:

- (i) determine the level of credibility of the already-available data on various aspects of the food security crisis;
- (ii) identify aspects on which discussions in the capital and field investigations need to focus in order to clarify issues and cross-check and complement the available data; *and*
- (iii) identify the areas and locations that field teams should visit.

In relation to **sampling** methods used to collect data, the key issues are:

- the reliability of population/household data used as a basis for probability sampling, stratification, and the size of the sample(s) for quantitative surveys; *and*
- the adequacy of the number of interviews/meetings and the degree of representativeness in site selection for interviews and meetings when rapid appraisal techniques are used.

For further guidance on sampling issues, see section 13.4 and the reference material on the CD-ROM.

## Initial decisions and preparation of a mission work plan

- Prepare a **work plan** including a comprehensive list of tasks to be accomplished with responsibilities and deadlines for each one. **Annex 8** provides a possible format for a work plan.
- Take final decisions (in the first 36 to 48 hours of the mission) on:
  - which **staple foods** will be included in the analysis of production, stocks, utilization (especially food consumption) and external trade;
  - the **zones** and administrative and market centres to be visited;
  - the number of **field teams** required for the field visits and their composition;
  - the **transport** and other arrangements for the field visits;
  - the **data** that are to be sought in the field, the content, layout and printing of the common multi-disciplinary **checklist/format**, and any complementary formats for more detailed market or other information required; *and*
- Specify any **additional secondary data** that should be compiled in the capital while the teams are in the field.

The final decision on the **staple foods** to be included in the analysis of production, stocks, utilization (especially food consumption) and external trade will be guided by the reports of previous CFSAMs in the country but the team should ensure that the items chosen cover a high proportion (e.g. at least two thirds) of total nutritional energy in the figures for apparent food consumption in ex-post national food balance sheets (NFBS) in recent years. For this, look into the full ex-post NFBS of past years available in FAOSTAT and also at the FAO Statistics Division page on Food Security, which contains information on the share of starchy food in total energy intake by country and for various periods in recent decades. In general, a CFSAM analysis includes the most important cereal(s) plus tubers (such as cassava) in countries where they are important. Pulses are also included in a few countries (such as Burundi) where they contribute a significant proportion of dietary energy.

### 5.2 Finalizing arrangements for the field visits

To enable the team to make judgments concerning the reliability and accuracy of the existing data and any projections already made for the coming year, and to have confidence in extrapolating from its own findings and analyses to either validate or revise the existing estimates, the core team must:

- Review - and if necessary refine - the provisional field visit plan;
- Review - and if necessary refine - the standard checklist/recording format for field teams;
- Organize training for all team members and ensure that they will work together as teams and all members use the standard sampling procedures and recording format; *and*

- Ensure that all arrangements for transport, supplies, clearances, etc. are in place and adequate - see section 4.6.

If, exceptionally, the CFSAM is taking place in parallel with another food-security-related assessment, ensure that the relationship between the assessments is clear and that the itineraries and schedules for field visits are coordinated as much as possible.

The team must ensure the maximum rigour feasible in its own field investigations, carefully reconciling the need to visit many areas with the inevitable constraints of time, logistics, personnel and other resources. The final itinerary and schedule for field visits and the number and composition of sub-teams will be determined by the CFSAM **team leaders** following consultations among all members of the team and with the FAO and WFP country offices and the government.

### Finalizing itineraries

- Ensure that:
  - the number of multi-disciplinary teams and their proposed itineraries cover a broad sample of representative agro-ecological zones and populations in the affected areas - not only areas where the direct effects of the shock/crisis have been most severe but also some that are less affected;
  - agronomists will also visit a broad sample of normally-surplus producing areas in other parts of the country;
  - markets specialists will also visit a broad sample of market centres and logistic hubs that serve the affected areas, plus entry points for imports.

### Finalizing the checklist/format and procedures for data collection

To ensure that data collection during field visits will be efficient, the core team must:

- Review and finalize the draft **checklist/data collection format** for use by the multi-disciplinary teams ensuring that it captures the priority information needed to cross-check and complement, where necessary, existing data and assessments. Together with the available secondary data it must enable the team to obtain a clear understanding of the key changes in the food security situation, the processes that led to them, the likely evolution of the situation, continuing vulnerabilities and future risks in order to formulate recommendations with confidence.
- Finalize the standard list of **key informants** that field teams should use, flexibly, as a guide, when organizing meetings in administrative centres and at site (community/camp) level. Include indications of the issues that may be prioritized during interviews with the different groups of informants - see Panel 4-7 in section 4.5.
- Specify the number of community group and farmer/household **interviews** that field teams should aim to conduct at each site, and the sampling procedure to be used to select individual farmers and households for those interviews. (The number of interviews to be concluded in any one location is largely determined by the time and other resources available but, as a rule of thumb, aim for interviews with at least 5 unconnected sources in each locality.)



- Estimate the **time** required for each type of interview, and the time to travel between locations - including time for introduction and “settling in” - and ensure that the proposed schedule is realistic. Review and adjust the data collection requirements, target number of interviews, numbers of field team members and/or the itinerary, if necessary.

### **Constituting and training the field teams**

- Try, within the limits of the resources available, to ensure that each field team is balanced in terms of skills, experience and gender. Ideally, there should also be a balance between national and international experts and in organizational representation (FAO, WFP, government, UN agencies, NGOs and donor observers).
- Organize group training for all members of the field teams to:
  - ensure that all understand the purpose of the CFSAM (which is different from that of a normal “assessment”), the rationale for the selection of the zones and itinerary, and the methods and formats to be used for data collection and analysis (including the procedures for selecting informants);
  - start examining the available data on the zones they will visit and which they are expected to verify or refine; *and*
  - start working as teams.

Such training typically requires 1 to 2 days. See 📌 **Reference Note R6** for a sample agenda.

### **5.3 Conducting the field visits**

In each zone visited, the process will be more-or-less as follows:

- Carefully review the available secondary data concerning the zone before arrival;
- Observe conditions en route to the zone;
- Meet with officials and other key informants in the provincial/district headquarters;
- Meet with the field staff of organizations that are involved in providing food-security assistance or that might be mobilized to provide such assistance if needed;
- Decide on the sites to be visited within the zone (purposive sampling);
- Visit the selected sites: talk with community groups, on-site extension and relief workers, farmers and selected households; examine crops and take samples to estimate yields (agronomists); observe conditions at household level; visit the local market;
- Observe conditions en route to and from field sites;
- Hold a field team meeting at the end of each day to exchange information and discuss implications for continuing data collection and the various elements of the overall analysis and report. *All* field team members should attend whenever possible.
- Hold a wrap-up meeting with officers at the provincial/district headquarters, if possible.

## Initial meeting

An initial meeting with the administrative head of the area together with the local representative of the entity sponsoring the mission - usually the MoA - can be useful for all members of the field team before splitting up to meet with other officials and key informants including the representatives of organizations involved (or that could be involved) in food-security assistance activities in the zone. Joint interviews with some other key informants can also be useful although, to save time and permit team members to go in depth into their own topics, some of such interviews will be conducted separately.

## Selecting sites to visit

Careful **purposive sampling** is critical in choosing the sites to be visited within each zone and the informants (individuals and groups) to be interviewed during a CFSAM. Even though the field and household-level data collection by CFSAM teams are spot-checks rather than a statistically representative survey, appropriate sampling is still important. As many purposively selected sites as possible should be visited to ensure representation of:

- areas with different agro-ecological characteristics and, where relevant, severity of shock/crisis impact; and
- communities with different livelihood patterns (groups) and, where relevant, ethnic origin.

Try to get away from main roads as much as possible as both households and crops benefit from proximity to transport networks. You *must* get a representative view of the overall situation.

Household-food-security-specialist team members should also interview a purposively-selected sample of *urban* households representing different population, livelihood and wealth groups.

For further guidance on sampling, see: 🌐 *WFP EFSA Handbook*.

## At each site

- Meet with community groups and some households. Joint interviews with two or three team members can be useful although, to save time and permit team members to go in depth into their own topics, some interviews may need to be conducted separately.
- Always explain the purpose of your visit and the interview to farmers and other interlocutors who are devoting time to you.
- In food-insecure zones, explain to all interviewees that the mission is not in a position to decide on food aid allocations (and be aware that farmers and community leaders may under-estimate yield and stock figures if they recognize the WFP emblem on the team's vehicle!).
- Record the GPS coordinates for each site visited, if possible.

Don't forget to cross-check population figures (estimates) with key informants at all levels.

For additional general guidance on conducting field visits, see 🌐 WFP *EFSA Handbook*.

Panel 5-2 lists some of the difficulties that may be experienced and provides practical hints how to avoid or deal with them. The list is distilled from CFSAM experience in many different countries exhibiting different levels of development with regard to the collection and analysis of agricultural statistics. **Annex 9** suggests how to get the most out of field visits and interviews.

Panel 5-2	
Frequent difficulties and how to avoid them	
Frequently encountered difficulties	Hints: how to avoid or deal with the difficulties
<i>Difficulties in provincial/district headquarters (and in the capital)</i>	
Counterpart officers are not informed of mission despite requests made by senior government officials. Officials do not have the same priorities or sense of urgency as the team. Nature of mission is misunderstood: project proposals or funding commitments are expected.	<i>Ensure that all concerned in the capital and field locations are aware of the mission and understand its purpose, importance and timeframe. Emphasize that the mission is not a project/ programme preparation mission with funds attached, but that accurate data are needed for decision-makers.</i>
Access to ministry information denied in the field	<i>Carry official letters confirming your identity and authorization to access data</i>
Data provided clearly do not represent the true situation: they may have been compiled in the office to meet Ministerial demands, not prepared on the basis of field assessments; they may be biased - up or down - for strategic purposes at the zone level. Conditions have changed radically influencing performance since the original assessment was completed.	<i>Carefully scrutinize and cross-check all data; ask to see the raw data from which reports were compiled. Ask the officers concerned, tactfully, how they explain the differences from previous years. Describe your own observations and ask, tactfully, how they explain the differences from the reported data. In the report, present your own best estimates (judgments) with explanations.</i>
Some key informants are reluctant to work outside normal office hours (although most local staff is usually very co-operative).	<i>Use tact and diplomacy to secure cooperation, when necessary. Schedule visits outside of office hours to key informants who are not bound by office hours (e.g. NGOs) to get maximum use of time.</i>
Teams are directed only to tragic cases of crop failure or extreme physical damage that are not representative of the area.	<i>The team leader decides on the sites to be visited. Suggestions are listened to but the independence and integrity of the mission is maintained.</i>

Difficulties at field sites	
Farmers and other interlocutors are reticent at the beginning of an interview and stop talking when what they have said is challenged.	<p><i>Don't talk much. Encourage the farmer (or other interlocutor) to talk from the earliest possible moment.</i></p> <p><i>Listen. Don't preach.</i></p> <p><i>Never correct farmers' (or other interlocutors') statements: ask further searching questions, if necessary.</i></p>
Meetings with groups of farmers or community representatives become "political" or competitive exercises in expressing hardship and arguing for assistance.	<p><i>Talk with only 1 or 2 farmers or households at a time.</i></p> <p><i>If local officials have brought people together, take the opportunity to explain the work of the team and then divide the audience into subgroups of no more than two persons for interviewing purposes.</i></p>
Some individuals accompanying the team do not like waiting long periods while agriculturalists or food security specialists collect the data they need (or want to do other things).	<p><i>Ensure that everyone who is a member of or travels with a field team attends the pre-field-visit briefings and trainings and understands the purpose and methods of the mission.</i></p>

- Use your GPS to:
  - find locations previously identified (e.g. from the satellite image analysis) and pre-loaded in the GPS handset as being particularly critical;
  - keep records of the visited sites during the CFSAM and accurately position on a map those locations that have been described by the surveyors;
  - trace segments of routes followed that are described and documented; and
  - link digital photos to GPS data so that the digital photos are geo-referenced and spatially archived for later use within various GIS software.
- Summarize preliminary conclusions on needs, gaps and intervention requirements at the end of the visits in each zone. This is important for quantifying the problem and forming consensus among team members.

#### 5.4 Preparing for and conducting de-briefings

The purpose of debriefings is to provide the government and other interested parties with preliminary information on the team's findings and to obtain feed-back. Separate debriefing meetings may be held with selected high-level members of the national government, the UN agencies, and other parties such as representatives of donor agencies, NGOs, the academic or research community.

De-briefings often take place in a politically-charged and tense environment, and great pressure is often brought to bear, from all sides, on the team members. Given the critical importance of this highly visible process, the team should strictly adhere to the ground-rules listed in Panel 5-3.

Present your findings and any preliminary conclusions (concerning crop estimates, for example) that you feel you can confidently present without fear of making a mistake. Your presentation may be sketchy or elaborate depending on the quality and specificity of data and fieldwork observations on which you have based your preliminary analysis. Additional analysis and time will be required to develop your final conclusions. Most de-briefing presentations include a few maps, photographs and graphs to support the main findings - and any tentative conclusions - that are presented in bullet-point format.

## Panel 5-3

### Ground-rules for De-Briefings

#### Preparing for de-briefings:

- Provide information first to high-level members of the national **government** which requested the CFSAM and other UN agencies, then to donors, NGOs, and other interested parties.
- Ensure that FAO and WFP speak with a **consistent voice**. There may be differences of opinion on some aspects but the main findings and conclusions concerning the overall situation and about the general nature of interventions required must be agreed between the FAO and WFP members of the team before the de-briefing process starts.

#### Conducting de-briefings:

1. The **FAO and WFP team leaders** are responsible for the debriefing presentations. Other team members provide supporting information/findings. Observers and personnel from other agencies and institutions who participated in the field work may speak as representatives of their agencies or institutions but not as members of the assessment team.
2. Provide only **preliminary general findings**. Present estimated production, consumption and price **trends** relative to historical data but without precise quantification: explain that quantitative estimates will be prepared and provided later.<sup>1</sup> At the same time, give sufficient, clear information to enable the audience to have confidence in the general soundness of the assessment and to allow them to react with additional information that may be useful to the team itself in finalizing the report. Use the de-briefings as an opportunity to validate - make a **"reality check"** of - your preliminary findings and analysis.
3. **Resist pressure** to provide estimates on which appeals can be based. Such pressure is almost inevitable and it is not unusual for national agencies to launch an appeal shortly after (or before) a CFSAM de-briefing. This should have no bearing on the team's position. Give all parties a realistic estimate of the date when the final report will be made available.
4. **Journalists** can attend the general de-briefings open to donors, NGOs and other interested parties and receive the same information including the fact that quantitative estimates will be prepared and provided later. There is nothing to be gained by giving specific interviews to the news-media prior to the release of the final report. Press releases are normally issued when the final report is issued - 24 hours after the national government has been given an advance copy for information. Ideally, press releases will be issued jointly by FAO and WFP.

<sup>1</sup> *This is important because once a specific quantitative estimate is given, it circulates so quickly and widely that it almost completely precludes the usefulness of sounder estimates presented later.*

## 5.5 Preparing the draft report

At the end of the mission, the core team will remain together in relative isolation for a few days in order to prepare the first draft of the report. This may be in the country or in another location in the region, depending on circumstances.

Each member of the core team is responsible for preparing that part of the report that corresponds to his/her particular expertise and TOR and contributing to the chapters on food security background, methods, response options and recommendations. While drafting their contributions, team members are expected to interact with each other to permit cross-fertilization and facilitate the production of an agreed, coherent, comprehensive overall report.

**Annex 1** presents an annotated outline for a report. The suggestions for the length of the various sections are indicative and relate to the *text* in the body of the report. Summary tables, graphs and maps that are essential to understand the text, and should therefore be included in the body of the report, would be in addition. Additional detailed supporting text, tables and maps could be in annexes. Try to limit the body of the report, excluding annexes, to about 20 to 25 pages.

Use your GPS data to create outputs maps that display the area covered during the survey that can be used as part of the CFSAM documentation as well as a basis for planning future CFSAMs.