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Mundial
de Alimentos

**Executive Board
First Regular Session**

Rome, 31 January–2 February 2005

EVALUATION REPORTS

Agenda item 6

For information*

E

INFORMATION NOTE ON THE IMPLEMENTATION PLAN OF THE PRRO EVALUATION RECOMMENDATIONS

Strengthening Programme Quality in WFP

NOTE TO THE EXECUTIVE BOARD

This document is submitted for information to the Executive Board.

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

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).

DRAFT DECISION*
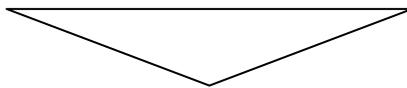
The Board takes note of "Information Note on the Implementation Plan of the PRRO Evaluation Recommendations" (WFP/EB.1/2005/6-B).

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

INTRODUCTION

1.   The "Summary Report of the Thematic Evaluation of the PRRO Category" was presented to the Executive Board at its First Regular Session in February 2004 by the Office of Evaluation (OEDE). The Board took note of the recommendations contained in the evaluation report (WFP/EB.1/2004/6-A) and of the interim management response set out in the annex. Following the request of the Board, WFP presented a detailed management response to the recommendations of the evaluation for consideration at its Second Regular Session in May 2004 and informed the Board of the progress made through an informal consultation on 13 October 2004.

2.   This progress report builds on the update provided to Board members in October 2004 for information. The report highlights the processes and activities being implemented to improve programme quality across WFP.

UPDATE ON THE MANAGEMENT ACTIONS

Enhanced Inter-Divisional Coordination

3.   The detailed management response to the thematic evaluation of the protracted relief and recovery operation (PRRO) category sets out activities for programme quality improvement, including the project cycle, assessment design and planning, implementation and data collection, analysis and reporting and management and learning, which call for the collaborative efforts of Headquarters technical divisions to support the needs of country offices and regional bureaux.

4.   WFP recognizes that the improvement in programme quality is not limited to PRROs but also encompasses other WFP operations, and that quality does not stop at producing a project document for approval by the Board or the Executive Director, but is embedded in the programme cycle and results management.

5.   To ensure that actions proposed in the management response matrix are consistently carried out, WFP has established an inter-divisional programme quality assurance (PQA) team chaired on a rotating basis by the directors of the Operations (ODO), Performance Measurement and Reporting (OEDP) and Policy, Strategy and Programme Support (PDP) divisions. This team is tasked with managing and guiding the programme quality improvement process on the basis of an implementation plan, which has been compiled in the light of current and planned activities of the Headquarters technical service divisions, regional bureaux and country offices. The PQA team is responsible for leading the process of establishing programme quality standards and providing oversight with a view to raising quality standards in WFP.

6.   The PQA team continues to meet on a monthly basis. Four PQA meetings have been conducted so far with discussions and decisions revolving around improvements in PRRO guidance, programme review and clearance process, common monitoring and evaluation approaches and promotion of knowledge and sharing of best practices in WFP.

Reorganization of Technical Service Support in Headquarters

7.   **Operations Department (OD)**. To improve coherence and increase linkages between emergency needs assessment, emergency preparedness and vulnerability analysis, OD has created a new entity called the Analysis, Assessment and Preparedness Service (ODA), which is headed by a D1 under whose supervision the Emergency Needs Assessment Unit (ODAN), the Emergency Preparedness and Response Unit (ODAP) and the Vulnerability Analysis and Mapping Unit (ODA-VAM) will carry out their technical and programme support functions.

8.   **Policy, Strategy and Programme Support Division**. PDP has been reorganized into nine components to clarify policy and technical support responsibilities, strengthen policy and enhance accountability and responsiveness. The components are:

  ➢ PDPD – Office of the Director, PDP

  ➢ PDPE – Economic Analysis Unit;

  ➢ PDPF – School Feeding Service;

  ➢ PDPG – Gender Unit;

  ➢ PDPH – HIV/AIDS Unit;

  ➢ PDPN – Nutrition Service;

  ➢ PDPR – Development Policy and PRSP Support Unit;

  ➢ PDPT – Emergencies and Transitions Unit; and

  ➢ PDPW – Representation to the Bretton Woods Organizations.

Development of the Implementation Plan for 2004–2005

9.   OD and PDP have developed an implementation plan based on the actions proposed in the management response to the PRRO thematic evaluation (see Annex). The implementation plan is divided into two sections, the first highlighting activities that require inter-divisional efforts and decision-making, the second dealing with activities led by sub-units in OD, the Division for Results-Based Management (OEDR) and PDP.

10.   The implementation plan aims to capture improvements in the entire programme cycle – Programme Planning and Design, Normative Guidance and Supporting Tools, Training and Capacity Building, Evaluative Capacity and Staff Capacity in Programme Planning (see Annex).

Progress to Date on Programme Quality Activities

11.   The following pages highlight some of the actions from the implementation plan.

Strengthening Emergency Needs Assessments

12.   Following the presentation at the Board's First Regular Session in February 2004 of the policy paper "Emergency Needs Assessments" (WFP/EB.1/2004/4-A), which reiterated WFP's commitment to strengthening emergency needs assessments, ODAN has developed an implementation plan with a 30-month time frame related to accountability, transparency, methodological guidance, crisis information and enhanced capacities.

  ➢ **Promoting accountability and transparency**. Senior management has instituted a systematic review of assessment reports through the Programme Review

Committee (PRC), reiterating the accountability of country and regional directors to ensure that emergency needs assessment (ENA) reports of good quality are produced, utilizing the technical support of ODAN, ODA-VAM and the Nutrition Service (PDPN). A tracking system has been established to monitor preparation, submission, clearance and quality control of ENA reports and compile information on partners' involvement and contribution to ENAs.

➢ **ENA methodologies and guidance**. The Joint Assessment Missions (JAMs) guidelines by WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) were translated and disseminated in October 2004. A review of the joint FAO/WFP *Crop and Food Supply Assessment Mission Guidelines* was initiated, focusing on methodology and process. These revised guidelines will be available by October 2005 after field research, testing and consultation. The provisional version of the *Emergency Food Security Assessment* (EFSA) *Handbook* is in its final stages of review and will be published in December 2004. This will be field tested and adapted to country contexts.

➢ **Crisis information**. Steps to strengthen linkages between food-security information systems have been initiated in-house on the basis of an established set of indicators. To improve the availability, management and quality of crisis information for countries exposed to recurrent food-security emergencies, the ODA-VAM unit will undertake ten food-security baseline studies and establish five associated food-security monitoring systems in emergency-prone priority countries in 2004-2005.

➢ **Enhanced ENA capacities**. WFP has assessed ENA training needs and developed a learning strategy to develop the basic analytical and assessment skills of WFP and partner staff. The first pilot training sessions, based on the EFSA handbook, will take place in December 2004.

➢ **Tracking assessment missions**. ODAN is engaged in tracking various assessment missions across the regions of WFP operations. In 2004, ten joint WFP/UNHCR JAM missions were conducted (six in Africa, three in Asia and one in Latin America) and 19 joint FAO/WFP crop and food supply assessment missions (CFSAMs) (15 in Africa, three in Asia and one in Latin America). ODAN has provided technical assistance and human resources to carry out these missions as required.

13.   To update WFP's partners and donors on the progress WFP has made in improving the CFSAM process and methodological issues, a joint FAO/WFP CFSAM consultation took place on 9–10 December 2004 in Rome. The main points on the agenda included:

➢ overview of the October missions in the Sahel (CFSAMs related to the desert locust situation);

➢ preliminary reports on the East Africa/Horn of Africa missions (Eritrea, Ethiopia, Sudan);

➢ presentation of a paper on a retrospective analysis of agriculture, imports and food aid in Ethiopia, by Barbara Huddleston;

➢ progress and plans on CFSAM methodologies and process; and

➢ proposed mechanisms for the financing of CFSAMs.

Providing Technical and Programme Support

14.   Based on an in-house tracking system for programme approval, OD and PDP have identified technical and programme support requirements in consultation with regional bureaux and the country offices. As part of this process, technical and programme support staff from PDPT, PDPN, ODAN and ODA-VAM from Headquarters have helped to formulate and design WFP programmes in West Africa – the Ivory Coast Regional PRRO and the West Africa Coastal PRRO – and Latin America – the Colombia PRRO.

15.   With reference to emergency assessments and vulnerability analyses, the Headquarters ODA-VAM unit and ODAN, in collaboration with regional vulnerability analysis and mapping (VAM) advisers, have provided technical support to the following country offices:

➢   Sudan: design and implementation of an ENA in Darfur in September 2004;

➢   Colombia: joint WFP/International Committee of the Red Cross (ICRC) ENA of internally displaced people (IDPs) in September 2004;

➢   Ghana: design and implementation of a country-wide VAM survey for the new country programme and results-based management (RBM) baseline survey for WFP's Strategic Priority 2: Protecting Livelihoods;

➢   Central African Republic: a country-wide VAM study of food insecurity, health and nutrition; and

➢   Azerbaijan: design and implementation of a country-wide VAM study on food insecurity and vulnerability.

16.   Since April 2004, PRC meetings have been held for nine PRROs and thirteen emergency operations (EMOPs), in which programme quality issues were addressed consistently. As a result of this, improved quality can be observed in the Ethiopia, Ivory Coast Regional, Mauritania, Senegal, Sri Lanka and West Africa Coastal PRROs, which were presented to the Board at the Third Regular Session in October 2004. Uganda and Colombia PRROs will be presented to the First Regular Session of the Executive Board in 2005.

Ensuring Quality and Consistency in Vulnerability Analysis and Mapping

17.   In line with the detailed implementation plan, the VAM unit has clarified the roles and responsibilities of VAM officers at the country office, regional bureau and Headquarters levels and completed the checklist for guiding the VAM officers to produce quality VAM products consistently. An OD directive on VAM has been issued for action, with immediate effect.

Normative Guidance and Supporting Tools

18.   One of the actions proposed in the detailed implementation plan was to develop a system for collecting and disseminating best practices and lessons learned to help address issues related to improving programme quality. Currently, WFP has some formal mechanisms for ensuring programme quality, including the PRC, monitoring, evaluations, audits and RBM initiative.

19.   However, these formal mechanisms have several characteristics that currently limit their effectiveness. First, some of them such as monitoring and results-based management, tell a country office what needs to be improved, but not necessarily how to do it. Second, the

mechanisms that do provide guidance, such as the PRC and evaluations, have an assessment function, making it difficult to create an atmosphere that facilitates learning leading to enhanced application.

20.   The new system, called the Practice Sharing and Knowledge System (PASS$_{it\ on}$), is based on British Petroleum's learning before, during, and after approach. As the name suggests, it identifies each of these periods during implementation of a task[1] as possible times for learning. Best practices will be identified, shared and disseminated through PASS$_{it\ on}$ in activities undertaken by the WFP staff at various stages of the project.

21.   Some of the activities that will facilitate learning and application of best practices are peer assists, cross-site visits, after action reviews and practical advice processing. If Board members are interested, the concept paper on this system can be shared by WFP.

22.   Another action in the implementation plan is revision of PRRO guidance, with emphasis on realistic and improved recovery planning. An internal team comprising staff from OD and PDP is currently reviewing existing PRRO guidance and has initiated the consultative process for contents revision. It is expected that the modified PRRO guidelines will be completed by mid-2005.

Improving Results-Based Monitoring and Reporting

23.   Given the special attention that WFP has accorded to RBM, OD and OEDR have developed a joint strategy and an action plan to support monitoring and reporting of outcome results. This action plan will build on existing monitoring reporting systems to improve results reporting in PRROs and all other operations.

24.   The strategy includes the following elements:

   i)   a vision for the Common Monitoring and Evaluation Approach (CMEA) to be achieved by the end of 2006;

   ii)   a new team under the Senior Deputy Executive Director and the Director, RBM that is dedicated to leading, coordinating and supporting the change process;

   iii) a programme of initiatives aimed at laying the foundation for CMEA;

   iv)   estimated costs of implementation of the programme of initiatives;

   v)   a comprehensive action plan integrating all initiatives across WFP related to improving monitoring and evaluation (M&E).

25.   The strategy to establish CMEA is the product of extensive collaboration between the OEDP/ODO team that has coordinated the planning effort, and numerous representatives from country offices, regional bureaux and relevant WFP technical units. This community of M&E practitioners and stakeholders will continue to work together throughout the implementation of the CMEA initiative.

26.   Implementation of this initiative will contribute to the following WFP objectives:

   i)   easier, faster and more automated programme M&E and reporting throughout WFP;

   ii)   reduced need for regional bureaux and country offices to spend their resources on M&E systems and training; some common M&E tools will be developed and

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[1] For WFP, the approach would be applicable to a variety of tasks, ranging from three-week emergency needs assessments to multi-year programme activities.

maintained centrally, staff transferred from one country office to another will be familiar with the common approach and tools and will not need re-training;

iii)   more consistent, complete, accurate and useful reports such as country office level reports and information feeding into Standard Project Reports (SPRs) and Annual Performance Reports;

iv)   improved management capabilities resulting from the availability of high quality, comparable performance results information;

v)   ability to attract more donors and partners by presenting accurate information about WFP's performance and impact;

vi)   greater integration of WFP programming to national development strategies as outlined in Poverty Reduction Strategy Papers through improved and coordinated M&E efforts; and

vii)   increased staff motivation through increased ability to see the results of their work.

27.   WFP is currently exploring ways to implement this CMEA initiative, using available trust funds and PSA for the 2004–2005 biennium, and initiating dialogues with our donor members on securing dedicated funds for its completion.

28.   While CMEA has been in development, ODO, OEDP, PDP technical units and the Information and Communication Technology Division (ICT) have been working to strengthen and finalize the annual SPR tools and training; reporting focal points in all country offices were trained in October and November 2004 to report on the results of all WFP operations in 2004.

Way Forward

29.   Under PQA leadership, WFP will accomplish the actions proposed in the implementation plan and will work towards maintaining the quality standards set out by the PQA process.

Actions	Time frame	Division	Outputs	Status as of 31 December 2004
Priority action decisions by the PQA team (actions agreed and assigned to lead divisions)				
Programme Planning and Design				
Programme Quality Help Desk established for improving programme planning, with special emphasis on recovery activities.	October 2004	OD/PDP	Programme Quality Help Desk with relevant technical expertise is active and functional.	The Help Desk functions have been identified. PDP and ODO are in the process of setting up the Help Desk.
Ongoing programme support from technical units in Headquarters divisions – PDP, OD, OEDR – in project design (part of the help desk function).	Continuous	OD/PDP/ OEDR/ODA	Well designed, results-oriented project documents submitted to PRC for clearance and approval.	As part of the support, PDP, ODAP/ODAN/ODA-VAM staff from Headquarters have assisted in the formulation of the Ivory Coast Regional, Colombia and West Africa PRROs and are currently involved in supporting the Sudan country office in assessments.
Review the current PRC process and guide its improvement.	December 2004	OD/PDP/OEDR	PRC endorses the quality of projects in line with the quality standards established.	Since 23 April 2004, PRC meetings have been held for eight PRROs, six EMOPs, four special operations (SOs) and four development projects. The meetings consistently addressed programme quality issues. The Ethiopia, Mauritania, Ivory Coast Regional, Senegal, Sri Lanka and West Africa Coastal PRROs were presented at EB.3/2004.
Normative guidance and supporting tools				
Improved normative guidance on recovery programming, clarifying the definitions of transition, recovery, reconstruction and rehabilitation and clear articulation of activities for relief and recovery.	September 2004	OD/PDP	Updated PRRO guidelines produced, and PRRO workflow in the *Programme Design Manual* (PDM) updated.	Current PRRO guidelines are being reviewed by PDPT.
Review of the two-year EMOP-to-PRRO conversion rule to provide updated guidance on criteria for conversion.	December 2004	OD/PDP	OD/PDP Joint Directive on EMOP to PRRO Conversion issued.	This is being reviewed along with the PRRO guidelines.

ANNEX

Actions	Time frame	Division	Outputs	Status as of 31 December 2004
Participation in United Nations Development Group (UNDG)/Executive Committee on Humanitarian Affairs (ECHA) Working Group on Transition Issues to develop guidance to improve coherence among actors in responding to post-conflict transition challenges.	June 2004	PDP/ODAN	Working Group guidance will be adopted by WFP for application.	Work in progress.
Review existing EMOP and PRRO programme formats with a view to incorporating early-warning and contingency planning components.	January 2005	OD	Revised formats that would lead to operations better equipped to monitor and respond to changing situations.	Work in progress.
Best practice review of WFP contingency planning and update of the *Contingency Planning Guidelines*.	First half of 2005	ODAP	Lessons learned leading to updated contingency planning guidelines considering ODA-VAM/ENA/ preparedness integration, and concepts for improved linking of contingency and operational planning.	ODAP is preparing an approach for the best practice review which will be carried out in the first quarter of 2005. Update of the CP guidelines will be in the 2nd quarter of 2005 following the best practice review.
ENA guidelines finalized.	September 2004	ODAN	ENA guidelines available online.	ODAN has established an implementation plan with a timeline for completing the guidelines. This plan was presented to the Board in October 2004 as part of the ODAN Progress Report.
➢ *JAM Guidelines with UNHCR finalized.*	October 2004	ODAN		
➢ *EFSA Handbook finalized.*	December 2004	ODAN	Country offices use the *EFSA Handbook*.	
➢ *CFSAM Guidelines revised.*	During 2005	ODAN		
➢ *Define assessment methodologies in areas such as markets*.	During 2005	ODAN		

Actions	Time frame	Division	Outputs	Status as of 31 December 2004
Establishment of the Project Preparation Fund.	November 2004	ODP/ODO	Preparation Fund allocated to country offices to strengthen project preparation and design.	This was addressed in the paper on the Immediate Response Account (IRA), presented to the Board in October 2004.
Review of Project Budgeting Mechanism; this will be required given the RBM framework of reporting on SPs.	October 2004	ODO/ODP/Office of Budget (OEDB)	Revised *Budget Planning Guidance* issued.	Work to be initiated.
Review of Emergency Preparedness and Response Framework.	During 2005	ODAP	Updated and more integrated emergency preparedness and response (EPR) framework.	Review initiated, due for completion by end of 2nd quarter of 2005.
Training and capacity-building				
Implement ENA learning strategy to increase functional and analytical skills of WFP staff and partners in planning, managing and implementing credible assessments of emergency food security, needs analysis and programme response.	March 2004 – December 2005	ODAN/Staff Development Branch (HRC)/ODA-VAM	360 non-specialist WFP staff, national and NGO partners meet core competency requirements for planning, managing and implementing initial assessments and management and interpretation of detailed assessments as specified in new ENA guidelines.	Part of the ODAN Implementation Plan.
Inter-divisional (OD, OEDP and HRC) training strategy to improve emergency preparedness and planning, programme design and monitoring and evaluation capacity in WFP at all levels.	May 2004 – June 2005	OD/OEDP/HRC	Core staff capacity established in country offices, regional bureaux and Headquarters to strengthen programme quality and RBM.	RBM focal point training completed in all regional bureaux. Country-level training being implemented in selected countries.
Improved SPR reporting training and application of data collection tools.	June – December 2004	ODO/OEDP/PDP	SPR focal points from all country offices and regional bureaux trained in use of data-collection tools and reporting.	Training planned for September 2004.

Actions	Time frame	Division	Outputs	Status as of 31 December 2004
Evaluative capacity				
Capture and disseminate lessons learned and applying these to formulation of new policies (part of the Help Desk function).	Continuous	PDP	New policies are informed and guided by experiences from the field.	Institutional Strengthening Programme (ISP) grant is available to establish the system of dissemination of best practice.
OEDE Evaluation Synthesis exercise to collect and disseminate examples of successful recovery outcomes.	Continuous	OEDE	Examples of successful recovery outcomes shared through PDM, the OEDR website and the OEDE Annual Report.	Work in progress.
Staff capacity in programme planning				
Review the skills and competencies required for recovery and rehabilitation programme planning and define specialist functions and skills.	TBD[2]	PQA	A roster of specialist staff will be available to support the Help Desk function as well as for deployment to country offices on request.	This will be discussed at the regular PQA meeting in January 2005.
Guiding and managing the annual regional programme adviser (RPA) consultation event.	TBD[2]	PQA	Annual assessment of information and learning needs of RPAs and improved communication between Headquarters technical service divisions and RPAs.	
Review of existing skills/competencies of RPAs and initiating additional capacity-building activities.	TBD[2]	PQA	Targeted and sustained capacity building activities on improving programme quality for RPAs established. Technical service units provide this consistently.	

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[2] To be determined.

Actions	Time frame	Division	Outputs	Status as of 31 December 2004
Updates and reports provided to the PQA team from implementing divisions				
Programme planning and design				
Operational Directive to improve quality assurance process at the project formulation stage, making it mandatory to present assessment findings along with the project documents at PRC to establish a rational link between needs and interventions.	June 2004	ODAN	Project documents are approved after PRC members evidence that assessment findings are informing and guiding the project activities.	Completed.
Establishment of Economic Analysis Unit to provide economic policy guidance analysis support to WFP staff.	October 2004	PDP	Economic Analysis Unit is established in PDP, headed by senior officer.	Completed.
Comprehensive Food Security and Vulnerability Analyses in ten priority countries, which will assist in programme planning and design of WFP operations.	2004 – 2005	ODA-VAM/ODAN	Baseline information on food security and vulnerability available to country offices to measure impact of programme interventions.	Part of the ODAN Implementation Plan.
Design and implementation of food-security monitoring systems in five priority countries, including an integration of RBM indicators.	2004 – 2005	ODA-VAM/ODAN	Food security monitoring systems operational.	Part of the ODAN Implementation Plan.
ENA specialist posts established in regional bureaux.	TBD[3]	ODAN	ENA specialists posted in regional bureaux.	
Funds established for conducting independent assessments and reality checks.	mid-2004 – mid 2005	ODAN	Six independent assessments and two reality checks completed.	Part of the ODAN Implementation Plan.
Collaboration with research institutions for applied research projects for improving nutrition programming.	Continuous	PDPN	Nutrition component in WFP operations are well designed and achieve stated nutrition outcomes.	Work in progress.

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[3] To be determined.

Actions	Time frame	Division	Outputs	Status as of 31 December 2004
Upgrading of SPR for reporting on outcomes and outputs.	June – October 2004	OD/OEDP	All country offices have trained reporting staff to produce SPRs and report on outputs and outcomes.	SPR guidelines finalized and completed. Actual training was completed in November 2004.
Normative guidance and supporting tools				
Documentation and dissemination of best practices to guide programme design.	Continuous	PDP	Best practices document is made available through PDM.	Work has been initiated in developing PASS **it on**, which will provide a systematic approach to documenting best practices.
OD Directive on quality and consistency of VAM products – roles and responsibilities of Headquarters, country office and regional bureau staff involved in VAM work; use of tried and tested methods, etc	December 2004	ODA-VAM	VAM quality standards defined and disseminated	Completed.
Development of guidelines on data collection and analysis (qualitative and quantitative, integration of livelihoods, gender, nutrition/health information) for VAM and programme staff that can help to operationalize the OD directive on quality and consistency of VAM products.	September 2004	ODA-VAM	Data collection and analysis guidelines available online and disseminated to staff.	Completed.
Staff capacity in programme planning				
RBM task managers appointed and in place in all regional bureaux.	June 2004	OD	Six RBM task managers appointed and functional in the regional bureaux.	Completed.
Introduction of Personnel Development Module in WINGS.	2004	Human Resources Division (HR)	Staff competencies and skills are reported through this tool to facilitate placement of staff in line with programme requirements.	Completed.

Actions	Time frame	Division	Outputs	Status as of 31 December 2004
Enhancement of staffing coordinators' functions.	December 2004	HR	Staffing coordinators are facilitated to match staff skills with operational requirements, guide staff on available positions and recommend staff to the Staff Committee for reassignment.	Work in progress.
WFP staff are sponsored for specialized courses offered by learning institutions to enhance their programme skills.	Annually	HRC in discussion with relevant divisions	Partnership with learning institutions established and selected WFP staff will benefit on an annual basis from special courses on humanitarian and development issues relevant to WFP.	Selected staff in 2004 attended a course on livelihoods in complex humanitarian situations organized by Tufts university in August/September 2004.

ACRONYMS USED IN THE DOCUMENT

CFSAM	crop and food supply assessment mission
CMEA	Common Monitoring and Evaluation Approach
ECHA	Executive Committee on Humanitarian Affairs
EMOP	emergency operation
ENA	emergency needs assessment
EPR	emergency preparedness and response
HR	Human Resources Division
HRC	Staff Development Branch
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technology Division
IDP	internally displaced person
IRA	Immediate Response Account
ISP	Institutional Strengthening Programme
JAM	joint assessment mission
M&E	monitoring and evaluation
OD	Operations Department
ODA	Analysis, Assessment and Preparedness Service
ODAN	Emergency Needs Assessment
ODAP	Emergency, Preparedness and Response Unit
ODO	Office of the Director of Operations
ODP	Programming Service
OEDB	Office of Budget
OEDE	Office of Evaluation
OEDP	Office of Performance Measurement and Reporting
OEDR	Division for Results-Based Management
PASS it on	Practice Sharing and Knowledge System
PDM	*Programme Design Manual*
PDP	Policy, Strategy and Programme Support Division

PDPE	Economic Analysis Unit
PDPF	School Feeding Service
PDPG	Gender Unit
PDPH	HIV/AIDS Unit
PDPN	Nutrition Service
PDPR	Development Policy and PRSP Support Unit
PDPT	Emergencies and Transitions Unit
PDPW	Representation to the Bretton Woods Organizations
PQA	programme quality assurance
PRC	Programme Review Committee
PRRO	protracted relief and recovery operation
RBM	results-based management
RPA	regional programme adviser
SO	special operation
SPR	Standard Project Report
UNDG	United Nations Development Group
UNHCR	Office of the United Nations High Commissioner for Refugees
VAM	vulnerability analysis and mapping