Joint Assessment Missions: a Practical Guide to Planning and Implementation

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World Food Programme
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UNHCR
The UN Refugee Agency

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Cover Photo: Women with their undernourished children, in the village of Barmou, gather and wait to receive food distributed by WFP at the distribution centers throughout Nigerís hardest hit areas. Waiting beneficiaries will receive high energy biscuits (HEB), yellow split peas, rice and a highly nutritious corn soya blend (CSB), the target population consists of young children, pregnant women and nursing mothers. Photo: WFP/Martin Specht

Graphic Design: Alessandro Mannocchi, Rome

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ACKNOWLEDGEMENTS

As a joint collaboration between the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP), we would like to acknowledge the hard work of persons involved in the development of the JAM Practical Guide.

Food security and nutrition experts from WFP Food Security Analysis Service and UNHCR Public Health section, as well as Regional Support Hub and dedicated consultants were instrumental in the development of this guide. Experience from Joint Assessment Missions (JAMs) in numerous countries was incorporated, and the contribution of country teams from both agencies and participants of JAM workshops held in 2012 is acknowledged. Thanks are also extended to all colleagues who provided valuable inputs into the initiative. Without the financial support of BPRM this guide would not have been possible.

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FOREWORD

UNHCR and WFP have worked closely together in the service of refugees for many years and the partnership has been progressively strengthened since the first Memorandum of Understanding (MoU) was signed in 1985. Joint Assessment Missions (JAMs) have been organised since 1994 to determine the food and related needs of refugees and other populations of concern to both organizations, and these missions have progressively become more thorough. Building on experience, the revised MoU, signed in 2011, recognises the importance of examining both food and non-food aspects relevant to food security and nutrition, and of capitalizing on opportunities to increase self-reliance.

The JAM Practical Guide has been developed to ensure timely planning and to facilitate the overall process of conducting joint UNHCR/WFP assessment missions. The JAM Practical Guide, together with its annexes, outlines the process and tools required to conduct a JAM.

The JAM Practical Guide is a condensed update of the JAM guidelines published in 2008, based on feedback by users. It emphasises the process and design of a JAM with renewed focus on food security and nutrition.

We believe that the JAM Practical Guide will be a valuable resource for staff members of UNHCR, WFP and our partners, and will enhance our ability to meet the needs of a growing number of refugee and internally displaced persons. We look forward to receiving practical feedback from users to refine future editions.

Assistant High Commissioner
for Operations (UNHCR)
Ms. Janet Lim

Assistant Executive Director –
Operations (WFP)
Mr. Ramiro Lopes Da Silva

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ACRONYMS

AGD	Age, Gender and Diversity
DSA	Daily Subsistence Allowance
EFSA	Emergency Food Security Assessment
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
HQ	Headquarters (UNHCR and WFP)
IDP(s)	Internally Displaced Person(s)
IFRC	International Federation of the Red Cross
JAG	Joint Assessment Guidelines (UNHCR/WFP 2008)
JAM	Joint Assessment Mission
JPA	Joint Plan of Action
MoU	Memorandum of Understanding
NGO	Non-governmental organization
PLW	Pregnant and Lactating Women
PoC	People of Concern
SENS	Standardised Expanded Nutrition Survey
TGS	Technical Guidance Sheets
ToR	Terms of Reference
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organization

1. INTRODUCTION TO JAMS

1.1 UNHCR/WFP COLLABORATION

UNHCR and WFP are engaged in a strong partnership to ensure that the food security and nutrition needs of refugees, asylum seekers, internally displaced persons (IDPs) and returnees are met.[1]

For an effective and comprehensive response to refugee crisis and conflict-related internal displacement, joint UNHCR/WFP needs assessment is crucial.

A Memorandum of Understanding (MoU), revised in 2011, outlines the role of each agency, the objectives of the UNHCR/WFP partnership, areas of collaboration (including joint assessment) and mechanisms for working together.

Joint UNHCR/WFP objectives (from MoU 2011)

The ultimate **goal of the partnership** between UNHCR and WFP is to ensure that food security and related needs of refugees are adequately addressed.

Specifically, UNHCR and WFP seek to contribute to the:

- Restoration and/or maintenance of a sound nutritional status through culturally acceptable food assistance that meets internationally acceptable standards of assessed nutritional requirements; and
- Promotion of self-reliance among the beneficiaries, through the implementation of appropriate programmes to develop food production or income generation, which facilitate a progressive shift of the response from general food distribution towards more targeted assistance and sustainable development-oriented activities and create suitable conditions for durable solutions.

1 This document focuses on refugees and speaks of refugees throughout. However, its guidance is relevant also to asylum-seekers, returnees, stateless and internally displaced persons.

Both UNHCR and WFP have made specific commitments to ensure that age, gender and diversity analysis (AGD)[2], special consideration for women's empowerment, and protection/ safety is central to any joint assessment and programme planning. Both agencies will collaborate to promote gender equality mainstreaming in all activities.

For more information on UNHCR and WFP responsibilities with regard to food assistance and nutrition, see the WFP/UNHCR MoU (2011) on the JAM Practical Guide flash drive.

1.2 WHAT IS A JAM?

The purpose of a UNHCR/WFP JAM is to understand the situation, needs, risks, capacities and vulnerabilities of refugees with regards to food security and nutrition.

The JAM is a *process* comprised of a series of jointly implemented activities. Key JAM activities include planning, secondary data collection and review, primary data collection through in-depth assessments and field visits (missions), analysis of data and development of recommendations, reporting, and the development of a Joint Plan of Action (JPA).

The JAM process may take up to six months and requires timely forward planning in order to be successful.

The outputs of the JAM process contribute not only to improved programme design and impact but facilitate resource mobilisation and help to ensure effective use of resources to the benefit of refugees and their surrounding communities.

2 Diversity refers to ethnic background, nationality, sexual orientation, gender identity, ability, health, social status, skill and other specific personal characteristics. While the age and gender dimensions are present in everyone, other characteristics vary from person to person. Age, gender and diversity differences must be recognized, understood and valued in each specific context and operation in order to ensure protection for all people. UN High Commissioner for Refugees, *Age, Gender and Diversity Policy*, 8 June 2011, available at: http://www.unhcr.org/refworld/docid/4def34f6887.html

The objectives of a JAM are to:

- Document the food security and nutritional situation of refugees;
- Review the quality and appropriateness of on-going food security and nutrition-related interventions;
- Identify effective food security, nutrition and/or livelihood interventions to protect and ensure the food security and nutritional status of refugees;
- Identify timing, location and duration for identified interventions; and
- Assemble data to enable UNHCR and WFP Country Offices (COs) to develop a Joint Plan of Action (JPA).

The JAM is not a comprehensive nutrition, food security or livelihoods survey nor does it include health, education, shelter or other sectoral issues unless they are directly related to the nutrition and food security situation. It is not a multi-agency needs assessment.

1.3 WHAT IS THE JAM PRACTICAL GUIDE?

The JAM Practical Guide outlines the JAM process and provides tools to equip JAM coordinators and team members to conduct a JAM.

The guide aims to facilitate:

- Timely planning of the JAM;
- Effective collaboration in the planning and organisation of the joint UNHCR / WFP assessment mission;
- Adherence to agreed procedures and standards;
- Effective analysis and use of information; and
- Consistent production of high quality outputs, including a final JAM report and JPA.

The JAM Practical Guide was developed to support senior managers and JAM coordinators to design, coordinate, and implement JAMs in a variety of situations.

What is in the JAM Practical Guide?

The JAM Practical Guide is divided into seven sections:

1) Introduction to JAMs;
2) Basic concepts in food security and nutrition;
3) The JAM process;
4) Tools;
5) Technical Guidance Sheets;
6) Rapid JAM Guidance; and
7) Additional references.

Sections one to four are edited and printed as a booklet, "Joint Assessment Missions: a Practical Guide to Planning and Implementation", which includes reference to the other sections. The Practical Guide is also accompanied by a flash drive that contains the full Practical Guide, Technical Guidance Sheets and Rapid JAM Guidance as well as additional technical and organisational reference documents. The Technical Guidance Sheets and the Rapid JAM Guidance are also edited and printed as stand-alone documents.

1.4 TYPES OF JAMS

JAMs are conducted in a variety of contexts and throughout the lifecycle of the joint food assistance programming. There are typically three types of JAMs: 1) the initial assessment in response to an influx of refugees; 2) re-assessment of on-going situation; and 3) preparation for repatriation and reintegration of refugees. Host populations should be considered in all contexts.

Note: there are often various larger-scale evaluations and needs assessments being conducted by multiple stakeholders in emergency situations. The initial JAM may take place along with these as long as there is clear collaboration between UNHCR and WFP, the Terms of Reference (ToR) are clear and the findings are recognised by both agencies[3].

3 This includes, but is not limited to, multi sector rapid needs assessments, Post-Conflict/Post Disaster Needs Assessment (PCNA), and UN Disaster Assessment and Coordination (UNDAC).

	What is it	When	Typical objectives	Useful resources
Initial assessment	Assessment at the onset of a refugee emergency and/or a new influx of refugees. Depending on the situation standard JAM methods and timeframe or Rapid JAM methods can be used.	At the onset of a refugee crisis.	Identify vulnerable populations and determine immediate and medium-term food assistance needs. Review and collate existing data as a basis for the design of programmes (with operational plans and budgets for 6-24 months). Identify appropriate interventions for the next 6-24 months for target populations. Identify gaps in information and recommend further assessments. If *Rapid JAM* methods are used the above objectives may be sufficient. If *standard JAM* methodology is used, the objectives below may also be included. (The primary difference between the two is the amount of time available for the JAM).	Rapid JAM guidance JAM Practical Guide
Re-assessments	Periodic review of an on-going operation. Usually standard JAM methods and timeframe are applied in these situations.	Every 2 years. OR Following other major changes in the situation such as policy shift, relocation, natural hazard or other shock.	Review and analyse existing data on the food security and nutrition status of the refugees and host population. Verify seasonal trends or threats that might cause influx of refugees and affect food security of the existing caseload. Verify the viability of refugee coping mechanisms. Review the quality of existing operations. Consider self-reliance of refugees. Recommend interventions for the next 12-24 months.	JAM Practical Guide

	What is it	When	Typical objectives	Useful resources
Preparation for repatriation and reintegration	A specific assessment conducted in the country of origin and in the country of asylum. Usually standard JAM methods and timeframe are applied in these situations.	A possibility for return and reintegration arises.	Define the food security related assistance required during the movement of the refugees and upon arrival. Consider the opportunities for self-reliance of refugees and necessary steps to facilitate reintegration and promotion of sustainable livelihoods. Determine the actions to be taken towards populations who have remained in the area and host population to preserve infrastructure created for the refugees and to clean up and restore the environment.	JAM Practical Guide. Repatriation and reintegration Handbook, UNHCR (forthcoming)

1.5 IS A JAM THE RIGHT TOOL FOR YOUR NEEDS?

Given the time and resources required to conduct a JAM, before planning a JAM, it is important to ensure that a JAM is the most appropriate tool for a given situation. To assess this, the context, information needs and timing should be reviewed.

IS A JAM THE RIGHT TOOL FOR YOUR NEEDS?	
Context	
Major changes occurred recently in the refugee situation	✓**YES- PLAN A JAM**
It has been 2 years since the last JAM	
Refugee interventions and delivery mechanisms might not be appropriate anymore	
A part of the refugee population has moved and/or their situation has changed	
New movements (influx or return) within the refugee population	
A new refugee situation arises (new movements of population)	
An opportunity for repatriation has been identified	
Information needed on:	
Effectiveness of the food assistance programme	✗**NO**- plan a programme evaluation
Operational information (logistics, transport, etc.)	✗**NO**- plan a specific assessment
Overall refugee situation (including health, education, water, sanitation and hygiene, etc.)	✗**NO**- plan other *sector- specific* assessments
Specific issues such as livelihoods and nutrition status	✗**NO**- plan a multi-sectorial assessments
Food security and nutritional situation of the refugees	✓**YES- PLAN A JAM**
Timing: When do you need the information?	
Yesterday	✗**NO**- use the information you have
Now	✗**NO**- use the information you have
In the coming weeks or months	✓**YES- PLAN A JAM**

1.6 OVERVIEW OF THE JAM PROCESS

The JAM process is initiated jointly by the UNHCR country representative and the WFP country director. In the absence of a WFP Country Office, UNHCR should contact the WFP Regional Director. In the absence of a UNHCR Country Office, WFP should contact the Regional Director in UNHCR Geneva headquarters. Once the JAM process is initiated at the country level, planning for the JAM can start. There are six phases to conducting a JAM, starting with a planning phase and ending with a Joint Plan of Action (JPA). The JAM process may take up to six months and has to be planned in advance in order to be successful.

JAM PHASES AND ACTIVITIES

	Phase	Key Activities
1	**Planning and preparation**	Develop ToR for the JAM (including timing, resources and budget); identify JAM coordinators; develop a detailed timeline; identify JAM team and call for additional technical assistance if required.
2	**Identification and organisation of information**	Identify information to collect in the JAM based on the ToR. Organise information in the information matrix. Identify appropriate data collection methods and tools.
3	**Data collection**	**Secondary data.** Identify available secondary information. Review data and identify any gaps in information. Update information matrix.
		Primary data. *In-depth assessments* are planned prior to the JAM field visit if there are gaps in information identified during the review of secondary data. *Field visits*. After training and preparation sessions, JAM team conducts field visits to obtain first-hand information from refugees and the surrounding community to triangulate secondary data and fill minor gaps in information.
4	**Analysis and recommendations**	Daily debriefings are conducted during the field visits. At the end of the field visit, all data from secondary data review, in-depth assessments and field visits is reviewed, triangulated and discussed. Consensus is reached around key findings and recommendations are developed.
5	**Report and dissemination**	A concise report is written presenting the methods, limitations, key findings, and recommendations from the JAM process. The report is signed off by the UNHCR country representative and the WFP country director and disseminated.
6	**Joint Plan of Action (JPA)**	Based on the information and recommendations in the report, a JPA is developed.

For more information on the timing of activities within the JAM process, see a generic 'JAM detailed timeline' 4.7 in Tools section.

2. BASIC CONCEPTS IN FOOD SECURITY AND NUTRITION

2.1 WHAT IS FOOD SECURITY?

The focus of a JAM is on the *food security and nutrition-related needs* of refugees and surrounding communities.

Food security refers to access by all people, at all times, to sufficient, safe and nutritious food for a healthy and active life[4]. Analysis of food security is based on three components, often called pillars:

- **Food availability**: Sufficient quantities of appropriate food are physically available; from domestic production, natural resources, commercial imports or food assistance;
- **Food access**: Households have enough income or other resources to obtain enough appropriate food through home production, buying, barter and can physically get to it; and
- **Food utilisation**: Food is properly used through appropriate food processing and storage practices; this may also include how food is shared within a household and how people's health status may alter their nutrient needs.

The concepts of 'availability' and 'access' are linked but even when there is plenty of food available on the market, some households may not be able to afford it.

4 The unit of measurement for food security is typically 'the household'.

COMPONENTS OF EACH PILLAR OF FOOD SECURITY		
Food availability	**Food access**	**Food utilisation**
Production Imports, exports, trade Natural resources Food stocks Food pipeline (where there is food aid)	Own production Gathering, picking, fishing and hunting Incomes allowing purchase Exchange and exchange conditions Credit Social protection through safety-nets and assistance Physical access Remittances/gifts Ration card and distribution mechanism (where there is food assistance)	Quality of food: safe, nutritious, adequate, balanced Storage conditions Cooking practices and conditions: water, fuel, equipment Serving practices: hygiene, social practices, sharing within the household Health: capacity of the body to absorb nutrients

A household's access to food depends on ***where*** the household is, ***who*** the household members are, and the ***season***.

'***Where'*** refers to the geographic location, which determines the livelihood options, how easy it is to get to the markets to purchase and sell food or livestock or find work and other income generating activities. Geographic location also determines the type of hazards households are exposed to such as drought, hurricanes, conflict or diseases, e.g. malaria or those affecting crops and livestock.

'Who' refers to the type of household and individuals within the household. This is determined by the assets (human skills, political affiliation and support, social networks, physical characteristics, natural and financial assets) that the household holds. These traits also determine what resources the household can use.

'Season' determines the activities that people undertake to get food or to earn money, the prices they pay and the foods and income generating activities that are available to them.

Throughout a JAM, **analysis of food security needs should take into account** where the needs are **(geographic location)**, who is affected **(type of households and individuals)** and the **seasonal variations** of production activities, prices and access to food.

The analysis of food access should also include a livelihood analysis. See section 2.4 below for more information on livelihoods and self-reliance.

2.2 WHAT IS NUTRITION?

Nutrition is the provision of the necessary macronutrients (protein, fat and carbohydrates) and micronutrients (minerals and vitamins) to support an active and healthy life. People who are well nourished are more likely to be healthy, productive and able to learn.

Malnutrition is a broad term which refers to both undernutrition and overnutrition[5]. Individuals are malnourished, or suffer from undernutrition if their diet does not provide them with adequate macronutrients and micronutrients, or they cannot fully utilise the food they eat due to illness.

There are three types of undernutrition:

- *Acute malnutrition*: rapid weight loss due to illness or inadequate consumption of food, assessed using weight and height, Mid-Upper Arm Circumference and nutritional oedema;
- *Chronic malnutrition:* inhibited growth in height and possibly cognitive development caused by poor nutrition over a period of time assessed using height and age; and
- *Micronutrient malnutrition*: deficiency in one or more micronutrients, assessed through bio-chemical tests.

Undernutrition increases the risk of mortality and reduces the physical and cognitive capacities of the malnourished individual.

5 Overnutrition refers to overweight and obesity.

All JAMs need to review available data on nutritional status of the population and should try to include a review of mortality data if possible. While undernutrition is the primary concern of most refugee populations, overnutrition is increasingly becoming a problem in chronic refugee situations and needs to be considered when conducting JAMs.

2.3 RELATIONSHIP BETWEEN FOOD SECURITY AND NUTRITION

Household food insecurity is just one of the underlying causes of undernutrition, along with inadequate care and feeding practices, unclean water, poor hygiene and sanitation, morbidity, and poor access to health care. The conceptual framework below, adapted from UNICEF, is a useful tool to help understand the many factors that impact on nutrition status and both the short- and long-term consequences of undernutrition.

The framework identifies the immediate causes of undernutrition as a lack of dietary intake, or disease. This can be caused by consuming too few nutrients or an infection which can increase requirements and prevent the body from absorbing the nutrients consumed.

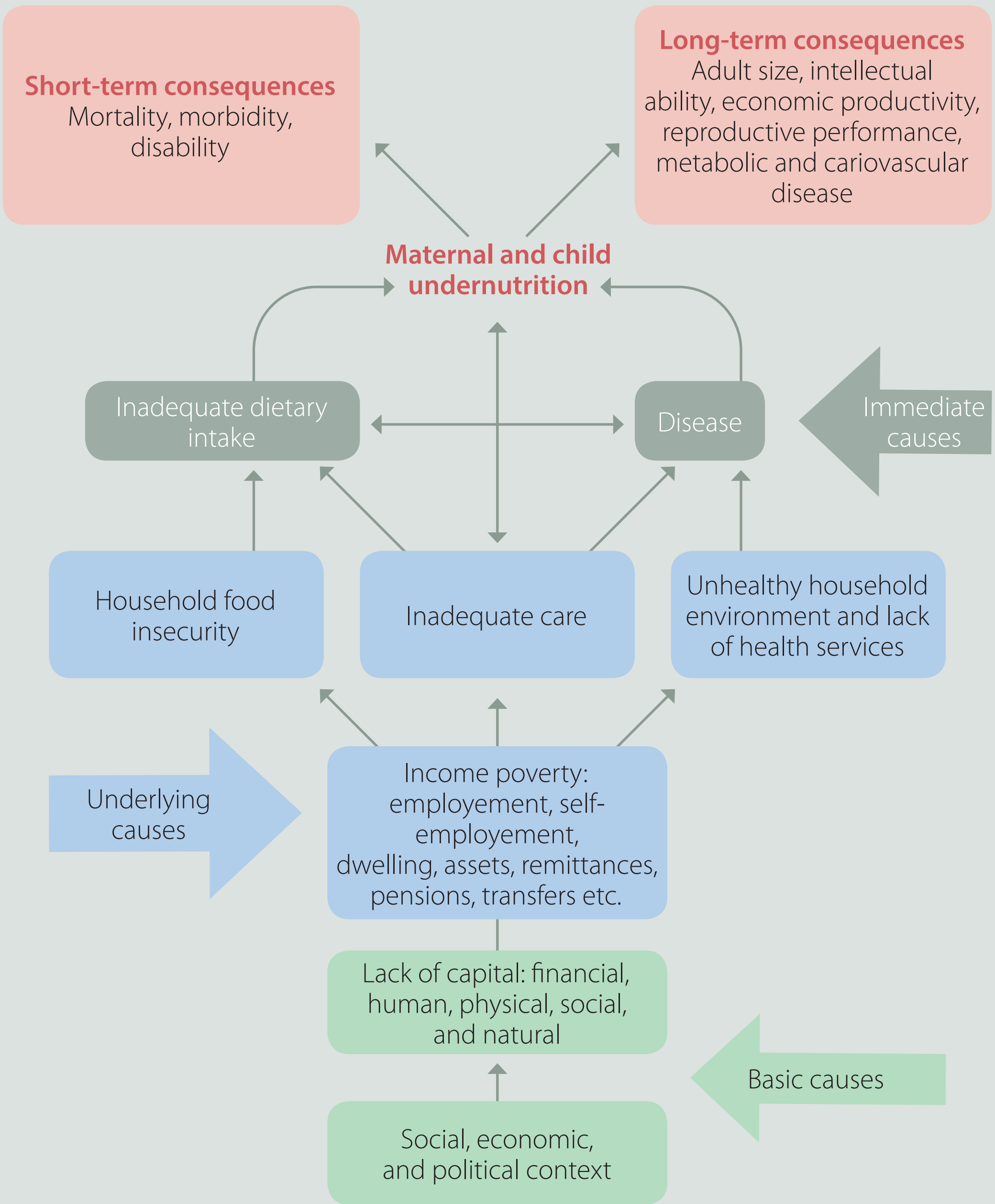
Whether or not an individual gets enough quality food to eat or whether s/he is at risk of infection is mainly the result of factors operating at the household and community level. These are called the underlying causes of undernutrition and include:

- Inadequate household food security;
- Inadequate care; and
- Inadequate services and unhealthy environment.

In practice there is significant overlap in the three groups of underlying causes and any analysis needs to examine the inter-relationship between them.

The nutritional status of an individual is affected by various factors, not only by food security. During the JAM process, it is important to collect information on the immediate and underlying causes of undernutrition in order to determine how best to address the food security and nutrition needs.

CONCEPTUAL FRAMEWORK FOR THE CAUSES AND CONSEQUENCES OF UNDERNUTRITION - ADAPTED FROM UNICEF[i]



i Adapted UNICEF framework by Black, et al. (January 17, 2008). Maternal and child undernutrition: global and regional exposures and health consequences. The Lancet.

The third level of factors contributing to undernutrition refers to the resources available (human capacity, structural mechanisms, financial assets) and how they are used (the political, legal and cultural factors). Political, legal and cultural factors may defeat the best efforts of households to attain good nutrition. Among others, these include the degree to which the rights of women and girls are protected by law and custom; the political and economic system that determines how income and assets are distributed; and the ideologies and policies that govern the social sectors.

2.4 LIVELIHOODS AND PROMOTING SELF-RELIANCE

A ***livelihood*** comprises the capabilities, assets (social and physical) and activities as well as opportunities required for a means of living. A livelihood is sustainable when it can cope with and recover from stress and shocks, and maintain or enhance its capabilities and assets. Understanding a household's livelihood is critical to understanding their food security situation and nutritional status. It is through livelihoods that people obtain food security and good nutrition – food security and good nutritional status are positive livelihood outcomes.

Self-reliance is the ability of people, households or communities to meet their basic needs (including food and nutrition) and enjoy social and economic rights in a sustainable and dignified way. In line with food security and good nutritional status, self-reliance is also a positive livelihood outcome.

Even when displaced, populations carry an abundance of knowledge, skills and life experiences with them. Some refugees already have assets of their own, including tools, livestock, productive skills or even financial means. Livelihood promotion is designed to allow refugees to build and preserve their own means of making a living and to ensure food security. It aims to enable refugees to become self-reliant, reducing long-term reliance on humanitarian or external assistance, including food assistance.

While a JAM should consider the livelihoods of a refugee population in relation to the populations' nutritional status and food security, a JAM is not a livelihoods or self-reliance assessment as such. These are specific in-depth assessments that if relevant, should be conducted prior to the JAM field visit and results feed into the overall JAM analysis.

For more information on refugee livelihoods, see 'Livelihood programming in UNHCR- Operational Guidance' available on-line and on the JAM Practical Guide flash drive.

3. THE JAM PROCESS

This chapter describes in detail the different steps of JAM outlined in the graphic below.

THE JAM PROCESS

STEP 1. PLANNING AND PREPARATION
- Identify JAM coordinators and core team
- Develop TOR, action plan, budget

STEP 2. IDENTIFICATION AND ORGANISATION OF INFORMATION
- Identify information to collect
- Organise information in information matrix
- Identify quality data collection methods

STEP 3. DATA COLLECTION
- Collect and review secondary data
- Collect primary data: in-depth assessments (if necessary) and JAM field visits

STEP 4. ANALYSIS AND RECOMMENDATIONS
- Review, triangulate and discuss data that has been collected
- Identify key findings (based on objectives and questions in the JAM ToR)
- Develop recommendations

STEP 5. REPORT AND DISSEMINATION
- Write JAM report, share for feedback
- Present final report to key stakeholders

STEP 6. JOINT PLAN OF ACTION (JPA)
- Conduct workshop to discuss report and develop JPA
- Write JPA

For more information on the timing of activities within the JAM process, see a generic 'JAM detailed timeline', 4.7 in Tools section.

3.1 PLANNING AND PREPARATION

3.1.1 Organise a joint planning session

To start the JAM planning exercise, a joint meeting with key staff from both agencies is organised.

The objectives of this meeting are to:

- Discuss information needs and confirm if a JAM is the appropriate tool for this situation;
- Outline overall expectations from the JAM and agree on objectives, roles and responsibilities and outputs of the JAM;
- Identify, to the extent possible, any potential in-depth assessments (to be conducted prior to the JAM field visit);
- Identify a realistic and feasible time frame for the JAM;
- Review previous JAM recommendations and progress on the current JPA, if applicable; and
- Identify potential JAM coordinators, one from each agency. In specific cases, an external consultant may be required to provide technical support for the JAM coordinators.

3.1.2 Develop Terms of Reference for JAM coordinators

A ToR for JAM coordinators is required in order to nominate the coordinators and move the JAM process forward.

The JAM coordinator ToR provides detailed information on the reporting lines, their responsibilities, and role throughout the various stages of the JAM (planning, data collection and review, analysis, report writing, partner debriefing and JPA development). Specific details in the JAM coordinator ToR will vary in each context.

In many situations, the JAM coordinators are existing staff members in the organisational country office. Even when this is the case, it is still important to identify the roles and responsibilities for these positions in a formal manner (through the ToR) because the JAM will take up a considerable amount of time (for both the planning and the field assessment) and JAM coordinators will need senior management support throughout the process.

For guidance on what to include in a ToR for a JAM coordinator, see an example of a 'JAM coordinator ToR' (4.1) and 'Roles and responsibilities of JAM team members' (4.2) in section 4. Tools.

The JAM coordinators lead the JAM process starting with the finalisation of the JAM ToR.

3.1.3 Develop JAM Terms of Reference

The JAM ToR identifies the purpose, method and outputs of the joint assessment. ToRs should be **no longer than four pages**. They should succinctly provide relevant information and should not resemble a detailed report on the refugee situation. ToRs are always done by the country teams, with technical support from Headquarters (HQ) or Regional Bureaux.

STANDARD TERMS OF REFERENCE- OUTLINE

Section	Main issue to be covered
Context	What is the current situation? What are the main changes in the situation? Why are you doing a JAM? What assumptions are to be investigated?
Objectives and specific objectives	What does the JAM aim to achieve? What key questions will the JAM answer?
Methodology	How will you access and analyse the information to reach your objectives?
Timeline	Schedule of key events.
Budget and other resources	How much will the JAM cost? What human resources and supplies are required?

For additional guidance, see a generic 'JAM ToR detailed outline' (4.3) and an example JAM ToR from Jordan (4.4) in section 4. Tools.

Also refer to 'Detailed JAM report outline' (4.11 in section 4. Tools) when developing the ToR.

3.1.4 Develop a detailed timeline

A detailed timeline should be developed after the JAM ToR is approved. A detailed timeline includes all the activities necessary to plan, implement, analyse and report the results from a JAM.

See 'JAM detailed timeline' (4.7 in section 4. Tools) for a generic example of the timing and process of a JAM.

3.1.5 Inform stakeholders of the steps and timing of JAM activities

Key country stakeholders including government, partners and donors should be informed of the JAM activities and timeline. Their participation should be requested during appropriate stages such as the field visit or for an in-depth assessment (see below).

3.1.6 Identify the JAM team and necessary human resources

A core JAM team, comprised of UNHCR and WFP staff, facilitates the JAM process, engaging the external stakeholders such as partners, donors and the government as appropriate. The core JAM team is led by the JAM Coordinators and includes individuals with specific technical backgrounds (based on the areas of focus in the ToR). The team also includes a report writer and a logistics/administration person.

In addition to the core JAM team members comprised of UNHCR and WFP staff, the following stakeholders should be considered during certain JAM activities:

- *The government:* At least one representative of the national entity responsible for refugees/IDPs and of the relevant local authority (regional/provincial/district, as appropriate) should be invited to be part of the field team;
- *Non-governmental organisations (NGOs) and other relevant civil society actors:* Both national and international NGOs, working with refugees or from the refugee population, should be invited to participate as key facilitators or field team members during the field visit. Senior NGO staff with relevant expertise and experience can be invited to participate as key resource persons during the field visit and analysis phases;
- *UN Agencies:* relevant UN agencies working with refugees or the refugee hosting populations should be invited to be part of the field team. Senior UN staff with relevant expertise and experience can be invited to participate as key resource persons during the field visit and analysis phases; and
- *Donors:* Donors may be invited on the field visit as observers.

The aim of encouraging donor participation is to:

- Increase the visibility of the JAM and refugee situation;
- Increase understanding of JAM findings and recommendations;
- Enhance donor support to refugee programmes; and
- Raise the profile of the JPA as an output of the JAM.

Donor staff members participating as observers in the field visit are requested to attend the field visit preparation day and to participate in the team debriefing at the end of each day.

Observer status means:

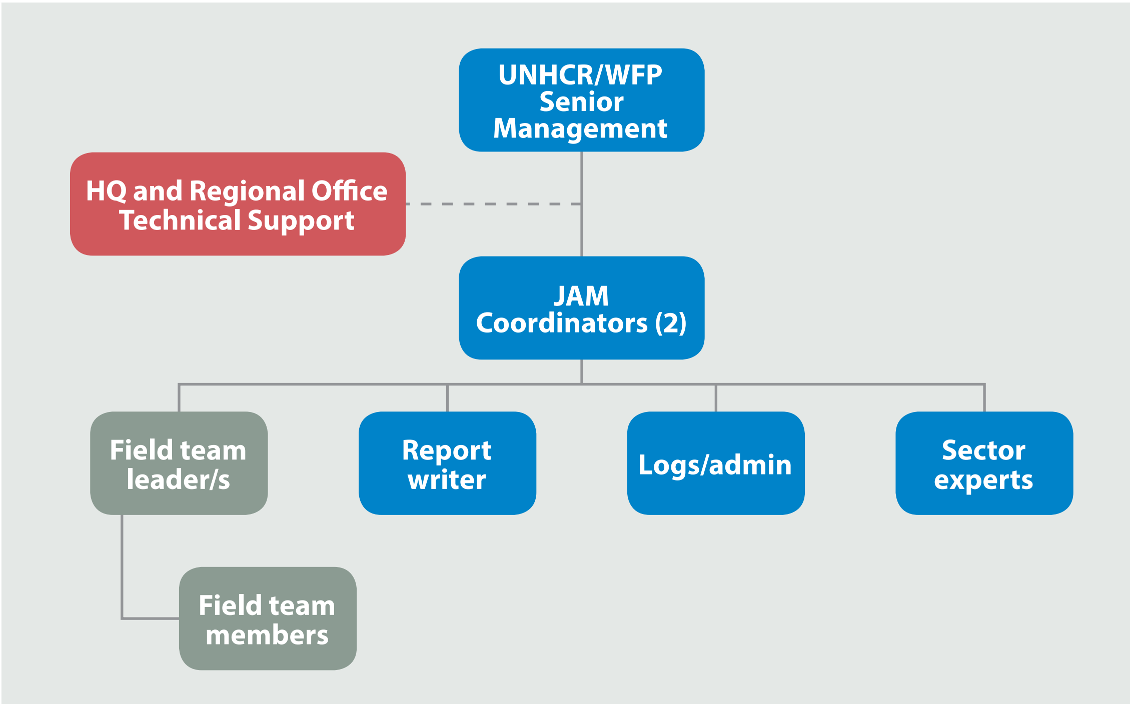
- Stakeholders are included as part of a field team that is of interest to them but they are not eligible to be team leaders;
- Stakeholders are invited to participate in the team debriefing. They can contribute to the debrief discussion about group findings;
- Ideally, stakeholders should be present throughout the JAM field visits; and
- Stakeholders receive a final copy of the report; they are not asked to comment on the draft nor can they determine recommendations.

The JAM team should possess technical skills and experience in:

- Food security and food assistance management;
- Nutrition;
- Sociology/anthropology;
- Self-reliance and livelihoods (e.g. agriculture, employment, income-generating activities);
- Logistics;
- Protection; and
- Qualitative analysis

Note: In addition to ensuring that all relevant thematic expertise is available in the team, it is crucial that all field teams within a JAM have someone with experience in qualitative data collection and analysis. This should have been discussed and identified in the planning stage when developing the team composition. If this expertise is not available, the JAM coordinators should discuss this with senior management in order to obtain support in identifying someone with this experience to join the team in the form of a consultant, staff member on a temporary duty assignment, or direct support from regional bureau/HQ.

A **generic organogram** for a JAM team is provided below. The composition and numbers of individuals on each JAM field team is context specific based on the objectives of the ToR, specific areas of focus and geography and transport infrastructure of the area to be assessed. The core team is highlighted in blue.



JAM field team structure is based on the characteristics of the sites to be visited. The size of the team will vary depending on the information that is being collected and the type of data gathering tools used.

For more information on developing and organising the JAM team see 'Roles and responsibilities of JAM team members' (4.2) and 'JAM team composition options' (4.6) in section 4. Tools.

3.1.7 Call for additional technical assistance

HQ/regional bureaux will always provide remote technical support for ToR and tool development, and feedback on reports. They may sometimes provide in-person support for training, field visits and analysis. However, HQ/regional bureau cannot coordinate a JAM, the coordination and leadership has to remain within the country. ToR, tools and final report should always be sent to the HQ for filing and to act as central repository.

Some JAM teams will require in-country technical assistance from consultants at given steps or throughout the JAM. The country office decides if consultancy support is needed and includes the required funding in their country budget. The HQ/regional bureau can help to define the consultant's ToR as well as provide potential names; however, the HQ/regional bureau does not conduct the hiring of consultants.

Overall outputs of the Planning phase

- Two JAM coordinators identified (one from UNHCR and one from WFP);
- JAM ToR (including roles, responsibilities, timeline and budget) developed; and
- JAM team/s identified.

3.2 IDENTIFICATION AND ORGANISATION OF INFORMATION

The JAM collects:

- **Secondary information**: data and information available from other sources ; and
- **Primary information**: data and information collected by the JAM team through the field visit or during the JAM process through an in-depth assessment.

Information is either:

- **Quantitative**: information which is quantified and can be analysed statistically, or
- **Qualitative:** describing meaning and situation, observations.

Quantitative information will be collected from survey reports as part of the secondary data collection or through specific in-depth assessments, conducted prior to the JAM field visit.

The information collected during the JAM field visits is mostly qualitative information. It is collected through participatory methods.

This sub-section will first discuss how to identify the information that a JAM is likely to collect, how to assess for reliability, and manage the information in the information matrix. It then outlines how to collect secondary and primary data for a JAM.

3.2.1 Identify information to collect

The objectives and issues outlined in a JAM ToR provide the basis for the information the JAM will collect. JAM objectives are often broad and can be broken down further into sector-specific information needs.

Each JAM is different and the information needed should be determined based on the context. However, given the food security and nutrition focus of all JAMs, key issues and information needs are similar.

See 'Questions and information typically collected in a JAM' (4.8 in section 4. Tools).

See Refugees in Urban Areas Technical Guidance Sheet (5.1 in section 5.Technical guidance) for information on JAMs in urban areas.

When outlining information required for the JAM, remember:

- JAMs focus on food security and nutrition;
- Each JAM is different and information needs are context-specific;
- Focus on the specific objectives of the JAM outlined in the ToR; and
- Only relevant information should be kept – do not collect information you will not use.

3.2.2 Organise information in the information matrix

The information matrix is the key tool for organising and managing information in a JAM, and it greatly facilitates analysis. It is an excel sheet with several columns, each corresponding to a step in the process of information gathering and analysis (headlines shown in the table below). The information matrix should be filled out by the JAM coordinators with input from the JAM team throughout the process, starting with listing the key information needed based on the JAM ToR. If well used, the information matrix will condense all the data, including the preliminary analysis of both secondary and primary data, in one table that can be used during the final analysis and report writing.

Key Analytical Questions	Indicators/Information to collect	Source of information				Key points to Highlight	Preliminary analysis and observations
		Secondary data (Please cite also the Source)	Reliability	Primary Data	Reliability		

Step 1: List the key analytical questions that the JAM aims to answer in the table. These are taken from the ToR (objectives and specific objectives) and developed further, if needed. Add the information to collect, to answer each question or note the type of indicator that would be used to answer the question. For example, prevalence of malnutrition for, "review the nutritional situation of the population", and ration composition and intra-household food sharing practices and sharing as indicators to be used for, "better understanding people's access to food".

Indicators/Information to collect
Prevalence of malnutrition among refugees and host communities
Ration composition
Intra-household food sharing practices and habits

Step 2: Record each *relevant* piece of information into the matrix after the corresponding indicator/question (as listed in step 1), based on the secondary data review. An information source and level of reliability is provided for each piece of information.

Sources of Information		
Secondary Data	Source / date/ geographical coverage	Reliability
GAM: 8.3% SAM: 1.1% Anaemia: 34%	Nutrition survey in camps, October 2012, UNHCR	Very reliable
GAM: 6.1% SAM: 1.1%	Nutrition component in MICS Hosting areas, September 2009, Unicef and government	Somewhat reliable (out dated)
1,800 Kcal/pers/day with pipeline breaks alluded to	Distribution reports, PDM reports	Very reliable (but need more precision and crosscheck and precise dates)
[No data on intra-household food sharing → leave blank]		

Once all the *relevant* information collected through the secondary data review is organized into the matrix, gaps are revealed.

Step 3: For all the indicators for which there is no secondary data, additional data collection is necessary. In some cases the data is collected during the JAM field visits, in other cases it is necessary to conduct in-depth assessments prior to the JAM field visit. For example, an in-depth assessment would be requested if no reliable nutrition data are available and reports indicate a worrisome nutrition situation. If the data gap is not significant, it is enough to collect or verify the information during the JAM field visit. The JAM team has to decide how these gaps will be filled including the methodology to be used (e.g. representative quantitative household level survey for Standardised Expanded Nutrition Survey (SENS) nutrition survey, or focus group discussion with women to understand use of food aid ration better). In the example above, information on intra-household food sharing practices and habits is identified as a gap. This data gap is not major, and can be filled during the JAM field visits through key informant interviews and focus group discussions.

Step 4: Once the in-depth assessments and the field visits have been conducted, all the findings are documented in the information matrix along with the corresponding level of reliability. Information from in-depth assessment information should be recorded under secondary information, and information from the JAM field visit should be recorded under primary information. This highlights any outstanding key issues. The JAM team should remain focused on the information that relates to the specific questions about the nutrition and food security situation of the refugees.

Step 5: Key points emerging from the preliminary analysis are noted in the last column, as the matrix is filled in. The analysis will be refined further and finalised during the final analysis.

> It is important to ensure that the richness of the information is not lost by condensing text in the information matrix too much. Relevant, specific details on the context that relate to the key questions in the ToR are necessary for writing a good report.

Sources of Information		Key points to highlight	PRELIMINARY ANALYSIS AND OBSERVATIONS
Primary data findings	Reliability		
Men and boys over 5 years old eat together from the same pot, and women, girls and younger children eat together from the same pot. Women tend to make sure children eat first, adult women including pregnant and lactating women (PLW) eat last.	Reliable	PLW may not get enough to eat, but additional information needed to confirm this (focus group discussions or key informant interviews in health or nutrition centres	

Link to word/excel version of the document is here.

3.3 COLLECTION OF DATA

3.3.1 Identify quality data collection methods

Data should be collected using different sources, methods and tools, to reduce bias and enhance quality. As a guiding principle, at least three sources or methods should be used to collect a piece of qualitative information to ensure that it is triangulated. Data should be collected from men, women, girls and boys of different ages, backgrounds and abilities. When consulting with a group of individuals from a community, an equal number of men and women should be included, representing different groups within the community and different household situations. Different characteristics, such as age, disability, ethnicity or sexual orientation, should also be considered.

The following tables outline methods and tools often used to collect primary data during the JAM field visit.

Method	Description
Household visits	Heads of households (or other relevant representatives of the households, e.g. care givers, including where these are single women or children) are asked a few pre-defined questions regarding specific issues in the ToR. Teams observe the living conditions of these households.
Transect walks	Walks through the area to observe the local conditions/situation.
Key informant interviews	Open discussion on pre-defined subjects (semi-structured) with a person having a specific knowledge on an issue, group or location.
Focus group discussion	Open discussion on a few predefined themes or questions with a homogeneous group of individuals (usually 6-8 people) who are knowledgeable about the subjects to be discussed and are able to contribute different perspectives. The discussion can be more or less structured.
Community group discussion	Discussion with a diverse group of individuals from the selected community representing different groups, household situations and characteristics to have different points of view.

Tool	Description
Mapping	Design a map with a group of individuals in the community to identify specific issues.
Timeline/seasonal calendar	Design a timeline/seasonal calendar with a group of individuals in the community to identify particular events or seasonality of food and nutrition related issues.
Diagrams (e.g. Venn diagram)	Design a diagram that shows specific linkages in the area, e.g. how the camp is linked to closest markets and how these markets are linked with the surrounding market system.
Proportional piling	Individuals use small objects (beans, stones, etc.) to develop piles representing issues. Bigger issues are represented by bigger piles. This allows information to be ranked and/or prioritised.
Pair-wise ranking	Individuals rank pairs of things/situations/options. This process provides information on what is more important to the individual/s.

In addition, the following table highlights tips for ensuring protection is considered in all discussions.

DO	DO
Involve all groups, particularly persons with specific needs, in the assessment to identify potential areas or issues needing immediate attention.	Probe for information when it appears that a person would rather not give an answer.
Explain the objectives and purpose of the assessment to the respondents to ensure their participation. Explain and ensure that all information will remain confidential.	Ask intrusive questions; be aware of what is considered intrusive in the cultural context.
Try to obtain responses from different sources whenever possible. Do not ask questions if you already know the answer from another source.	Take pictures or videos of individuals without their informed consent.
Obtain consent from all adult participants in any activity, and inform them that they can refuse to take part in the assessment without negative consequences. Obtain consent from parent or guardian for the children participants.	Talk to other participants about a specific interview. By doing so, it shows that confidentiality is not being respected.
Respect the dignity and self-worth of individuals at all times.	Ask questions, particularly those related to protection, in front of armed personnel, security personnel and officials.
Report incidents immediately to the protection focal point (see Protection incident reporting).	Be judgemental.

For more information on the various participatory methods, the following are available on the JAM Practical Guide flash drive.

- *WFP Emergency Food Security Assessment Handbook;*
- *WFP Technical Guidance Sheet 8: Introduction to Qualitative Data and Methods for Collection and Analysis in Food Security Assessments;*
- *WFP Technical Guidance Sheet 9: Qualitative data collection and analysis for food security assessments;*
- *UNHCR Participatory Assessment Tool; and*
- *ACAPS Technical Brief Key informant interviews Oct 2011.*

3.3.2 Determine the reliability of information

The reliability of all information collected should be assessed. Only relevant and reliable information should be included in the analysis. To assess reliability, a rating system is applied. Data is reviewed and categorised as 'somewhat reliable', 'reliable' or 'very reliable' based on the criteria outlined below.

CRITERIA FOR ASSESSING RELIABILITY OF DATA[i]

Reliability Rating	Criteria
1 Somewhat Reliable	Reasonable but questionable source, method or time-relevance of data.
2 Reliable	From a reliable source, using scientific method and data reflecting current or projected conditions.
3 Very Reliable	Effectively unquestioned source, method and time relevance of data.

i Adapted from the Integrated Phase Classification, Technical Manual Version 2.0, 2012.

The reliability of each piece of data should be recorded in the information matrix (see Chapter 3.2).

3.3.3 Secondary data collection

Secondary data collection and review must be done **prior to the JAM field visits** as it will highlight the outstanding information to triangulate and collect during the field visits.

The **process of secondary data collection and analysis** is as follows

- Collect the information available and relevant to the specific JAM (based on objectives in ToR);
- Check reliability;
- Organise and summarize information using the information matrix; and
- Identify information gaps.

Examples of secondary data often collected and reviewed as part of the JAM process include:

- Previous JAM reports;
- Refugee update reports;
- Social, economic, political and historical studies by governments, universities, NGOs and research groups;
- Technical assessments such as household food security surveys, SENS nutrition surveys, livelihoods assessments, market assessments;
- Government census data;
- Meteorological and seasonal data;
- Maps;
- Eyewitness accounts (e.g. people who have recently come from the affected area); and
- WFP/UNHCR/NGO monitoring reports and evaluations.

JAM coordinators and sector experts are responsible for the identification, collection and review/analysis of secondary data. At this stage, the sector experts and the JAM coordinators are only reviewing the secondary information to extract the key information, determine reliability (see above section on reliability assessment) and identify information gaps, which informs the primary data collection. The JAM coordinators, supported by the field team/s, will conduct a thorough analysis of all the information (secondary, primary and in-depth assessments) after the field visit.

Key pieces of secondary information should be highlighted in the information matrix and collected in a folder that can be used for briefing others.

3.3.4 Primary data collection

Outstanding information, as identified through the secondary data review, can be gathered two ways:

1. **In-depth assessment.** In-depth assessments are appropriate when the information gap is quantitative and is best obtained through a specific assessment method such as a nutrition survey, census or household food security assessment.

   In-depth assessments take time and resources to implement. They should be planned well in advance so that results are available BEFORE the field visit.

2. **JAM field visit.** A field visit is sufficient if the outstanding information gaps are minor and mainly qualitative.

   The JAM field team usually spends one to two days per site. It should not be used to fill large, detailed information gaps.

IN-DEPTH ASSESSMENTS

The **most usual in-depth assessments conducted** to provide additional information in a JAM are:

- SENS Nutrition surveys;
- In-depth food security assessments;
- Self-reliance or livelihoods surveys;
- Market assessment; and
- A census.

In-depth assessments can be jointly planned and carried out by UNHCR, WFP and relevant partners or can be carried out by partners alone. JAM coordinators and JAM teams rarely have the required technical expertise to carry out in-depth assessments. Results from in-depth assessments should be reviewed before starting the field visit. Information resulting from the in-depth assessments will further help to identify the information to collect and verify during the field visit.

Refer to the following for additional information:

- ***Refugees in Urban Areas Technical Guidance Sheet (5.1 in section 5. Technical guidance)*** *for information on how to assess the food security and nutrition needs of urban refugees and how to identify appropriate recommendations given their specific context;*
- ***Market Analysis Technical Guidance Sheet (5.2 in section 5. Technical guidance)*** *for information and guidance to collect and analyse market information in the specific context of the JAM;*
- ***WFP Emergency Food Security Assessment Handbook*** *for information and guidance on how to plan and conduct a food security and nutrition assessment in an emergency;*
- ***UNHCR Standardised Expanded Nutrition Survey (SENS) guidelines*** *on how to conduct nutrition surveys in a refugee population. This also includes modules on Anaemia, Food Security, Infant and Young Child Feeding, WASH and Mosquito net coverage; and*
- ***Livelihood programming in UNHCR- Operational Guidance*** *(2012) for information on how to plan and conduct a livelihoods survey.*

FIELD VISITS

The **key objectives of the field visits** are to:

- Triangulate existing information;
- Fill outstanding information gaps; and
- Investigate and document refugee and surrounding community views, perceptions and opinions.

In general, the **process of a field visit** is as follows:

- Information to be collected during field visit is clearly identified;
- Work plan, data collection tools, analysis plan and debriefing format are developed;
- JAM teams meet in a 2-day training and preparation session to become familiar with their role, responsibilities, methods, tools, and logistics of field visit;
- JAM team collaborates with refugee and host population leaders to collect information from refugees and the surrounding community (both men and women, where possible);
- A daily debriefing with all team members is conducted at the end of each day;
- Teams prepare daily notes on their findings and submit them to the team report writer;
- Before leaving each site, teams discuss their findings and tentative conclusions with refugee leaders (when feasible), local authorities and organizations present; and
- Immediately after finishing the field work, the JAM field team re-groups to conduct a final discussion and analysis session.

Field visit planning

To ensure a smooth and productive field visit, a work plan is required. A field visit work plan describes what the field visit aims to achieve, the process and the tools that will be used. The work plan is developed by the JAM coordinators and presented, along with the tools to the JAM field team in the training and preparation sessions (see 'JAM field team training and preparation session' below).

Typical elements of a field visit work plan

- Site selection;
- Team structure;
- Assessment methods and tools;
- Data collection and analysis plan;
- Reporting formats (i.e. information matrix and related forms);
- Itinerary/schedule; and
- Daily debriefing report structure

Site selection

A variety of refugee locations (sites) should be selected for the field visit to ensure geographic coverage and feedback from the various different groups/types of refugees. If the affected area is large and not all areas can be visited, it should be broken down further into sub-units and a selection of sub-units/sites identified for the field visit.

In order to obtain a valid picture of the situation, JAM coordinators (with input from JAM team members) should select sites carefully to ensure a reasonably representative sample of the different groups of refugees[6]. Sites can be selected randomly or purposively – where specific sites are identified based on their characteristics.

Field visit security

JAMs are often conducted in insecure areas. JAM coordinators are responsible for ensuring the safety of the JAM field teams. JAM coordinators should ensure the availability of telecommunications facilities for the JAM team/s to be able to report back regularly to the UNHCR and WFP offices in the capital and in the field. Any required security clearances need to be obtained from relevant national authorities before the field visit.

6 Note: reasonably representative sample does not mean statistically representative sample.

If the area is classified as UN security phase 1 or higher, JAM coordinators should ensure that 1) field visits are cleared by the Designated Official, 2) communications facilities and all other arrangements comply with UN minimum operational security standards and 3) all team members have completed security awareness training and receive a security briefing. If necessary, the JAM team may be accompanied by a field security officer. For detailed instructions on any specific case, consult with your security officer before planning any visit.

JAM team training and JAM preparation sessions

In order to prepare for the field visit, training and preparation sessions (with a total duration of minimum two days) should be organised. JAM coordinators lead the training and preparation sessions; all field team leaders and team members are required to attend.

The objectives of the training and preparation sessions are:

- To ensure that JAM field team leaders and members understand the JAM objectives, their roles and responsibilities, data collection tools, analysis plan, and debriefing process and inputs required;
- To allow time for the team to actively work together, plan field visit, and test and finalise data collection tools; and
- To have a common understating of the situation prior to the field visit based on secondary data review.

The first training and preparation day focuses on orienting field team members on the JAM and planning the information collection. During this day, JAM coordinators lead discussions on the following:

- Overview of existing information (secondary data);
- Data to be collected (and utilisation of the information matrix);
- Data collection methods;
- How to identify the various different key informants and participants for focus group discussions;
- Appropriate language and style of questioning;
- The DOs and DON'Ts of note taking;
- Roles of facilitator and note taker in FGD; and
- Time management.

In addition, the following tools are presented to JAM team members for review and discussion.

- Data collection tools (key informant interview formats, focus group discussion guides, questionnaires etc.);
- Analysis plan; and
- Debriefing report format.

All questionnaires and interview guidelines should be tested, time recorded, translated and back-translated by JAM field team members and team leaders with the support of the JAM coordinators. Any modifications necessary on the tools as a result of testing and back-translating are to be made prior to the field visit.

The second training and preparation day focuses on field visit organisation and logistics. Sites are reviewed and selected, security is reviewed, team organisation is finalised and an itinerary is developed.

Outstanding tasks to be completed after the training and preparation sessions and before the field visit are documented. This usually includes the following:

- Notification of refugees and/or surrounding communities about the upcoming visit and interviews arranged. JAM coordinators often liaise with UNHCR and WFP field staff to ensure that this occurs prior to arrival of the JAM team/s;
- Finalising security clearance (if necessary);
- Assembling equipment and materials; and
- Ensuring logistical arrangements are made e.g. transport, accommodation, food and drinks.

For more detail on what is covered in the two training sessions, see 'Field visit training and preparation session (example agendas)', 4.10 in section 4. Tools.

Daily debriefing

The daily debriefing focuses on the key findings (in relation to the key questions in the JAM ToR), challenges and recommendations. Before the debriefing, team members prepare their key points to be presented to the team (5-10 minutes) during the debriefing. ***All team members should use the same format for their written notes*** so that it can easily be compiled into a report. Only reliable information relevant to the JAM is discussed. Information is collated and analysed according to the information matrix.

Debriefings are a critical step in the JAM process and they cannot be skipped. In areas where security is a concern and curfews do not allow for movement at night, the field visit schedule needs to consider this and daily debriefings need to be scheduled at another time.

The daily debriefing is facilitated by the team leader or if JAM teams are small, a collective daily debriefing comprised of several teams can be organised by the JAM coordinators. Team leaders are required to prepare their inputs for the collective debriefing in advance. The debriefing should last no more than 1.5-2 hours.

Activities during the debriefing:

- Organise information collected that day by site and by theme;
- Discuss information collected that day and triangulate where possible;
- Discuss problems encountered or useful practices identified;
- Analyse information collected following the analysis plan/framework (see Analysis section for details) and extract key findings, issues and recommendations;
- Identify outstanding information gaps to be filled;
- Review the methodology and team organisation and adapt them when necessary; and
- Prepare the plan, checklists of outstanding information, equipment, and supplies for the following day.

Daily debriefing outputs

A report from each team, typed in a standardized format including:

- Information for the narrative report (people met, methods, sites visited, essential data collected);
- Overview of each thematic area (key issues to highlight in the report);
- Analysis and emerging conclusions based on the information collected during the day; and
- Key recommendations.

Team reports are submitted to the JAM coordinators and the overall JAM report writer.

Note: The written output of the debriefing is already analytical and highlights emerging conclusions and contentious issues. It is NOT a written account of the notes that the team members took during the day.

Tips to ensure quality data collection during field visits

- ✓ Communicate clearly and involve all groups. Explain field visit objectives and process clearly and equally to all the groups. Use a range of communication channels to reach everybody, as not everybody will be able to access information in the same way. Encourage all groups to actively participate throughout the process.
- ✓ Make optimal use of available information. Build on information that is already available. Gather information from scratch only if particular information is lacking.
- ✓ Use multiple sources and methods to triangulate data. Seek the same kind of information from a number of different people of different socio-economic groups and in different localities.
- ✓ Consider age, gender and diversity in all aspects of the assessment. Ensure that women, men, girls and boys and different groups in the population are included throughout the assessment; where appropriate, talk with them separately.
- ✓ Ensure a safe and protected space for discussion.
- ✓ Commit to listening to all and seek consensus. Listen and share the information gathered. Seek to build consensus around the questions outlined in the ToR among the refugees, UNHCR, WFP, and all other concerned parties (including the government, local authorities, and host population).
- ✓ Ensure accurate interpretation. If necessary, identify an interpreter to convey questions and informants' responses faithfully (and not to give his/her own interpretation of what is being said).
- ✓ Be sensitive to possible biases. Be conscious of and try to counteract your own possible biases and those of interpreters and key informants.
- ✓ Ensure transparency and feedback. Ensure that community leaders, local officials and concerned agencies understand the information-gathering process and the basis for the conclusions. Share tentative conclusions with these groups.
- ✓ Disaggregate data. Be cautious about generalising. The situation and needs may vary considerably between different locations as well as among different groups. Disaggregate data based on sex, age and other aspects of diversity as much as possible.
- ✓ Record the sources of information. Copy any important information from documents found in the field. Don't take the originals away from their owners.
- ✓ Be flexible and opportunistic. While keeping a clear focus on food security and nutrition, be alert to and follow up on aspects that you may not have thought of previously.

Reporting a protection incident

During the JAM field visits, the teams and the team members may encounter individuals or groups who have been involved in a protection incident or have been given protection information which needs to be reported. Teams are obligated to report either of these. Particularly, in case of a child who is a victim of past or on-going violence or exploitation, in the best interest of child, refer the case immediately to the relevant partner for follow up, so the child can immediately establish contact with a trusted adult who can provide needed follow up and support.

Procedure for reporting a protection incident

- **Request permission** from the individual or group concerned to forward the information to the protection focal point in a confidential manner;
- **If the individual agrees** to file a report, record the name, registration number and contact details of the individual and a brief description of the event. Forward this with information on the geographic location of the incident to the protection focal point;
- **If the individual or group refuses** to provide names and contact details, there is still an obligation to report the information to the UNHCR protection focal point as an anonymous report. If a child is concerned, refer the case immediately to the relevant partner; and
- **Inform the individual or group** reporting a protection incident or issue that the information will be handled in a confidential manner and feed-back will be provided to them, if they disclosed their identity.

For additional information on what protection issues need to be considered in a JAM, how to address these and general good practices with regard to collecting protection information. See the Protection Technical Guidance Sheet (5.3 in section 5. Technical guidance)

3.4 ANALYSIS AND DEVELOPMENT OF RECOMMENDATIONS

Analysis is the process whereby information from all the different sources is synthesised to enable the questions in the JAM ToR to be answered. Analysis is the most complex part of the JAM process yet by using the information matrix (see Chapter 3.2.2., 'Organise information in the information matrix') systematically from the outset of the JAM process, analysis can be facilitated significantly. The who, what, when and where of analysis is detailed below.

WHO conducts analysis? JAM coordinators facilitate the overall analysis of the JAM[7] and are responsible for bringing the analysis together with the team leaders and technical experts. All team members that have taken part in field visits participate in the analysis of the JAM data.

WHAT is the analysis process? The analysis process aims to organise, review, synthesise and interpret the information collected throughout the JAM process. An analysis plan outlines how information collected will be utilised (see below section on analysis framework). The analysis process results in key findings and recommendations.

WHEN is analysis conducted? A preliminary analysis plan is developed during the planning stage and fine-tuned during the analysis of secondary and primary data. The analysis itself is conducted throughout the JAM: an analysis of the secondary data is conducted immediately after the secondary data collection and before the field visit, as the findings inform the primary data collection needs. Preliminary analysis of primary data starts already during the daily debriefings. The overall analysis of both primary and secondary data is conducted at the end of the field visits, when all data has been collected. A preliminary analysis of the JAM is developed first, in collaboration with the team leaders. Then, a workshop is organised with all team members, leaders and JAM coordinators, to come up with the final analysis. The workshop should occur the week after the field visits or as soon as possible so that it is fresh in the team's mind.

WHERE is the analysis conducted? Preliminary analysis of the secondary data is conducted wherever the review of secondary data is taking place, normally in the central office before leaving for the field visit. Preliminary analysis of the primary data is conducted in the field, during and immediately after the field visits. The workshop for the final analysis is usually conducted in the capital or in a place that is easily accessible for people involved in the final analysis.

HOW is the analysis done? The typical analysis process is detailed below.

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7 An external facilitator can be used if necessary.

3.4.1 Analysis process

- **Review the key questions** to be answered by the JAM. Key questions are presented in the JAM ToR (and should be organised in the information matrix);
- **Review information collected** from the secondary data analysis, in-depth assessments (if applicable) and the field visit, organised in the information matrix;
- **Sort the information** in the information matrix so that only reliable, relevant information that helps to answer the key questions outlined in the ToR remains; and
- **Organise the information** so that each piece of information relates to a key question presented in the ToR and that key questions are grouped if they are related to a similar issue.

For example, key information related to the underlying causes of undernutrition in the refugee population should be grouped around the three underlying causes in the conceptual framework for undernutrition (see page 20) so that information is analysed holistically and causal patterns may emerge.

By arranging and grouping information by categories, it is easier to identify the key findings emerging.

Practical tip:

- During the daily debriefings and in the final analysis at the end of the field visit, it can be useful to write each key question from the JAM ToR on an individual piece of flip chart paper and post these on the wall;
- As team members discuss the information they have collected, specific, relevant information related to a key question can be written on post-it-notes and stuck to the corresponding flip chart paper; and
- At the end of the session, the information matrix is updated based on the information collected on each flip chart paper.

- **Summarise the key findings** and information emerging from the discussion into short sentences and bullet points around key themes and issues (based on the ToR). Ensure that information is not condensed so much that the context and important details are lost. Rich, contextual information is necessary for explaining the issues in the report.
- **Turn findings into conclusions.** Throughout the analysis (during daily debriefings and at the end of the field visit), the team members should be asking and re-asking the following questions in relation to the key findings:
  - What patterns and common themes emerge in responses to specific issues? How do these patterns (or lack thereof) address the questions raised in the ToR? Do important food security and nutrition-related issues or patterns arise beyond the issues highlighted in the ToR?
  - Are there any deviations from these patterns? If yes, are there any factors that might explain these atypical responses?
  - Are there any relationships among findings by site or groups? Are any causes/consequences identified?
  - Do the patterns and relationships that emerge support or match the findings of any in-depth assessments that have been conducted? If not, what might explain these discrepancies?
  - Are future shocks likely to affect and alternate the patterns identified? If yes, how and when?
  - Are there further (or different) questions that need to be asked to further explore themes or patterns evolving through the data analysis?
  - All issues emerging from the data should be prioritised (by level of severity).

ANALYSIS FRAMEWORK

There are several guides and tools that can be used to facilitate the process of analysis among the JAM team.

One approach to structuring the information collected is to as a group, work through the following questions, consolidating information and organising it around these questions in a framework.

- What is the problem?
- What are the causes?
- Who is affected? Are there differences in regards to age, gender or diversity?[8]
- Where? Are there difference related to the location of refugees?
- What is the likely evolution in short, medium and long term?
- What are potential solutions in short and long term?

The following analysis framework can assist in organising the information throughout the analysis process.

Problem	Who is affected?	When?	Principle cause?	Underlying causes	Likely evolution	Potential solutions	Missing information

For an example, see 'JAM analysis framework (example)', 4.10 in section 4. Tools.

3.4.2 Developing recommendations

Recommendations focus on what people need and the appropriate responses, based on the findings of the JAM. The JAM findings are developed into recommendations by refining the "potential solutions" identified through the analysis process. As a guide, it is best to develop one recommendation for each part of a key finding, and to ensure that each recommendation is linked to a problem/finding that is described in the analysis and report.

8 See AGD analysis framework for more information

WHAT TO CONSIDER IN DEVELOPING RECOMMENDATIONS?

- **Needs.** Who is in need? What is the need? For how long is the need? Where is the need?
- **Refugee priorities and plans.** What do the refugees say are their priorities now and in the near future? What are their plans to address their priorities?
- **Capacities and partnerships.** What capacity is available in the area? What partners are interested in working together with UNHR/WFP to address refugee needs in this area?
- **Linkage between nutrition/food security/livelihoods and self-reliance.** How are these issues practically linked? How can recommendations for one address issues in another? Tip: Do not analyse these as separate issues.
- **Linkage between relief and self-reliance.** How will the immediate relief support link to self-reliance?
- **Prioritisation.** What is the priority by group/area/need?
- **Assumptions and risks.** Are there any risks linked with the actions that will arise from the recommendations?

Recommendations should be:

- Action-oriented;
- Needs-based;
- Clear;
- Reflect priorities;
- Present realistic response options; and
- Minimal in number.

PRIORITISING NEEDS

Detailing the groups most in need and then prioritizing their needs can facilitate the process of ranking recommendations. A prioritisation table like the one below can facilitate the process.

EXAMPLE OF A PRIORITIZATION TABLE

Who is in need?	**What is the need?**	**Where is the need?**	**When (Timeframe for need)**	**Numbers in need**	**Urgency and severity of need**
Somali refugees	Food assistance Nutritional support	District 1- Northern Kenya	In 3 months after food stocks run out	20,000	Urgent, large numbers in need of short-term food assistance
Somali refugees		Refugee camp- Kenya/Somali border	Now	5,000	Very urgent, small numbers but high levels of acute malnutrition
Host population		Host population- around refugee camp	In 6-9 months (if rains fail)	10,000	Food assistance needed in 6-9 months, not urgent

3.5 REPORT AND DISSEMINATION

The JAM report, with key recommendations, is a critical output of the JAM process. The report is used to:

- Inform agencies and partners on the refugee needs;
- Disseminate the intervention recommendations;
- Support the development of the JPA; and
- Mobilise the necessary support and resources for the execution of the JPA.

3.5.1 Report Content

JAM reports should be a maximum of 30 pages (excluding Executive Summary and annexes) and follow the outline below.

Executive Summary: 2-3 pages, including key background information, needs identified and recommendations

Introduction: Background to JAM and objectives: Why the JAM was conducted, overview of current situation, what the JAM aimed to achieve

Methodology:

- How the JAM was conducted, when, which methods and tools were used; and
- Limitations and challenges faced in achieving the overall JAM objectives.

Findings:

- Overall picture of the refugee situation: origin, number, sites, surrounding community relations;
- Context: political, humanitarian, social, economic, as relevant to the refugee situation analysis, including likely changes in the short-mid-term and how they are likely to affect the refugees;
- Key findings (organised thematically or geographically, depending on context and what is most relevant): needs, how current assistance answer the needs, opportunities and threats; and
- Likely future scenarios and evolution of needs.

Conclusions and recommendations:

- Main conclusions of the JAM and likely evolution of the situation in the short and medium term;
- Recommended activities (grouped per sector or geographically) for food security, nutrition and related assistance for the next 6-24 months; and
- Risks and impacts if these activities are not put in place.

Annexes:

- ToR;
- Detailed statistics on refugee and nutrition situation;
- Maps;
- Team composition (including names of individuals);
- List of sites visited, people met, FGD held, key informants interviewed;
- Tools used (survey questionnaires etc.); and
- JPA from the last JAM and status report, where relevant.

For guidance on how to structure and develop a JAM report See 'Detailed JAM report outline' (4.11 in section 4. Tools). Also, see examples of JAM reports on UNHCR and WFP webpages.

The report should be written in the working UN language of the country, except if requested otherwise by the agencies. Translation of the Executive Summary into other national UN languages is encouraged to facilitate its dissemination to the national partners.

3.5.2 Report process

The final draft of the report should be completed within three weeks of field visits. A maximum of two weeks should be allowed for comments – from team members, senior managers, regional bureau and HQ as part of quality assurance process. Other stakeholders should have had an opportunity to raise any issues during the donor/partner debriefing (see below) where preliminary findings are shared.

Steps to develop and finalise the JAM report

1. A report writer is identified by JAM coordinators before the field visit training and preparation sessions. The report writer should have a proven track record on reporting and analysis;

2. Secondary data and findings of the secondary data analysis are provided to the report writer in the information matrix in a detailed manner. A folder containing all secondary data used is also shared;

3. Each JAM field team identifies a focal point to collate and type the daily team findings for the report;

All team members should submit information to the report writer in a standardised, pre-determined format.

4. Each field team produces a 3-5 page summary of findings the day after the JAM field visits end. This is submitted to the report writer. The information matrix will facilitate this task and ensure that the report of the daily findings contributes to issues and questions raised in the JAM ToR;

5. Preliminary results and recommendations are developed during the analysis workshop at the field level;

6. The first draft of the report is produced by the report writer using the documented team inputs and the secondary data analysis which should be available in the information matrix;

> Food security, nutrition, and livelihoods/self-reliance are inter-related yet are often written as separate sections in the report. The report writer and JAM coordinators should ensure that the report is written in a holistic, coherent manner avoiding repetition and/or contradictory information in different parts of the report.

7. Recommendations are further developed and refined by the JAM coordinator and report writer;

8. JAM findings and results are shared with senior management, government and partners at national level in a donor/partner debriefing (see section 3.5.4 below). The written draft report is shared for comment only within WFP and UNHCR. Feedback is captured by the report writer;

9. Report is finalised by the report writer;

10. Report is signed off by country director/representative and maybe by Regional Director in politically sensitive situations; and

11. Report is sent to WFP and UNHCR HQ for posting on WFP and UNHCR global websites. The report is also shared amongst all partners in country (see 'Donor/partner debriefing' section below).

Note: This process may vary slightly from country to country depending on the context.

3.5.3 Refugee debriefing and feedback process

It is crucial to ensure that the key findings from the JAM are shared with the refugees. JAM coordinators liaise with UNHCR/WFP staff working at field level to identify an appropriate way to share findings. In cases where JAM coordinators are unable to travel back to the refugee sites to provide feedback, other staff working at field level are identified to facilitate this process.

Any feedback from the refugees on the key findings is documented and shared with the report writer for inclusion in the report.

3.5.4 Donor/partner debriefing

A formal, high-level event (donor/partner debriefing) is organised to debrief government, partners and donors on the findings and recommendations of the JAM. This can take place once the findings and recommendations are agreed upon within the UNHCR and WFP teams.

The event is led by UNHCR and WFP senior management with participation from government, NGO partners, JAM teams, and the donors.

The core JAM team provides a presentation on the initial findings and recommendations and answers any questions partners or donors may have. The overall event lasts approximately two hours.

3.6 DEVELOPMENT OF THE JOINT PLAN OF ACTION

A JPA is a plan outlining the key activities to be supported jointly by UNHCR and WFP over the next 6-24 months to sustain or improve the food security and nutrition situation based on the findings and recommendations of the JAM. A JPA is the key output of the JAM as it ensures that findings and recommendations are effectively translated into programming.

The JPA is developed jointly by UNHCR and WFP staff based on the JAM report and the outputs of a JPA development workshop.

The following members of the JAM team and WFP/UNHCR staff are involved in the JPA workshop:

- UNHCR and WFP senior management;
- Representatives from the JAM team, including the two coordinators; and
- UNHCR and WFP programme officers.

THE STANDARD FORMAT OF A JPA

Recommendations	Activities	Priority (high/med/ low)	Timeframe	Responsible agency and section/ person (title)	Resources (estimated cost in USD)	Status

Where necessary, the activities can be broken into subsections and an additional column can be added for risks and assumptions. Milestones and indicators for monitoring should be defined. Once the JPA is established, the progress is tracked in the 'status' column. The progress is tracked by the agency responsible for the action point, and reviewed and compiled in one document in joint meetings every six months.

For more information, see example JPA (4.12) in section 4. Tools.

When finalised, the JPA is:

- Signed by the Country Representative/Director of each agency; and
- Shared with the government.

4. TOOLS

4.1 JAM COORDINATOR TOR (EXAMPLES)

A) Standard Terms of Reference for Coordinators (WFP and UNHCR)

Context

2 short paragraphs adapted from ToR

Duties and responsibilities

1) Preparations and secondary data analysis
   - Ensure that the Terms of Reference for the JAM is agreed and finalised;
   - Plan the JAM process – develop detailed timeline and work plan;
   - Identify the sector experts and other members of the JAM team, including report writer;
   - Liaise with HQ/regional bureau for technical support if necessary;
   - Supervise and conduct secondary data review:
     - Supervise the sector experts and feed into the secondary data collection review;
     - Identify information to collect and appropriate data collection methods; and
     - Organise information in the information matrix (and update it throughout the JAM process)
   - In collaboration with sector experts and senior management, identify the need for any in-depth assessments after review of secondary data and ensure their organisation, if any.
2) Field visit preparations
   - Develop qualitative data collection tools (information checklists, key informant interview questions, focus group discussion guidelines), debriefing format and analysis plan;

- Lead/facilitate the JAM team preparation and training sessions; and
- Finalise field visit itinerary and logistics arrangements (with the support of WFP and UNHCR staff).

3) During field visits

- Supervise the field visit team leaders, logistics/administration support personnel and report writer (if any);
- Facilitate cross-sectoral daily debriefings;
- Support teams to develop appropriate analysis based findings during daily debriefings and analysis sessions;
- Liaise with UNHCR/WFP security officers to ensure that security regulations are adhered to during the field visit; and
- Liaise with report writer (if any) to ensure that key findings are incorporated into the report (or ensure key findings are incorporated in the report, if coordinators are assigned as report writers).

4) Analysis, finalisation of JAM and JPA

- Assist report writer (if any) in finalisation of the report and further development of recommendations (or ensure finalisation of report and development of further recommendations, if coordinators are assigned as report writers);
- Organise and facilitate the presentation of JAM findings to senior management;
- Organise the donor/partner debriefing;
- Organise the JPA workshop (with UNHCR/WFP programme staff); and
- Write the JPA based on the workshop for senior management approval.

Profile

- Good management skills;
- Experience in conducting and/or leading field assessments;
- Analysis skills; and
- Participated in a JAM training and has experience from a previous JAM (preferably).

If identified JAM coordinators have not previously participated in a JAM they will have to be provided with an orientation on the JAM process and their roles and responsibilities throughout the process before taking on the role of JAM coordinator.

B) Example of Terms of Reference for External JAM Coordinator (external consultant), WFP Chad,2012

Context

Since 2003, Chad has been hosting hundreds of thousands of refugees, from Sudan's Darfur region and from the Central African Republic. Those refugees are assisted by UNHCR and WFP for almost a decade. The ultimate goal of the partnership between UNHCR and WFP is to ensure that food security and related needs of persons of concerns are adequately addressed. To this aim, UNHCR and WFP organise periodic Joint Assessment Missions (JAM) to provide objective information about the overall food security and nutrition situation of the refugees, to monitor the performance of the on-going programmes and to provide recommendations for future programming.

UNHCR and WFP are both seeking the service of experienced consultants to co-lead a Joint Assessment Mission in Chad in November/December 2012, to assess the food security needs of Sudanese and Central African refugees in Eastern and Southern Chad, and produce recommendations for the next planning period (2013-2014) in terms of food security and nutrition.

Duties and responsibilities

Under the supervision of the Head of Programme, the consultant will co-lead the JAM with his UNHCR counterpart. Technical support will be provided to the JAM coordinators by a Nutrition and Food Security consultant, the Nutrition, VAM and M&E units, as well as field staff from relevant UNHCR and WFP sub-offices.

The incumbent will have the overall responsibility of co-leading the JAM. Main tasks will include:

1. ***Preparatory work***
    a) Conduct a secondary data review and analysis;
    b) Summarise the actions taken following the recommendations of previous JAMs noting the differences between what was recommended and what was done;
    c) Identify information requirements and design methodology and tools for data collection;
    d) Train other JAM team members on methodology and information / data to be collected; and
    e) Finalise the mission schedule plan and logistics arrangements (with the support of the WFP and UNHCR country teams).

2. ***Field phase:***
   a) Lead and conduct data collection on the field; and
   b) Lead and conduct daily debriefing and data analysis sessions with team members.

3. ***Analysis & Reporting***
   a) Lead and conduct analysis of major findings and provide recommendations for next planning phase 2013-2014; Produce a report of major findings and recommendations;
   b) Facilitate a debriefing workshop, to i) present major findings and recommendations – a PowerPoint presentation will be produced, ii) elaborate a UNHCR/WFP Joint Plan of Action;
   c) Draft and circulate the report to be submitted to WFP and UNHCR management teams before the end of the mission in electronic version;
   d) Incorporate received comments from WFP and UNHCR and finalize the report; and
   e) Facilitate the JPA workshop and write the JPA for senior management approval.

Qualification and experience required:

- Fluency in French;
- Extensive knowledge of JAM guidelines and experience in leading JAM;
- Significant experience in managing Food assistance for refugees; and
- Knowledge of Chad context and operations targeting refugees desirable.

Link to word/excel version of the document is here.

4.2 ROLES AND RESPONSIBILITIES OF JAM TEAM MEMBERS

Senior Management[i]

Key responsibilities

- Call for a JAM;
- Develop the Terms of Reference for the JAM coordinators;
- Assign the JAM coordinators;
- Sign the JAM report and the JPA;
- Lead the donor/partner debriefing;
- Support the dissemination of the JAM report and the development of the JPA; and
- Facilitate the communication of the JAM and JPA to donors and partners.

i UNHCR Representative and Deputy Representative, WFP Country Director and Head of Programme

JAM coordinators

Key responsibilities

Pre-field visits

- Ensure that the Terms of Reference for the JAM is agreed and finalised;
- Plan the JAM process – develop detailed timeline and work plan;
- Identify the sector experts and other members of the JAM team;
- Supervise the sector experts and feed into the secondary data collection review;
- Identify information to collect and appropriate data collection methods;
- Organise information in the information matrix (and update throughout the JAM process);
- In collaboration with sector experts and senior management, identify the need for any in-depth assessments after review of secondary data;
- Develop qualitative data collection tools (information checklists, key informant interview questions, focus group discussion guidelines), debriefing format and analysis plan;
- Lead/facilitate the JAM team preparation and training sessions;
- Finalise field visit itinerary and logistics arrangements (with the support of WFP and UNHCR staff); and
- Liaise with HQ/regional bureau for technical support if necessary.

During field visits

- Supervise the field visit team leaders, logistics/administration support person and report writer;
- Facilitate cross-sectoral daily debriefings;
- Support teams to develop appropriate analysis/key findings during daily debriefings and analysis sessions;
- Liaise with UNHCR/WFP security officers to ensure that security regulations are adhered to during the field visit; and
- Liaise with report writer to ensure that key findings from team are incorporated into report.

Post field visits

- Assist report writer in further development of recommendations from teams' analysis;
- Organise and facilitate the presentation of JAM findings to senior management;
- Organise the donor/partner debriefing;
- Organise the JPA workshop (with UNHCR/WFP programme staff); and
- Write the JPA based on the workshop for senior management approval.

JAM coordinators (cont.)

Profile

- Good management skills;
- Experience in conducting field assessments; and
- Participated in a previous JAM training and JAM (preferably).

If identified JAM coordinators have not previously participated in a JAM they will have to be provided with an orientation on the JAM process and their roles and responsibilities throughout the process before taking on the role of JAM coordinator.

See example JAM coordinator ToR, section 4.1.

Sector experts

Key responsibilities

- Identify and collect secondary data in their specific sector;
- Review secondary data, identify key information and identify if any in-depth assessments are needed;
- Support the JAM coordinators to develop data collection tools and analysis framework; and
- Develop a summary of the secondary data in the specific sector to feed into JAM report.

Sector experts should be involved in the field visit.

Profile

- UNHCR/WFP staff member with programming, surveillance and analysis experience in the identified sector.

JAM field team leaders

Key responsibilities

- Participate in the field visit training and preparation sessions;
- Liaise with JAM coordinators to ensure tools and equipment are ready for field visit;
- Supervise the team to ensure quality data collection;
- Liaise with logistics/administration support to coordinate team movements;
- Ensure that security protocols are adhered to and followed;
- Organise the sectorial debriefings;
- Support the team to organise and analyse information collected and develop recommendations;
- Ensure good time management in field visits and in debriefings; and
- Ensure positive team morale.

Profile

- Previous experience in conducting a JAM field visit;
- Previous experience in a JAM preparation and training session;
- Experience in conducting assessments; and
- Team management skills.

JAM field team members
Key responsibilities
▪ Attend the field visit training and preparation sessions prior to field visit; ▪ Provide input into data collection methods and tools for the field visit under the supervision of the team leader and JAM coordinators; ▪ Collect information during the field visit (conduct the interviews and focus group discussions); ▪ Document key findings (in previously agreed standard format) on a daily basis to be presented in the daily debriefing; ▪ Contribute to the daily debriefing and analysis sessions; ▪ Participate in the final debriefing and analysis workshop; and ▪ Assist in creating a positive team dynamic.
Profile
▪ Available to attend the training days, field visits and analysis session after the field visits; ▪ Experience in conducting field assessments and information analysis; ▪ Technical expertise in a specific sector or programme expertise; ▪ Good knowledge of humanitarian standards and best practices in programming for refugees (or a particular programme sector); and ▪ Good knowledge of the national and international policies and guidelines.

Logistics/administration support person
Key responsibilities
▪ Arrange transport, accommodation, food and drinks supply and daily workspace for JAM field teams; ▪ Ensure availability of appropriate communication and IT equipment; ▪ Ensure the availability of necessary materials and supplies for the JAM team (stationery etc.); ▪ Support team members to reconcile expenses related to field visit; and ▪ In collaboration with UNHCR/WFP security officers, monitor security situation and liaise with JAM coordinators to help ensure security of JAM teams.
Profile
▪ Administration and/or logistic officer from UNHCR or WFP; and ▪ Good knowledge of the agency procedures and of the area.

Report Writer
Key responsibilities
▪ Support the JAM coordinators to develop a standard format for daily debriefing information and sector narratives; ▪ Develop a report outline, corresponding to the ToR, to share with JAM coordinators during field visit; ▪ Synthesise and compile the information and recommendations from the teams; ▪ Cross-check questionable information with the teams; ▪ Facilitate an analysis working session with the teams to review the compiled information just after the field visit is completed; ▪ Write a draft JAM report (based on standard report outline) under the supervision of the JAM coordinator; ▪ Edit draft JAM report based on feedback; and ▪ Assist in the organisation of a workshop to present the JAM findings to donors and partners.
Profile
▪ Excellent information management skills; and ▪ Demonstrated good report writing skills.

4.3 JAM TOR DETAILED OUTLINE

OVERVIEW	
ToR Section	**Main issue to be covered**
Context	What is the current situation? What are the main changes in the situation? Why are you doing a JAM? What assumptions are to be investigated?
Objectives and specific objectives	What does the JAM aim to achieve? What questions will the JAM answer?
Methodology	How will you access and analyse the information to reach your objectives?
Timeline	Schedule of key events
Budget and other resources	How much will the JAM cost? What human resources and supplies are required?

Context

The context section aims to provide a ***brief*** overview of the situation. It should include the following:

- ***Description and analysis of key features of the refugee situation-*** geographic and political context, who are the people of concern, history of population movements, recent changes in the situation, existing UNHCR/WFP programming in the area;
- ***Rationale for the JAM-*** why is it necessary and relevant to conduct a JAM, what is the added value of the JAM in the current context; and
- ***Constraints and limitations expected-*** with regard to data collection, data quality, analysis and implementation e.g. access, security, logistics, seasonality, coordination, availability of data, and partners.

Objectives

Objectives explain clearly the key questions and issues the JAM aims to answer. Objectives should be written as bullet points in plain language. You should not have more than four main objectives though these can be sub-divided into specific questions or sub-objectives.

Objectives should be:

- ✓ **Specific** *Described in specific terms, clear and unambiguous*
- ✓ **Attainable** *Achievable with given budget, resources and time*
- ✓ **Relevant** *Worthwhile and related to the purpose*

The general objectives of a JAM are to:

- Document the food security and nutritional situation of refugees;
- Review the quality and appropriateness of on-going food security and nutrition-related interventions;
- Identify effective food security, nutrition and/or livelihood interventions that will protect and ensure the refugee food security and nutritional status;
- Identify timing, location and duration for specific interventions with emphasis on food assistance and nutrition related activities; and
- Assemble data to enable country offices to compile a JPA.

The objectives for each ToR should be developed based on the context. Objectives should also be broken down to more detailed specific objectives or questions. This can also be done by sector (see example JAM ToR Example (4.4) in section 4. Tools).

Methodology

The methodology section provides brief details on the following:

- Data collection and analysis methods to be used;
- Description of sampling techniques;
- Description of any tools to be used; and
- How various stakeholders (refugees, partners, donors) are to be involved.

Timeline

To facilitate planning and implementation of a JAM, a timeline should be included in the ToR.

Key steps to include in the ToR timeline:

- Secondary data collection;
- In-depth assessments (if necessary);
- Field visit (including training sessions);
- Final report; and
- Development of JPA

When developing the timeline, it is crucial to consider if the time allocated to events is realistic and if you can mobilise the necessary resources within this timeframe.

Budget

The budget in the ToR should include resources available for the JAM, both human and financial. It should identify costs of materials, supplies, additional human resource if required, training, logistics, accommodation, food and drinks and transport for the field visit.

4.4 JAM TOR EXAMPLE (JORDAN)

TERMS OF REFERENCE[9]

WFP-UNHCR Joint Assessment Mission for Syrian Refugees in Jordan

January 2013

Context

Over two years of crisis and continued high level of violence in the Syrian Arab Republic (Syria) has led to a large influx of refugees to neighbouring countries, including to Jordan.

Jordan is a small middle-income country with high levels of unemployment (13%). It has a favorable protection climate, with a commitment from the Government to maintain borders open for Syrians.

As of 6 March 2013, UNHCR had recorded over 328,000 Syrian persons of concern (i.e. Syrians registered with UNHCR and awaiting registration). Some 150,000 stay in camps and settlements, while the remaining population lives among host communities mainly in urban and semi-urban areas. The influx has intensified since the beginning of the year, with between 2,000 and 4,000 refugees crossing into Jordan on a daily basis at formal and informal border crossing points. This trend is expected to continue and potentially intensify. Those crossing the border at informal points are transferred to Za'ateri camp while those crossing at legal points spontaneously settle in host communities, mostly in Irbid, Mafraq, Amman and Zarqa governorates. Given the sharp increases, a new camp is being prepared in Murejib al-Fuhud in addition to the existing Za'ateri camp. A third site will be developed soon.

REFUGEES MARCH 2013

Governorate/ Camp	**Number of beneficiaries**
Camps	
Za'ateri Camp	149,956
KAP	1,007
Cyber City	482
Registered	271,855
Waiting Registration	57,037
Grand total	**328,892**

The majority of Syrian families entering Jordan have been under financial stress for at least a year prior to crossing the border. Some had to pay their way out. As a result, most arrive

9 The ToR have been amended slightly for the purpose of this guidance.

in Jordan with little assets and cash, where, in addition, the cost of living is higher than in Syria. The vast majority of Syrians, who have chosen to live in urban and semi-urban areas, stay in rental apartments under difficult conditions. They take up whatever employment is available, which is often unskilled labour on a daily wage basis. The majority, however, remain without any source of income and most are not granted work permits.

UNHCR-registered Syrians are granted free access to health services and their children are able to attend local schools[10]. At the same time, families and communities hosting vulnerable Syrians are facing increasing challenges as the presence of thousands of Syrian refugees throughout Jordan has put a strain on public services like water, health and education. Both the needs of the Syrian refugees living in local communities, and those of local communities themselves, have dramatically increased over the past few months. All refugees hosted in the camp or other refugee facilities receive humanitarian assistance services, regardless of the length of their stay. UNHCR and partner agencies maintain a permanent presence in each facility, which also includes protection monitoring and interventions. In addition to the camp population, WFP provides food vouchers to registered Syrian refugees living in local communities. In February 2013, WFP provided food assistance to 143,631 individuals[11].

There have been several major changes in the overall situation since the May, 2012 Multi-agency Joint Rapid Assessment (JRAM) which call for a Joint Assessment Mission (JAM). These include:

- Substantial increase in the number of refugees;
- Refugees coming with less or no resources; and
- Opening of Za'atari camp and planned opening of other camps.

Purpose of the JAM

To understand the situation, needs, risks, capacities and vulnerabilities of the refugees with regard to their food security and nutrition, and provide recommendations for specific objectives and input for a strategic plan for food security and nutrition for the next 6-12 months.

10 With the introduction of the governmental service card – mandatory for all Syrians having arrived after March 2011 – access to services is conditional on the presentation of the UNHCR certificate in combination with the service card.

11 WFP, February 2013.

Objectives and Specific Objectives

I) Assess the food security situation of the Syrian refugees living inside and outside the camps (access, availability and utilisation of food), and identify main causes of food insecurity.

Food Security

1. Assess food availability, in particular:
   - Food availability on refugee household level; and
   - Food availability in the areas hosting refugees, affecting both refugees and host communities.

2. Assess household access to food, in particular:
   - Refugees' current livelihood practices, including access to income and food security-related assistance, and any factors inhibiting these;
   - Coping mechanisms, including of refugees awaiting registration;
   - Highlight any gaps in the food security related assistance; and
   - Identify potential protection risks associated with various means to access to food and coping mechanisms; and

3. Assess food utilisation, including:
   - Sharing practices within the household and the community;
   - Hygiene, storage and preparation of food; and
   - Any factors inhibiting optimal use of food.

4. Identify wealth groups among the refugees;

5. Assess the public health situation, with particular reference to the impact on nutrition and food security;

6. Review the water and sanitation situation and access to WASH facilities, with particular reference to the impact on nutrition and food security;

7. Review the nutritional situation of refugees; and

8. Describe the prospects for durable solutions and the probable scenarios for the next 12 months.

Protection

1. Assess factors that inhibit the receipt of entitlements by entitled vulnerable/at risk individuals, and their impact on food security and nutrition;

2. Review the current arrangements for registration/revalidation of refugee documents providing access to food assistance such as ration cards and ID cards;

3. Assess current mechanisms for refugee participation in camp coordination and activities, including collective kitchens, and provide recommendations on how these can be strengthened to achieve better food security and nutrition outcomes; and

4. Review relations between host and refugee community with regard to food security.

II) Review the on-going food assistance operations and provision of related complementary assistance and services by WFP, UNHCR and their partners, identifying good practices, principle constraints, lessons learned and areas for improvement.

1. Compliance with WFP/UNHCR MoU, policies rules and procedures including transparency, standards and gender;

2. Review progress on food-related recommendations from previous Joint Rapid Needs Assessment 2012;

3. Review of programme monitoring systems being undertaken jointly by WFP and UNHCR including collection, analysis, reporting and use of data;

4. Examination of implementation tracking through analysis of distribution reports and WFP/UNHCR monthly monitoring reports to determine possible gaps/shortfalls in the management of the programmes;

5. Assess the actual food needs and appropriateness of on-going food assistance;

6. If continued assistance is recommended, advise on the most appropriate modality of WFP assistance for the next EMOP and other complementary food assistance in the camps and refugee hosting areas, including:
   - Duration of the assistance programme;
   - Basic food basket;
   - Food/resource needs;
   - Means of distribution (food, vouchers, cash and/or combination);
   - Need for targeting in local communities;
   - Specific needs of vulnerable groups;
   - Stock/shop monitoring;

- Post distribution and on-site monitoring; and
- Effective and transparent food distribution (camp and urban centres).

7. With reference to the school feeding, review the need and determine related food and non-food items needs for the period of the next funding cycle;

8. Review the coordination strategy and mechanisms related to food assistance;

9. Provide an analysis of cost effectiveness of current and proposed food assistance interventions; and

10. Assess the distribution chain of the current food assistance systems (vouchers and in-kind aid), including: logistical aspects of the current food assistance systems, including timeliness and regularity of distribution, monitoring system (food basket and post distribution monitoring), losses, and possibilities to reduce constraints and increase efficiency.

III) Assess the potential for targeted food assistance and associated risks, and identify potential target groups and criteria.

1. Assess the possible requirements to start providing targeted assistance based on legal status (UNHCR registered, awaiting UNHCR registration, unregistered by UNHCR), the vulnerability and state of food security of the refugees;

2. Identify potential targeting criteria and systems; and

3. Explore possibilities to expand positive coping mechanisms and other options to enhance self-reliance.

Cross-cutting themes

- Host community needs, and relationship between refugees and host communities.

Methodology

Information will be collected, compiled and triangulated using the following combination of mainly qualitative methods:

- Review of secondary data;
- Semi-structured interviews with individual key informants (e.g. government, civil society, refugees, residents of host communities, NGOs, UN agencies) and focus groups with refugees and host communities;

- Consultations with WFP, UNHCR, NGOs, Community based organisations, field staff, government, local and camp authorities and refugee leaders;
- Direct observations through field visits;
- Daily debriefing meetings among interviewees, facilitators and supervisors to cross-check and share results, discuss issues and ensure activities are on track; and
- Strengths-Weaknesses-Opportunities-and-Threats analysis.

Timeline

- Secondary data collection and analysis: February 2013
- Field visit: 15-30 March 2013
- Draft report: 10 April 2013
- Final report: 30 April 2013
- JPA workshop: last week April 2013

Note that new in-depth assessments are not expected to be needed for this JAM

ANNEX 1: List of secondary information sources.

ANNEX 2: JAM team composition, including UNHCR and WFP team members, Government participants, NGO and civil society participants, and donor observers.

Link to word/excel version of the document is here.

4.5 POTENTIAL JAM EXPENSES

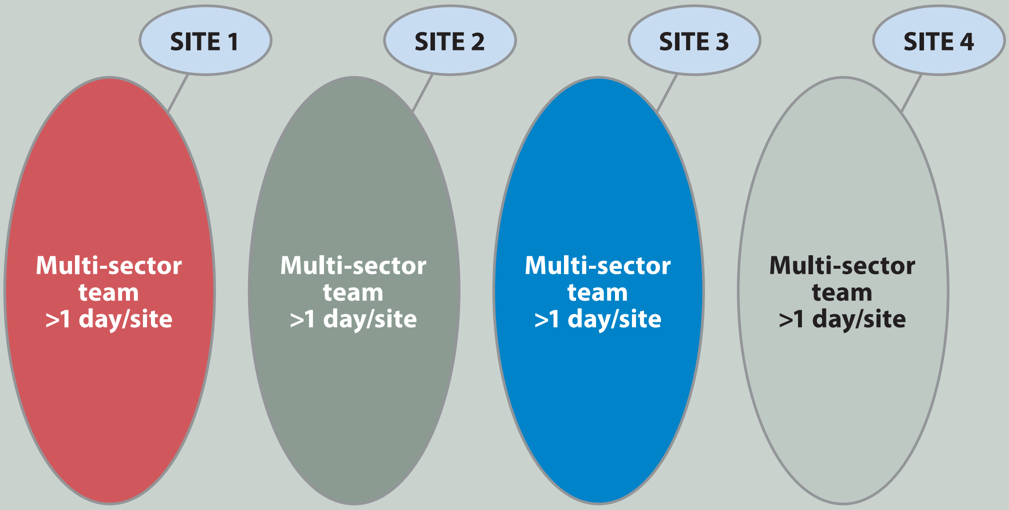
The cost of the JAM varies significantly from county to country, depending on the scope of the operations, geographical areas to be covered, size of the teams, and the need or not of additional technical assistance, e.g. an external consultant. The need for external assistance increases the budget considerably. Other potential expenses are listed below. Specific in-depth assessments (e.g. SENS nutrition survey, livelihoods survey, feasibility study for cash-based interventions) should be budgeted for separately.

- Transport (flights from the capital to the field for those taking part in the field visit, vehicles for travel to field sites, international flights for consultants and/or UNHCR/WFP technical support from HQ/regional bureau);
- Daily Subsistence Allowance (DSA);
- Food and drinks if necessary for field visits;
- Printing and publishing of report;
- Workshop and/or debriefing costs (room hire, refreshments etc.); and
- Consultant fees if consultant is used (e.g. technical support for JAM, report writer).

When the need for a JAM is identified well in advance, related costs can be written into the planned UNHCR/WFP budgets. If not, country offices can often cover some of the costs directly in project budgets.

4.6 JAM TEAM COMPOSITION OPTIONS

OPTION 1: MULTI-SECTOR TEAMS



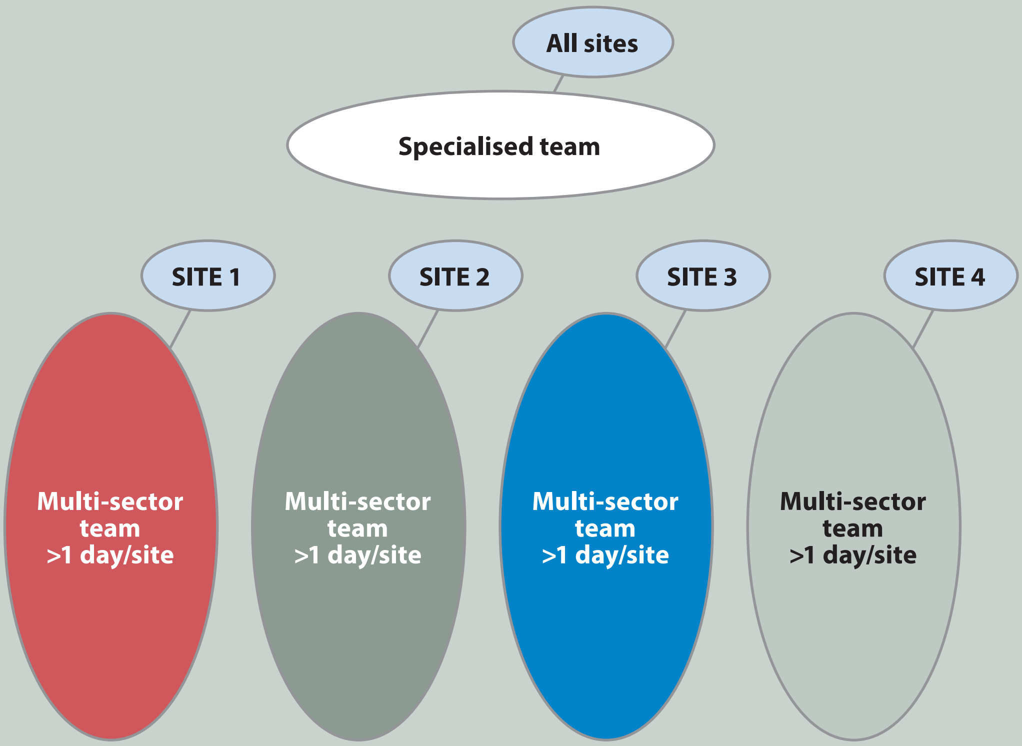
Advantages

- One team can cover each site;
- Low profile;
- Ease the multi-sector analysis; and
- Saves time.

Disadvantages

- Need at least one expert for each sector in each team; and
- There is no team that can be dedicated entirely to protocol visits so the whole team loses time on these.

OPTION 2: MULTI-SECTOR TEAMS + SECTOR TEAMS



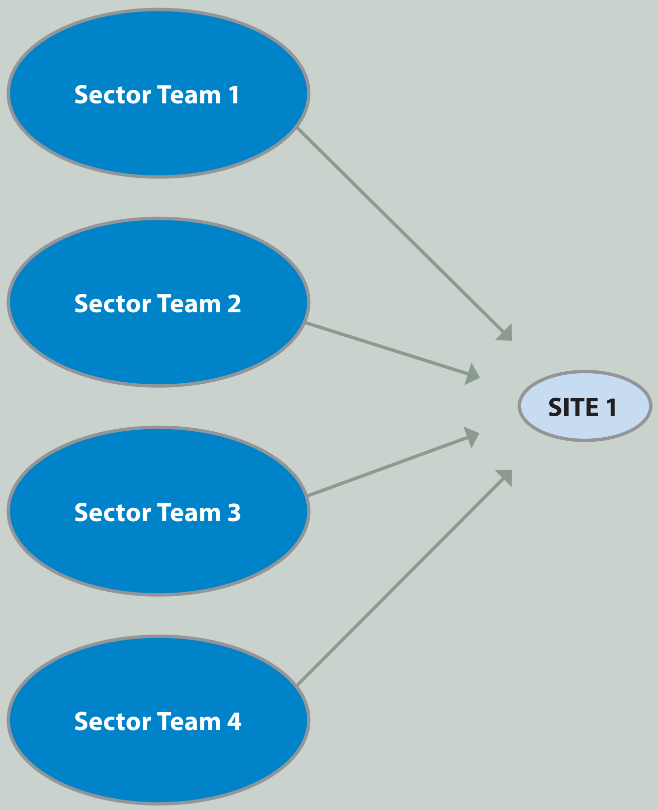
Advantages

- Allows one team to look at a specific sector issue; and
- Useful if there is not enough sector experts in one sector to allow for one in each multi-sector team.

Disadvantages

- One (or more) sectors are not represented in the multi-sector teams; and
- Time demanding for the specialised team.

OPTION 3: SECTOR TEAMS



Advantages

- Useful if refugee population is geographically concentrated;
- Allows for good coverage of each sector in each site; and
- Facilitates comparison between sites.

Disadvantages

- High visibility /profile (site can feel overcrowded with JAM team);
- Can get too in-depth on sector issues despite the food security and nutrition focus of the JAM; and
- Time consuming as each team has to visit each site.

4.7 DETAILED JAM TIMELINE

Note: The "Estimated time required" displays the estimated time needed for a given activity. Some activities may overlap and hence adding up the estimated time requirements does not equal the total time required for a JAM.

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Planning	1. Joint UNHCR/WFP Planning Session.	UNHCR Representative, WFP Country Director, UNHCR and WFP programme managers		Needs expressed. Tentative dates defined. Resource-persons, including technical experts in-country or in the region and potential JAM coordinators, identified.	1/2 day
	2. Develop ToR for JAM Coordinators.	UNHCR and WFP programme managers	HQ and Regional office (technical support)	JAM coordinators ToR available.	1 day
	3. Identify and designate the 2 JAM coordinators.	UNHCR Representative and WFP Country Director		JAM process can move forward.	1 week
	4. Develop and finalise JAM ToR.	JAM coordinators UNHCR Representative, WFP Country Director, UNHCR and WFP programme managers	HQ and Regional office (technical support)	JAM ToR available (including budget with financial resources required).	2 weeks
	5. Develop a detailed timeline and work plan for the JAM.	JAM coordinators	HQ and Regional office. (technical support)	Detailed timeline available.	1 week

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Planning	6. Inform stakeholders, government, partners, and donors, of the JAM and timing of key activities.	UNHCR representative, WFP Country Director	JAM coordinators.		1 day
	7. Identify the financial and human resources required. *Determine if all relevant technical sectors and required skills are available in country teams – if not refer to Senior Management for advice and support on how to fill any gaps. (Country office should determine what support, when and how this will be resourced.)*	JAM coordinators	Country office senior management	Budget available. List of human and other resources needed and plan to source these.	1 week
	8. Identify the JAM team and roles and responsibilities. *JAM team includes sector/ technical experts, report writer, admin/logs, field team leaders and field team members.*	JAM coordinators	UNHCR representative, WFP Country Director, UNHCR and WFP programme managers	Team is identified and team members' responsibilities are clear. Specific ToRs for each team member are available. Managers have agreed to release staff.	1 week

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Planning	9. Call for technical assistance. *If technical support is needed and not found, country senior management or HQ/regional bureau staff can help to identify how to fill this gap. Sometimes this results in the country office hiring a consultant.*	JAM Coordinators, UNHCR and WFP programme managers	HQ and Regional office	Support and advice provided to allow country office to move forward and fill gaps in team skills.	1 week
Identification and organisation of information	10. Identify the specific information required to answer the JAM objectives.	JAM coordinators JAM team	HQ and Regional office (technical support)		1 day
	11. Organise information required for the JAM in the information matrix. *Information matrix is a tool to manage information throughout the JAM process and facilitate analysis.*	JAM coordinators JAM team		Step 1 of Information matrix complete.	1 week
	12. Identify appropriate data collection methods.	JAM coordinators		Data collection methods identified.	2 days

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Data collection: ***Secondary data collection and review***	13. Identify and review secondary information. *Input key information from the secondary data review in the information matrix. Identify any gaps in information and determine what can be filled through the field visit and if there is a need for any in-depth assessments to fill larger information gaps.*	JAM coordinators JAM team	Partner agencies UNHCR and WFP programme managers HQ and Regional office (technical support)	Secondary information/ documents obtained and filed; relevant sections of Information Matrix filled out, gaps in information identified; any required in-depth assessments identified.	1 month
Data collection: ***In-depth assessments (if necessary)***	14. Conduct in-depth assessments (if necessary). *Any outstanding large information gaps identified in secondary review are filled before the JAM field visit starts.*	UNHCR Representative, WFP Country Director, UNHCR and WFP programme managers Partner agencies including: UNICEF, WHO, FAO, ILO, IOM, NGOs	HQ and Regional office	Identified information gaps filled. Relevant sections in the information matrix are filled out.	2-4 months depending on what assessments need to be conducted
Data collection: ***Field visits***	15. Identify qualitative data collection methods; develop data collection tools and information checklists for the field visit. *This is to ensure that all teams collect focussed and relevant information according to the JAM objectives, and that gaps in data collection are avoided.*	JAM coordinators	HQ and Regional office	Various data collection tools.	2 days

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Data collection: ***Field visits***	16. Develop a standardised format for debriefing information (for field team members/teams to complete daily) and identify an analysis plan. *This is to ensure that all information collected feeds into analysis and that team members/teams document key findings in the same format to ease analysis and report writing.*	JAM coordinators	Report writer Sector experts	Daily debriefing information collection format. Analysis plan.	2 days
	17. Field team training and field visit preparation sessions. *JAM team is briefed on JAM objectives, process and outputs. Teams are familiarised with assessment methods and data collection tools. Data collection tools are tested, back-translated and revised (if necessary).Daily debriefing reporting format and analysis plan are presented and discussed. Sites are confirmed, team composition, field visit itinerary, and logistics are finalised.*	JAM coordinators JAM Team leaders JAM Team Members	HQ and Regional office (technical support)	Roles and responsibilities of team members in field visits and debriefing re-affirmed. Data collection tools presented, tested and finalised. Debriefing and analysis plan understood by all team members. Sites, itinerary and team structure for field visit agreed. Agree on any outstanding tasks/responsibilities to complete prior to the field visit.	2 days

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Data collection: Field visits	18. Donor invitation for field visits. *Donors will play an observer role.*	UNHCR Representative, WFP Country Director, UNHCR and WFP programme managers	JAM coordinators	Donor participation in the JAM field-visit and buy-in to the JAM process.	1 day
	19. Inform the refugees and/or surrounding communities of the field visit and organise interviews. *Brief the local partners and refugees' representatives on the JAM objectives and organisation. Pre-arrange interviews.*	JAM coordinators JAM team leaders JAM team members	Local partners	Facilitate the JAM field visit process. Ensure refugee involvement. Interviews arranged.	1 week
	20. Security briefings and requirements incorporated into daily planning of field visits. *Field teams should liaise with security personnel to ensure that field visit adheres to the most up to date security information.*	JAM Team leaders JAM Team members Admin/log staff, security staff	JAM coordinators		
Analysis and recommenda-tions: Preliminary	21. Daily debriefing for all teams conducted at the end of each day in the field. *Debriefing at end of day to discuss preliminary findings, develop preliminary analysis and document key issues and findings (on standardised forms to be submitted to report writer).*	JAM Team leaders JAM Team members	JAM coordinators	Key findings discussed and triangulated. Information matrix updated with key information. Plan for following day.	2 weeks

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Analysis and recommenda-tions: Preliminary	22. Daily field visit reports written by each team (submitted to the report writer). *This is to summarise key findings and issues from each day.*	JAM Team leaders JAM Team members	JAM coordinators	Key findings documented daily from each team.	2 days
Analysis and recommenda-tions: Final	23. Analysis of all the information collected from secondary data analysis, in-depth assessments, and field visits. *Final analysis session conducted at the end of the field visit.*	JAM coordinators JAM Team leaders	JAM coordinators	Agree on key findings and recommendations. Document key findings and recommendations for report writer.	2 days
Report and dissemination of findings	24. Refugee Debriefing *Key findings from the JAM are presented to the refugees.*	JAM coordinators *(though this can be facilitated by an identified UNHCR/WFP staff if difficult for the coordinators to go back to the sites with this information)*	Local partners	Refugee participation and views are collected and fed back to JAM coordinators and report writer.	1-2 days
	25. Final draft report developed and circulated. *Comments are collected from senior management, government, and national level partners' as well as HQ and regional office.*	JAM report writer	JAM coordinators HQ and Regional office (technical support)	Final draft of report.	Final draft report -3 weeks after field visit. 2 weeks for comments.

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Report and dissemination of findings	26. Report finalised. *Comments are incorporated and the report is signed by the UNHCR representative and the WFP director.*	JAM report writer	JAM coordinators HQ and Regional office (technical support)	Final report (including key findings, analysis and recommendations).	2 weeks to incorporate comments and finalise.
	27. Presentation of key findings (donor/partner debriefing). *The JAM team presents the key findings and recommendations to the government, donors, partners and other key stakeholders.*	JAM coordinators	UNHCR representative, WFP Country Director, UNHCR and WFP programme managers Communication dept.	Buy-in from the donors and partners.	1 day
	28. Report dissemination. *The report is posted on WFP and UNHCR websites and disseminated widely in country to relevant partners, donors, government.*	UNHCR and WFP Country Directors and programme managers	HQ and Regional office	Analysis and recommendations are shared with partners.	2 weeks

Phase	Activity	Who is responsible	Where to get support from	Expected outputs / results	Estimated time required
Joint Plan of Action development	29. Develop a Joint Plan of Action. *A workshop is organised to reflect and discuss the findings and recommendations from the JAM. UNHCR/WFP country staff develops the JPA based on JAM report and workshop outputs. UNHCR representative and the WFP director sing the JPA.*	JAM coordinators UNHCR and WFP Country Directors and programme managers	HQ and Regional office	JPA	1-2 days for workshop, JPA development - 1 week (usually once the final report is released and planning can occur).

Link to word/excel version of the document is here.

4.8 QUESTIONS ASKED AND INFORMATION TYPICALLY COLLECTED IN A JAM

Note: This list needs to be adapted to the context and only questions that are relevant to the aims and the objectives should be included in the JAM. New questions will also need to be included, based on the ToR.

Link to word/excel version of the document is here.

WHO AND WHERE ARE THE REFUGEES

Country and area of origin

- What are the traditional livelihoods of the refugee population? What is the food security and nutrition situation in their area of origin?
- Are there any social and cultural factors which could influence food security and nutrition?
- What is/are the language/s and ethnicity/ies of the refugees?
- Are there different groups within the refugee population with potentially special needs (consider age, gender and diversity-related sub-populations)?
- What are the traditional relations with the host population?

Location

- Where are the refugees currently located? In camps? With or without 'old' refugees? In reception centres? With host families? In rented or informal housing? Are the sites formal or informal?
- Is there any substantial difference in conditions among the different places that the refugees are living (e.g. camps vs. host families etc.)?
- What are the conditions in and around the sites?
- What are the main locations nearby (towns, villages, markets, port, roads etc.)?

Note: Presenting the above information on a map will ease the analysis

Numbers of refugees

- What is the total number of registered refugees (disaggregated by gender, age, groups with specific needs, location and type of shelter)?
- Does the total number correspond to other estimates (demographics of the population in the area of origin, numbers from other sources, GIS estimates)? If not why?
- What are the projections on how the refugee numbers might evolve?

THE COUNTRY OF ASYLUM

Legal status

- Is refugee status granted by the country of asylum?
- Is their status recognised?
- Have the major conventions and protocols been adopted in asylum country?
- How do the above affect the food security and nutritional situation of the refugees?

Political environment

- What is the political and security situation in the country of asylum and in country of origin?
- What are the reasons the refugees have fled?
- What is the relationship between the country of origin and country of asylum?

Refugee assistance

- Which policies and programmes are in place in the country of asylum to support refugees?
- What kind of the assistance is provided by the various actors (governmental organisations, United Nations organisations, non-governmental organisations) to the refugees?
- If food assistance is being provided, has a protection analysis been conducted? Have risks been mitigated? Has the community been involved in identifying how best to address protection risks associated with food assistance? What is being done at a community level to respond to protection issues?
- Are there food and nutrition-related programmes in place in the hosting areas in the country of asylum that the refugees could benefit from?

Economic and social context

- Do the refugees have access to natural resources such as land for cultivation, markets and transport, health and education facilities?
- Do they have the right to work or to conduct commercial activity?
- Do the refugees enjoy freedom of movement?
- What is the perception of the local population towards refugees in general and this group of refugees in particular?
- What is the economic, food security and nutritional situation in the areas hosting the refugees?
- Is there any food production in the hosting area? Describe any types of food production and note the capacity of the producers and determine if this is enough to provide for the refugees.
- What are the main sources of income in the hosting area?
- Are there markets in the area? What is available at these markets (food, household items, building supplies?) Can they respond to an increase in demand?

REGISTRATION PROCESS (related to food and nutrition)

Type of registration process

- How is the registration conducted? Is it a standardised process?
- What tools are used for registration?
- What is the level of registration? Level I (households) or level II (individuals)?
- Who is responsible for registration?

Information on the registration process

- What information is collected during the registration process? Is it available through ProGres? Could registration information be relevant to the food security and nutrition status of the new arrivals?
- Have the refugees and/or refugees' representatives been involved in the registration process?
- Is there any mechanism in place for the refugees to report incidents, challenges, needs and complaints?
- What are the constraints in the registration process? What are the main causes of the constraints? What are/could be the likely consequences?
- Are there any protection gaps in the registration process? Consider: who is registered, who holds the card, who is on the manifest?

REFUGEES' PERCEPTIONS, PLANS AND PRIORITIES

Needs and priorities

- What are the needs and priorities expressed by the refugees?
- Does this correspond to the current assistance and assistance strategies?
- Does this correspond to other assessment findings?

Plans

- What are the refugees' plans regarding their movements and livelihoods strategies?
- How will these plans affect any interventions?
- Could specific interventions support the refugees with their plans?

FOOD SECURITY AND NUTRITION

Nutrition

- What is the nutritional status of the refugees (prevalence of global acute malnutrition, severe acute malnutrition, micronutrient deficiencies)? What population sub-groups are most vulnerable/affected the most with poor nutritional status?
- What has been the evolution of the nutritional status of the refugees in the past few years?
- Does seasonality play a role in nutritional status (e.g. does the prevalence of undernutrition vary seasonally?) If so, how?
- What are the main causes of undernutrition (refer to the causal framework of undernutrition in Chapter 2 as a guide)?
- Is overnutrition an issue amongst the refugee population? If so, amongst which sub-group (women, men, children)?
- What is the nutritional status of the host population (prevalence of global acute malnutrition, severe acute malnutrition, micronutrient deficiencies)?
- What is the likely future evolution? Why?

Access to food

- What are the primary foods consumed by the refugees? Are the daily food needs of all population sub-groups met (in terms of quantity, quality and diversity)?
- What are the main sources of foods for the refugees? Own production? Hunting/fishing/gathering? Purchase? Bartering goods and services? Gifts/remittances? Assistance? Other? Estimate the proportion of their needs filled by each.
- What are the food preferences of the refugees? What was the primary staple in the home country?
- Do refugees contract debts for their food and related needs? Who in the household is responsible for the debts? What are the terms? Are they likely to affect household food security and nutrition negatively in the mid and long term? Are there protection issues around this?
- What are the main opportunities/constraints and protection risks faced by the refugees to access food and basic goods and services?
- Are the specific needs of particularly vulnerable groups, such as children under 2, pregnant and lactating women and people living with chronic illness, met?
- Are there differences with regards to food access and consumption among households? Are there different levels of needs?
- Are there differences with regards to food access and consumption within households? Are there different levels of needs?
- Are refugees able to work or gain income? If yes, who and which proportion? Are there seasonal variations in their ability gain income? Are there protection concerns related with working conditions or sources of income? If yes, what?
- What are the coping strategies commonly used by the households? Are there seasonal variations? Are there protection concerns associated with the coping strategies? If yes, what?
- What are the main external or internal shocks and trends which that affect refugee’s access to food? What are the likely future threats or ameliorating factors in the short and medium term?

FOOD SECURITY AND NUTRITION (cont.)

- How is access to food likely to evolve in the short and medium term? Describe.
- Are there protection risks caused by food insecurity? Are there protection issues that increase food insecurity?
- See also questions under legal status, political environment, and social and economic context above and livelihoods and self-reliance below, as these have a direct impact on household access to food.

Availability of food

- Is there food available in the area? What are the sources (local production, markets/ trade, in-kind transfers with food supplied by government and NGOs or other support groups)?
- Do refugees produce any foods themselves? What? Who? When? How?
- Is the food available through markets and local production sufficient for the needs of the host population and the refugees? Do refugees have access to this food or is their food supplied differently (e.g. in kind aid)?
- Does the food availability vary seasonally? If yes, for which items? Describe how and why it varies.
- What are the main opportunities and constraints on food availability in the area? Do these fluctuate? If so, how?
- How is availability of food likely to evolve in the short and medium term? Describe.
- If the refugee population is reliant on food assistance, are there any protection gaps in the food distribution? Consider who scoops, who receives, who monitors, and who controls the process.
- See also questions under legal status, political environment, and social and economic context above and livelihoods and self-reliance below, as these affect the availability of food.

Utilisation of food

- Do refugees have adequate means to appropriately store and cook food?
- Is domestic energy readily available and accessible? Are water and cooking utensils available and accessible?
- Are there any protection issues or risks around collection of water or firewood (is it far? Who collects? Is it costly?)
- Are there any cultural food habits that need to be considered?
- Do the food utilisation practices and conditions have an impact on the food security and nutrition? How?
- Are there any protection risks associated with food preparation and consumption? Who cooks the food? Who eats first/last? Who serves? What are the power dynamics? Is the food shared with neighbours, relatives, friends? Who delivers food to others?

FOOD SECURITY AND NUTRITION (cont.)

Care and feeding practices (related to food and nutrition)

- What are the traditional infant and young child care and feeding practices (including breastfeeding)? How do these practices influence nutritional status?
- Did displacement cause any disruption or changes to traditional infant and young child care and feeding practices? How have these changed?
- What are the main constraints to maintaining adequate infant and young child care and feeding practices?
- What is the traditional diet of pregnant and lactating women? Are there any specific dietary intake (or taboos) during pregnancy which may impact on nutritional status?
- What are the perceived needs regarding care and feeding practices? What interventions would care givers recommend?

Health and hygiene conditions (related to food and nutrition)

- Are there and/or has there recently been any epidemics and disease outbreaks that could affect/have affected food security and nutrition status of the population?
- Do refugees have adequate access to clean drinking water? Do they have access to appropriate facilities to ensure good hygiene and sanitation?
- Is the access to basic health care adequate?
- What are the main constraints faced in maintaining adequate hygiene and health practices?
- How do health and hygiene conditions vary through seasons?
- Are any shocks that could affect the health and hygiene situation predicted? What is the likely future evolution?

Protection (related to food and nutrition)

- Has a protection analysis been conducted? If yes, have protection risks been mitigated and issues addressed?
- Are there protection issues/gaps impacting on the food and nutrition situation of the refugees? Which groups are most affected?
- Are there any protection gaps created by food insecurity? Are they exacerbated by greater food insecurity, malnutrition, loss of assets? Which groups are most affected?
- Does (or could) food assistance delivery increase protection gaps/risks?

LIVELIHOODS AND OPPORTUNITIES FOR SELF-RELIANCE

- What are the refugees' traditional livelihoods? What skills do they bring with them?
- What opportunities are there to sustain or promote these livelihoods in the current context?
- What are the refugees' plans regarding their asset management and their activities?
- How can interventions promote the traditional livelihoods of the refugees and their plans? Are there opportunities to diversify livelihoods or create new livelihoods?
- What are the hindering factors and future threats for livelihood support and promotion of self-reliance in the current context?
- Which groups of refugees would benefit from livelihood promotion and activities to increase self-reliance?

Note: a detailed livelihoods assessment may be required to assess the opportunities for livelihoods and promotion of self-reliance. If necessary, this should be planned as an in-depth assessment prior to the JAM field visits (so that results from this can feed into JAM analysis).

SERVICES TO ADDRESS FOOD SECURITY AND NUTRITION AND TO PROMOTE SELF-RELIANCE

- What are the services available in the area to treat and prevent undernutrition? Does everyone have equal access? Is the quality adequate? What are the gaps?
- What services are available to promote adequate infant and young child feeding practices and care?
- What interventions are in place to address refugees' immediate food security and access to food, including food assistance? Who is included? Is the quality adequate? Are there any gaps? How is the assistance used?
- What interventions are in place to address refugees' medium and long-term food security? Who is included? Is the quality adequate? Are there any gaps?
- What livelihood interventions are in place to promote refugees' self-reliance? Who is included? Is the quality adequate? Are there any gaps?

4.9 FIELD VISIT TRAINING AND PREPARATION SESSION (EXAMPLE AGENDAS)

Day 1. The first preparation day focuses on orienting field team members on the JAM and their role and planning the information collection. JAM coordinators are to lead/facilitate the training.

Key activities:

- Review JAM objectives and ToR (including team members roles in reporting);
- Review secondary information available;
- Review information matrix (outstanding analytical and specific sector questions);
- Based on information presented in the information matrix, present and discuss:
  - Data to be collected;
  - Data collection methods and tools;
  - How to identify the various different key informants and participants for focus group discussions;
  - Appropriate language and style of questioning; and
  - Good time management.
- Discuss how the information will be analysed (analysis plan and framework- ***see examples in Chapter 4***) including how to extract key messages from interviews/discussions and how to identify and synthesise only the relevant information (that pertain to the key questions in the ToR) for discussion in the daily debriefings; and
- Discuss and ensure that teams are familiar with the standardized forms for debriefing feedback (to facilitate analysis). Ensure all team members understand the type of information to include, the level of detail required and the importance of the daily debriefing for discussing this information in the field.

All questionnaires and interview guidelines should be tested, time recorded, translated and back-translated by JAM field team members, team leaders with the support of the JAM coordinators. Any modifications necessary on the tools as a result of testing and back-translating are to be made prior to the field visit.

Outputs:

- Team members understand their role in the field visits and analysis process;
- Updated information matrix (to include outstanding information needs to be filled by field visits);
- Teams are familiar with data collection tools: information checklists, guidelines for focus group discussions and key informant interviews;
- Tools are tested and finalised;
- Teams are familiar with the importance and structure of the debriefing and daily debriefing report format; and
- Analysis plan/framework agreed and understood by all team members.

Day 2. The second preparation day focuses on field visit organisation and logistics.

Key activities:

- Review the situation (including security) and confirm/select sites to visit during the field visit;
- Review the locations and characteristics of the sites selected and discuss the best team/sub-team structure to get the necessary information ***(See Options for team structure, Chapter 4)***;
- Develop timetable for team/sub-teams (include a day at the end of the field visit for all team members to gather and discuss findings/recommendations); and
- Develop list of remaining tasks (and responsible person) to prepare/organise the field visit.

Outputs:

- List of sites selected for the field visit finalised;
- Timetable for the field visit;
- Team/sub-team structure; and
- List of remaining tasks and person responsible to arrange field visit.

4.10 JAM ANALYSIS FRAMEWORK (EXAMPLE)[12]

Problem	Who is affected?	When?	Principle cause?	Underlying causes	Likely evolution	Potential solutions	Missing information
Malnutrition	Children and mothers	All year (particularly from April to October)	Inadequate food practices Low food diversity Low production diversity	Lack of knowledge on adequate food and hygiene practices Monotonous and mono-product food habits Low education Low access to drinking water and health facilities	No change likely in the short and medium-term	Sensitization (with improvement of education level)	Practices – Causality Knowledge, Attitudes, Practices (KAP) Migration impact on nutrition
Chronic food insecurity	Low income Households	*Lack of information*	Low availability Low access High market dependence (85% of food is bought)	Low access to developed fields. Low access to more fertile fields (wadis). Low productions means Low incomes Transport and Markets dysfunction	Likely to continue and potentially worsen due to additional external shocks (see below; prices and drought)	Increase cultivated lands Develop income sources Improve production modes access and support measure Improvement of transport infrastructures Setting up of favourable conditions on markets	Seasonality Markets functioning and follow up

12 This example is based on a findings of a JAM conducted in Chad.

Problem	Who is affected?	When?	Principle cause?	Underlying causes	Likely evolution	Potential solutions	Missing information
Food crisis related food insecurity : -drought -price increase	Pastoralists and farmers Pastoralists	March to July	High market dependence (85% to 100% of food is bought) High dependence on farm activity and cattle market	Transport and market dysfunction Climatic risks Low cattle food availability and access Cattle sickness Low capacity of veterinary services	Fluctuation in prices is likely to continue in the next 12-18 months. Drought effects will persist until the next harvest, or beyond if additional seed stocks are not made available during the planting season.	Diversification of income sources Improvement of cattle foods and medicines access and veterinary services at a community level Improvement of transport infrastructure Setting up of favourable conditions for markets	Commercial strategies Household economy In general, on the farm sector Market functioning and follow up

Link to word/excel version of the document is here.

4.11 DETAILED JAM REPORT OUTLINE

Note: This outline for the JAM report should be used as a guide and **always** be adapted to your context. The number of pages per section is indicative, noting that the report should not exceed a total of 30 pages, excluding executive summary and annexes.

EXECUTIVE SUMMARY
▪ **Very brief synthesis including main recommendations (2-3 pages)**

PART 1 – INTRODUCTION (2-3 pages)	
a) **Background to JAM** why the JAM and when the last JAM was conducted b) **Objectives** main and secondary objectives of the JAM c) **Methodology**	
Initial assessment	*Re-assessment*
▪ How the assessment/review was conducted, the numbers of sites visited and people/groups interviewed and how they were selected; and ▪ Sources of data and the confidence/ uncertainty in the data.	

PART 2 – BASIC FACTS	
d) Refugee numbers and demography (1-2 pages)	
Initial assessment	*Re-assessment*
▪ Present numbers and demographic breakdown, source (e.g. level I or II registration), rate of new arrivals and changes expected in the next 6 to 24 months; ▪ Ethnic and/or other important differentiations within the refugee population; ▪ Whether present data have been, or need to be verified; and ▪ Planning figures to be adopted for the next plan period, or alternative figures for different specified scenarios.	▪ Present numbers and demographic breakdown; source (e.g. level I or II registration), rate of new arrivals, recent changes and changes expected in the next 12-24 months; ▪ Whether present data have been, or need to be verified; and ▪ Planning figures to be adopted for the next plan period, or alternative figures for different specified scenarios.
e) General context (1-2 pages)	
Initial assessment	*Re-assessment*
▪ Causes and development of the situation; ▪ Political context; government policies; ▪ Physical and economic characteristics of the area(s), including the informal economy; ▪ Relations with and attitudes of the local population; ▪ Political and social structures among the refugees/IDPs; power structures; social support systems; resource control at household level; age, gender or diversity biases; ▪ Economic environment; and ▪ Security situation; and potential conflicts.	▪ Changes in the overall context (including government policies regarding refugees); ▪ Changes and trends in the economic situation of the area; impact of the continuing refugee presence and assistance operation on the local economy and infrastructure; ▪ Changes in, and the current state of, the physical environment, such as shelter, sanitation, etc.; impact of the continuing refugee presence on the natural environment; ▪ Changes in the local population's attitude towards the refugees/IDPs; ▪ Prospects for a durable solution, and for integrating refugees/IDPs into local area development programmes in the meantime; and ▪ Economic environment, security situation; and potential conflicts.

PART 3: FINDINGS[i]	
f) Nutrition situation and public health environment (as it affects nutrition and food security) (2-3 pages)	
Initial assessment	*Re-assessment*
▪ Nutritional and health status of the refugees/IDPs; mortality rates; malnutrition rates; ▪ Any epidemics affecting food security and nutrition, prevalence of food and water-borne diseases, micronutrient deficiencies, immunization rates; ▪ Diseases endemic in the area, and in the areas of origin of the refugees/IDPs affecting food security and nutrition; ▪ Seasonal risks affecting food security and nutrition; ▪ Quantities and quality of water available; ▪ Other environmental health risks affecting food security and nutrition; ▪ Access to health services/primary health care ▪ Health and nutritional status of the local population; ▪ Performance of current therapeutic and/or supplementary feeding programmes or need to put such services in place; and ▪ Key conclusions.	▪ Current status, changes and trends in the nutritional and health status of refugees/IDPs – malnutrition rates; mortality rates; any epidemics affecting food security and nutrition; prevalence of communicable (especially food and water-borne) diseases; micronutrient deficiencies; immunization rates; ▪ Access to health services/primary health care; ▪ Public health risks affecting food security and nutrition; ▪ Quantities and quality of water available to the refugees/IDPs, changes and trends; ▪ Health and nutritional status of the local population; ▪ Performance of current therapeutic and/or supplementary feeding programmes and need for their continuation; and ▪ Key conclusions.

i This example presents findings per thematic area, but depending on the JAM findings, this may also be presented by geographic location.

PART 3: FINDINGS (cont.)	
g) Food security and self-reliance ***Household food economy: access and use*** *(5 pages)*	
Initial assessment	*Re-assessment*
▪ Overall socio-economic environment, including market environment and prices of basic food and non-food items, access to income, assets and capitals. Availability of food; ▪ Refugees/IDPs' present sources of food and their relative importance; variations among different sub-groups; ▪ Food habits; preferred items and acceptable substitutes; ▪ Actual food consumption and dietary diversity; use of available food and other resources; ▪ Any income (including in-kind e.g. from agricultural activities), assets and debts; essential expenditures; households' choices/trade-offs between food and non-food needs; ▪ Present coping strategies and their viability (including impact on protection and the natural resource base); seasonal considerations relevant to people's food security; ▪ Adequacy of utensils, water, cooking facilities and fuel for food preparation; requirements (if any) for additional inputs; and ▪ Key conclusions.	▪ Overall socio-economic environment, including market environment and prices of basic food and non-food items, access to income, assets and capitals. Availability of food; ▪ Changes and trends in the general socio-economic situation of refugees/ IDPs; variations among different sub-groups; ▪ Refugees/IDPs' present sources of food and their relative importance; how this may change; ▪ Evolution in and actual food consumption and dietary diversity/ quality; variations among different sub-groups; ▪ Evolution in household economy and actual income (including in-kind e.g. from agricultural activities), assets and debts; essential expenditures; households' choices/trade-offs between food and non-food needs; access to credit; ▪ Social networks and support from surrounding community; ▪ Evolution in and present coping strategies and their viability (including impact on protection and the natural resource base); ▪ Seasonal considerations relevant to people's food security; ▪ Adequacy of utensils, water, cooking facilities and fuel for food preparation; requirements (if any) for additional inputs; and ▪ Key conclusions.

PART 3: FINDINGS (cont.)	
g) **Food security and self-reliance** ***Opportunities for self-reliance*** *(2-3 pages)*	
Initial assessment	*Re-assessment*
▪ Brief description of current level of self-reliance by potential sub-groups; ▪ Government policy, market conditions, access to productive assets such as land, and other factors that enable or constrain self-reliance; and ▪ Key conclusions.	▪ Evolution in and description of current level of self-reliance per potential sub-groups, if any changes in enabling and constraining factors and risks; ▪ Results of activities that have sought to enhance levels of self-reliance; whether these activities will continue; ▪ Opportunities for increasing levels of self-reliance; constraints and risks; the roles of (and burden on) women, men and children; and ▪ Key conclusions.

PART 3: FINDINGS (cont.)	
***Food assistance** (2-3 pages)*	
Initial assessment	*Re-assessment*
FOOD AID ▪ Current rations distributed, if any including analysis of nutritional contents; ▪ Reasons for, description and effects of any differences from what had been planned; ▪ Regularity of distributions and deliveries to distribution sites; ▪ Current stocks and pipeline status; ▪ Problems (if any) with delivery and purchase, commodity quality, commercial milling, fortification, storage, packaging; adequacy of warehouses and warehouse management practices at extended delivery points and distribution sites; ▪ Adequacy of registration lists and ration card control system; ▪ Need and options available for targeting and distribution; ▪ How distribution arrangements should be refined; capacity building required; ▪ How monitoring should be developed progressively; aspects on which monitoring should focus in the coming months; ▪ Satisfaction of the refugees with the current ration and distribution modality; and ▪ Key conclusions.	FOOD AID ▪ Current rations distributed including analysis of nutritional contents; ▪ Reasons for, description and effects of any differences from what had been planned; ▪ Regularity of distributions and deliveries to distribution sites; ▪ Current stocks and pipeline status; ▪ Problems (if any) with delivery and purchase, commodity quality, commercial milling, fortification, storage, packaging; adequacy of warehouses and warehouse management practices at extended delivery points and distribution sites; ▪ Quality of current arrangements for targeting and distributing general rations; problems, if any; possibilities for improved targeting and distribution systems; ▪ Adequacy of registration lists and ration card control system; ▪ Quality of food-for-work, school feeding and/or other food aid activities; ▪ Quality of current monitoring arrangements; aspects on which monitoring should focus in the coming months; ▪ Satisfaction of the refugees with the current ration and distribution modality; and ▪ Key conclusions.

PART 3: FINDINGS (cont.)	
Food assistance *(2-3 pages)*	
Initial assessment	*Re-assessment*
VOUCHERS AND CASH Adapt the above and add: ▪ Likely capacity of the market to cope with increased demand; ▪ Available delivery mechanisms; and ▪ Explanation of how the entitlement (value of transfer) was/should be set.	VOUCHERS AND CASH Adapt the above and add: ▪ How the market has coped with increased demand and the assistance modality; ▪ How the transfer modality has worked; and ▪ Explanation of how the entitlement (value of transfer) was set and adequacy.

h) Protection concerns related to food security (2 pages)	
Initial assessment	*Re-assessment*
▪ Current major protection concerns related to food security and nutrition; ▪ Risks faced by people in general and vulnerable groups in particular in accessing food (e.g. through income generation, coping strategies or food assistance) and related needs such as water or fuel; possibilities to reduce those risks; ▪ Involvement of women in food assistance ; ▪ Ability of vulnerable groups to access food-related assistance; and ▪ Key conclusions.	▪ Changes and trends in protection concerns related to food security and nutrition; current major protection concerns; ▪ Changes and trends in the involvement of women in food assistance ▪ Changes and trends in the risks faced by people in general and vulnerable groups in particular in accessing food (e.g. through income generation, coping strategies or food assistance) and related needs such as water or fuel; possibilities to reduce those risks; ▪ Changes in and involvement of women in food assistance; ▪ Changes in and ability of vulnerable groups to access food-related assistance; and ▪ Key conclusions.

PART 4 – PARTNERSHIPS AND COORDINATION

k) Partnerships and coordination (2 pages)

Initial assessment	*Re-assessment*
▪ Effectiveness of current arrangements, any gaps, possibilities for new/more effective partnerships and coordination among all partners; and ▪ Key conclusions.	

PART 5 – CONCLUSIONS AND FINAL RECOMMENDATIONS

l) Conclusions

- Main conclusions of the JAM; and
- Likely evolution of the situation for the next 6-12 month for an initial assessment and 12-24 months for a re-assessment (regular JAM), including risks and contingencies that need to be planned for and the adequacy of current contingency plans.

m) Final recommendations

Initial assessment	*Re-assessment*
▪ Action to take to promote nutrition and food security of the refugees for the next 6-24 months; ▪ Actions to be taken to encourage and facilitate self-reliance activities; ▪ Measures/actions required in related sectors; ▪ Aspects requiring further assessment; and ▪ Indicators to be monitored.	▪ Action to take to promote nutrition and food security of the refugees for the next 12-24 months; ▪ Actions to be taken to encourage and facilitate self-reliance activities; ▪ Measures/actions required in related sectors; ▪ Aspects requiring further assessment; and ▪ Indicators to be monitored.

ANNEXES

- ToR;
- Detailed statistics (e.g. refugee numbers, nutrition situation);
- Maps;
- Team composition (including names of individuals);
- List of sites visited, people met, FGD held, key informants interviewed; and
- Tools used (discussion guidelines, questionnaires etc.).

Draft JPA matrix (if available by the time the report is finished). *For a re-assessment:* JPA matrix from the last JAM, with the 'status' column completed.

Link to word/excel version of the document is here.

4.12 EXAMPLE JPA

2008 JAM Recommendations - Progress as at January 2010[13]

Recommendation	Time Frame	Action by	Support from	Status at December 2009	Unit Responsible
NUTRITION					
8. Strengthen the kitchen gardening project in the camps under the guidance of an expert individual or agency using appropriate technology (e.g. multi-level and in-house production) and using lessons learnt from the Nepal refugee camps.	Jul 08 – Jun 09	UNHCR WFP	IP	ACF is currently implementing food security activities including kitchen gardening. This year, 600 beneficiaries were trained and are enrolled on the programme. An impact assessment of 600 beneficiaries will be completed in January/February. Post distribution monitoring completed for the first batch of 300 beneficiaries; however the final report has not been shared with UNHCR as yet. UNHCR monitors the implementation of activities under the program. WFP is also funding the ACF kitchen gardening project and IGAs in both camps.	UNHCR Programme/ WFP CXBSO
9. Replace the "Energy" biscuits currently used in supplementary feeding programme with a product of greater nutritional value such as fortified high energy biscuits (HEB).	Jul-Sep 2008	UNHCR	IP Donor	With support from WFP, a supplier for HEB in Bangladesh was identified by ACF and HEB are provided as a dry take home ration on Thursdays and public holidays for P&LW and MAM children attending the SFP.	UNHCR Nutrition
10. Identify and handover the targeted feeding programme to an NGO specialised in nutrition.	Jul-Dec 2008	UNHCR	IP	Nutrition programs have been handed over to ACF.	UNHCR Nutrition
11. Continue the de-worming programme for school children.	Every 6 months	WFP	UNHCR MOH	De-worming accomplished in both camps. This activity was Initiated by WFP for school children and supported by UNHCR and MOH. De-worming in schools was conducted in April and October. Additionally, preschool children were de-wormed in January and July during the national de-worming campaign. The later activity was led by MOH.	WFP CXBSO
12. Continue to conduct a SENS nutrition survey every year.	Annually	UNHCR	MOH	Annual nutrition survey was conducted in May.	UNHCR Nutrition

13 The table has been amended slightly for the purpose of this guidance

13. Adjust the current food ration from 2,160 to 2,120 Kcal per capita per day by eliminating sugar.	Jul-Sep 2008	WFP	UNHCR GOB	WFP Country Office did not see ration cut as justified and is not going ahead.	WFP Dhaka
SELF RELIANCE					
19. A qualified NGO should be identified to implement a sustainable and intensified community mobilisation programme in the camps to increase refugee sense of ownership and participation. GoB is encouraged to support this action by assisting with necessary permissions.	As Soon As Possible	UNHCR	GoB	UNHCR is still searching for a qualified NGO. The NGO contacted has not yet got permission to work in the camps.	UNHCR Program
20. Skills training activities should be diversified and implemented using qualified trainers and with a focus on entrepreneurship. The skills should be marketable and address current refugee needs and future prospects, especially those of youth.	From Jan 2009	TAI	UNHCR	Based on refugee and market demand, mobile phone repair was added in 2009 (other skills training courses are: rickshaw/bicycle repair, electrical/appliances repair, carpentry). Construction of display and sales centre for refugee products is underway. In 2010, the vocational skills training program will be strengthened. This includes: new courses (including brick masonry, small engine repair, advanced tailoring, handicraft and embroidery), additional professional staff, and expanded duration of training and incorporation of entrepreneurship training.	UNHCR/TAI
21. All graduates of skills training activities should be provided with 'start-up kits' to allow them to continue to utilise their skills.	From Jan 2009	TAI	UNHCR	This started in last quarter of 2009.	UNHCR/TAI
22. The JAM welcomes the forthcoming ILO study ("Rapid Appraisal of the Livelihood Capability of Refugees: Kutupalong and Nayapara Refugee Camps") but notes that food production is not included. Given the complexities of self-reliance, the JAM recommends an over-arching follow-up study (possible title: *'Towards Self-reliance: A Program of Action for Rohingya Refugees in Bangladesh').* This study could look at the whole range of activities aimed at socio-economic empowerment of refugees (including food production); the larger context of local development and the practical relevance of precedents from further afield.	First half of 2009	WFP	UNHCR	At the JAM review meeting (March 5th '09) UNHCR communicated to WFP that there are no major information gaps at this stage as the ILO study has just been released. Will review information needs again in early 2010.	WFP

23. All NGOs in the camps are encouraged to take on refugee volunteers and provide them with on-the-job training and incentives for their work. Disabled, elderly and other vulnerable groups should be given priority.	From Jul 2008	All agencies		This is ongoing	All
24. WFP and partners should introduce cash transfer programs in the camp to encourage refugees to take responsibility for the camp environment. Suggested activities include road maintenance, tree planting and de-silting of the Nayapara water reservoir.	From Jan 2009	WFP	TAI, GoB, HI	WFP introduced cash incentives in 2009 for distribution, tailoring, bath soap and feeding centre volunteers. In 2010 WFP will provide cash incentives to distribution volunteers and UNHCR will provide for the other volunteers. There is no current plan for camp environment programme.	WFP CXBSO
25. All agencies should prioritise vulnerable households in their activities, especially livelihood activities such as skills training, poultry farming and kitchen gardening.	From Jul 2008	TAI, all agencies		Ongoing	All
26. Where appropriate, all agreements between agencies should have a specific section where they indicate those activities they commit to which have a specific Self Reliance Approach.	Jan 09	All agencies	UNHCR WFP	Done	All
FOOD					
27. Eliminate small packaging for WSB and YSP to reduce environmental hazard and waste from rancid food.	Jul-Dec 2008	WFP	BDRCS	Completed	WFP Logistics
28. Re-structure the current warehouse-distribution facilities to meet minimum standards in both camps. Where feasible, all work should be conducted through Self Reliance Approach.	Jul-Dec 2008	WFP	BDRCS/ UNHCR	Contract has been issued to selected firm. Work currently under process.	WFP Logistics
29. Ensure proper implementation of UNHCR's planned distribution of identification and ration cards for all refugees (that will be used instead of the existing family book system).	From Jul 2008	UNHCR	IPs	ID cards already distributed. It is planned to distribute ration cards by the end of 1st quarter 2010 subject to the harmonization of data between the GoB and UNHCR. Discussions with GoB on going.	UNHCR
30. Eliminate the two types of scoops for rice. To this end, all commodities (including rice) should be weighed in scales to reduce refugee complaints about perceived differences in rice received.	Jul-Dec 2008	WFP	BDRCS	WFP will not weigh all commodities as this is not the WFP practice worldwide. Instead, to improve the accuracy of food distribution, WFP has repaired the currently available weighing scales and will provide WFP-approved scoops.	WFP CXBSO

31. WFP and UNHCR to review performance of BDRCS staff and take appropriate action.	Jul-Dec 2008	WFP UNHCR	WFP UNHCR	A joint informal review was undertaken in March 2009. WFP has also drafted a more formal performance review document and plans to undertake this in early 2010.	UNHCR Programme/ WFP CXBSO
32. Ensure that BDRCS staff rotates staff every 6 months, ideally by bringing staff from other BDRCS operations in Bangladesh.	Jul-Dec 2008	BDRCS	WFP UNHCR	BDRCS has informed it is not possible to rotate staff between operations.	BDRCS
33. Provide additional scales, plastic pallets and scooping equipment as well as fire extinguishers and cleaning materials for the warehouses and distribution centres.	Jul-Dec 2008	WFP	BDRCS	Completed.	WFP Logistics/ WFP CXBSO
34. Maintain proper lifting system to avoid "transport loss". For example, BDRCS should always report to WFP and UNHCR when they receive less than 100% from the LSD. This issue is to be given additional priority by WFP and UNHCR field staff.	Jul-Dec 2008	BDRCS	WFP UNHCR	BDRCS continues to report that 100% is being received from the LSD.	WFP CXBSO/ WFP Logistics/ UNHCR
35. Implement food distribution every three weeks, ensuring refugees are aware of the changes in quantities.	Jul-Dec 2008	WFP BDRCS	UNHCR IPs	WFP may to change to monthly distribution – but can only do so after warehouse capacity is increased (see #28) and perhaps at the same time as ration card distribution (see #29).	WFP CXBSO
36. WFP and UNHCR to proactively share (on monthly basis) respective pipeline information to prevent simultaneous breaks that can further weaken refugees' coping mechanisms.	From Jul 2008	UNHCR WFP	IPs	Pipeline information is being shared.	WFP CXBSO/ UNHCR Program
37. Expand food distribution to all refugees included in the UNHCR database (approximately an additional 5,000 beneficiaries).	From Jan 2009	WFP	UNHCR	This will take place after ration card distribution (see #29).	WFP CXBSO
38. WFP, UNHCR, BDRCS and GOB to agree on a strategy to promote refugee participation in food management, particularly women.	Jul-Dec 2008	UNHCR WFP	GOB	Plan for establishment of interagency working group has been drafted. Implementation under way. Refugee Food Management Committee, with 40% female participation, established in KTP in September 2009, supported by WFP, UNHCR and BDRCS. The group is working together to improve food distribution, including female participation.	WFP CXBSO/ UNHCR CS

NON-FOOD ITEMS					
39. Create a CRH (compressed rice husk) contingency plan which would ensure that there would not be CRH pipeline breaks.	July-Sep 2008	UNHCR WFP	Donors	Done	UNHCR Program
PROTECTION AND GENDER					
49. UNHCR, RRRC office, local government and law enforcement agencies should jointly take measures to minimise conflict between refugees and local villagers. A working group should be established to create a mechanism to resolve conflicts which could meet on a two monthly basis or as needed.	Jul-Dec 2008	UNHCR	GoB	In Kutupalong camp, a dispute mediation committee was established and a number of disputes between the local and the refugees were solved. The process of such a committee has been discussed at the appropriate level for Nayapara camp. UNDP selected Nhila Union Parishad (where Nayapara is located) to support the Village Court. UNHCR contacted locals involved in the village courts to settle disputes between refugees and locals.	UNHCR Protection
51. Women's and girls' participation should be prioritised in all camp activities, for example in camp and block management and food distributions. Gender awareness training should also be provided for staff and the refugee community.	From Jul 2008	UNHCR	All agencies	This continues to be a priority. In 2009, new CMC and Block committees were selected in NYP with 40% female representation, including one female youth member per block. Half of them have already received leadership and conflict management training. Female participation in KTP refugee leadership needs to be improved but this will be addressed with leadership change in 2010. The newly-established Food Management Committee in KTP has 40% female representation. Refugee leaders and Imams in KTP and NYP camp received SGBV training. A SGBV SOP review workshop was conducted with UNHCR, IPs and GoB. Block-level SGBV and gender sensitization sessions are on-going and 16 Days of Activism Against Gender Based Violence conducted with refugee participation. Women's support group (for SGBV survivors), savings group and mushroom-growing group were established in both camps. Girls' participation has increased with: adolescent female group, computer training group, adolescent literacy group, sports and recreation.	UNHCR CS

54. Leadership training for women to enable them make meaningful contributions to their community.	Jul-Dec 2008	UNHCR		A group of women were given leadership trainings including trainings on the law of the land and prevention and response to SGBV.	UNHCR Protection
ENVIRONMENT					
55. The state of the environment both within and outside the camps should be closely monitored. Additional steps should be undertaken to preserve the surrounding forest, plant additional trees within the camps and other activities which could counter the effects of environmental degradation.	From Jul 2008	UNHCR	All agencies	It has been mainstreamed in to UNHCR's programme	UNHCR Program

5. TECHNICAL GUIDANCE

The chapters in this section provide additional, selected technical guidance relevant to conducting a JAM. Specific Technical Guidance Sheets (TGS) have been developed for some topics, while for other topics, technical guidance has been adapted from the Joint Assessment Guidelines (JAG 2008, UNHCR/WFP). These chapters are available as separate documents and are included on the flash drive. In addition, detailed guidance is provided for Rapid JAMs that are useful in emergency situations where a rapid assessment is needed.

TGS outline basic technical concepts and provide guidance on how the issue should be addressed in a JAM. Sector-specific TGS also provide examples of programme options in these areas. TGS also list additional technical references for further reading. TGS are available for the following areas:

- **Urban refugees.** The Urban refugee TGS identifies challenges in conducting assessments in urban settings and provides guidance on how to assess the food security and nutrition needs of refugees living in urban areas;
- **Market analysis.** The Market Analysis TGS provides essential information and guidance to collect and analyse market information in the specific context of the JAM;
- **Protection.** The Protection TGS provides information on what protection issues need to be considered in a JAM and how to address these. It also includes challenges and good practices with regard to collecting protection information;
- **Transfer modalities.** The Transfer modalities TGS provides information on the different types of transfers (in-kind, cash, vouchers or a combination of these) and how to determine which one/s are most appropriate in a given situation;
- **Environment and energy.** This TGS highlights the issues surrounding fuel and shows how it links food security and nutrition;
- **Planning for general food aid rations.** This TGS is adapted from JAG 2008 and provides information on the basic nutritional requirements for general food aid distribution including the nutritional composition of key food items; and
- **Logistics and storage.** This TGS is adapted from JAG 2008 and outlines the logistics aspects regarding in-kind food aid distributions. It indicates how logistic and storage aspects need to be incorporated in the overall analysis to define the measures and

actions to be taken to ensure that refugees have access to adequate food and related non-food items.

A stand-alone document provides guidance on Rapid JAMs:

- **Rapid JAM Guidance.** The Rapid JAM TGS outlines an abbreviated and rapid JAM methodology and process, to be used notably when a rapid assessment has to be carried out as a response to a new emergency and/or a new influx of refugees. It also includes a check list of questions and information normally collected in a Rapid JAM.

ADDITIONAL REFERENCES

All additional references are available electronically on the JAM Practical Guide flash drive.

Additional sources of reference per topic are included in the technical guidance sheets.

Organisational documents

- Joint documents
  - UNHCR/WFP Memorandum of Understanding (2011)
- UNHCR documents
  - UNHCR Commitments to women http://www.refworld.org/cgi-bin/texis/vtx/rwmain?page=category&category=LEGAL&publisher=&type=POSITION&coi=&docid=479f3b2a2&skip=0
  - UNHCR Handbook for Emergencies (Revised version forthcoming) http://www.unhcr.org/publ/PUBL/471db4c92.html
  - *Age, Gender and Diversity Policy*, 8 June 2011, available at: http://www.unhcr.org/refworld/docid/4def34f6887.html
- WFP documents
  - WFP Gender Policy http://www.wfp.org/content/wfp-gender-policy
  - WFP Mission Statement

Guides and handbooks

- UNHCR Participatory Assessment Tool 2006 http://www.unhcr.org/450e963f2.html
- UNHCR, Standardised Expanded Nutrition Survey (SENS) guidelines; http://www.sens.unhcr.org
- UNHCR/WFP, Guidelines for Selective Feeding: The Management of Malnutrition in Emergencies (2011) http://www.unhcr.org/4b7421fd20.html
- UNHCR, Operational Guidance on the Use of Special Nutritional Products to Reduce Micronutrient Deficiencies and Malnutrition in Refugee Populations (2011) http://www.unhcr.org/4f1fc3de9.pdf

- WFP, Food and Nutrition Handbook (May 2003) - updated version due out end 2013
- WFP, Emergency Food Security Assessment Handbook (Jan 2009)
- WFP, Emergency Field Operation Pocketbook (2002)
- UNHCR, UNICEF, WFP, and WHO, Food and Nutrition Needs in Emergencies (2002)
- WFP, Participatory Techniques and Tools- A WFP Guide (2001)
- UNHCR, Livelihood programming in UNHCR- Operational Guidance (2012) http://www.unhcr.org/4fbdf17c9.html
- UNHCR, Commodity Distribution Guidance Draft 1997 http://www.unhcr.org/publ/PUBL/3c4d44554.pdf
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GLOSSARY

Acute malnutrition

Acute malnutrition is defined by a low weight for height, by visible severe wasting, or by the presence of nutritional oedema. It is generally caused by a rapid weight loss due to illness or inadequate consumption of food or nutritional oedema.

Chronic malnutrition

Chronic malnutrition is defined by inhibited growth in height and cognitive development caused by poor nutrition over a period of time.

Coping strategies

Coping strategies are activities that people resort to in order to obtain food and/or incomes, when their normal means of livelihoods have been disrupted.
When analysing coping strategies in a particular situation, a distinction must be made between:

- *Viable coping strategies* – activities that are sustainable and preserve future means of survival, livelihood, dignity and nutritional health, and
- *Negative coping or 'distress' strategies* – activities that undermine future means of livelihood, dignity or nutritional health, increase long-term vulnerability, or are illegal or not socially acceptable.

Some coping strategies may evolve into regular livelihood strategies during protracted displacement while others remain as temporary activities that are resorted to only when normal means of livelihood are disrupted.

Food access

Food access is a household's ability to regularly acquire adequate amounts of food through a combination of its own home production and stocks, purchases, barter, gifts, borrowing or food aid.

Food availability

Food availability is the amount of food that is physically present in the area of concern through all forms of domestic production (including household production), commercial imports and food aid.

Food security

Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life. [Definition adopted by the World Food Summit in 1996]

Food utilization

Food utilization refers to the use that households make of the food they have and the ability of the body to effectively absorb nutrients – the conversation efficiency of food by the body.

Household

A *household* is social unit composed of individuals, with family or other social relations among themselves, eating from the same pot and sharing a common resource base.

Livelihood

A *livelihood* comprises the capabilities, assets – both material and social - and activities required for a means of living linked to survival and future well-being, (Source: Sphere Handbook). A livelihood group is a group of people who share the same basic means of livelihood and life styles.

Micronutrient malnutrition

Micronutrient malnutrition is a deficiency of one or more micronutrients.

Nutritional status

Nutritional status is the growth status of an individual, usually based on body measurements in relation to those of a reference population.

Self-reliance

Self-reliance refers to the ability of an individual, a household, or a community, to meet essential needs in a sustainable manner and without resorting to activities that irreversibly deplete the household or community resource base.

Within a prolonged refugee or displacement context, self-reliance activities aim to improve the ¨normalcy¨ of a situation, and reducing dependency to external aid over the long run, restoring a sense of dignity and an improvement in physical and psychological well-being.

Stunting (chronic malnutrition)

Stunting is growth failure in a child that occurs slowly, cumulatively over time as a result of inadequate nutrition and/or repeated infections. Stunted children are short for their age and may look younger than their actual age. Stunting, if prolonged, is difficult to reverse, and is measured by the height-for-age index.

Targeting

Targeting is a process by which geographic areas and/or groups of people are selected and assistance is allocated and delivered to them according to their assessed levels of need. Different amounts of food, other assistance or opportunities are thus made available to different beneficiaries, or groups of beneficiaries, according to specified criteria.

Wasting (acute malnutrition)

Wasting is growth failure as a result of recent rapid weight loss or failure to gain weight; it is normally reversible once conditions improve. Wasted children are extremely thin, and wasting is measured by the weight-for-height index.

WFP

World Food Programme

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The UN Refugee Agency