

WFP people policy 2021–2025

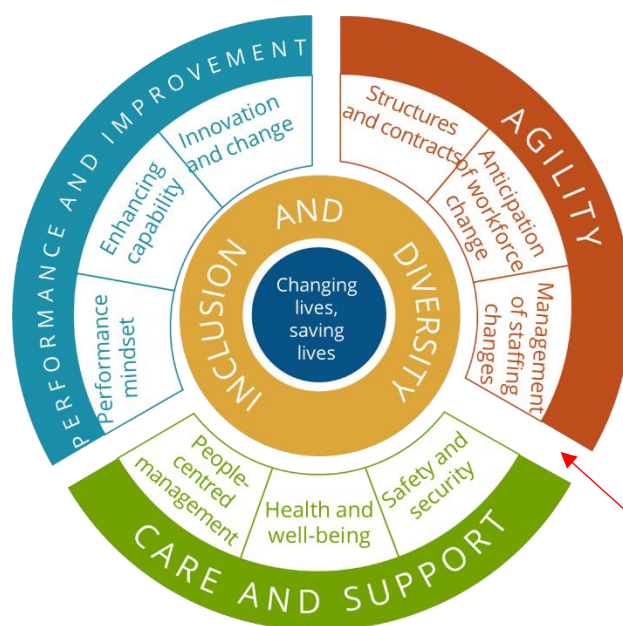


First informal consultation

15 September 2020

**World Food Programme
Rome, Italy**

WFP people policy 2021–2025



Indicative model for content based on scoping phase of policy development

Overview

1. WFP achieves its remarkable results in more than 80 countries through the performance of its 19,000 people and many global and local partners. Continuous improvements in those results require that the assignment, management, engagement and development of the people delivering them be better than ever before. It is also important that WFP and its structures be sufficiently agile in reflecting changes in needs and resources.
2. In a post-COVID 19 world, the WFP people policy (2021–2025) will set out the desired end state of WFP's people management, together with the:
 - core values, principles and standards for the people management practices that should be experienced by WFP people in every workplace;
 - overall programme of work required to achieve the expected results, including activities to be implemented through WFP's functional and thematic strategies and action plans;
 - revisions to the policy, planning and performance framework required to embed the necessary changes in behaviour throughout WFP;
 - main lines of accountability for effective implementation of the changes required; and
 - mechanisms required for regular reporting on results achieved and for fostering commitment to the expected behaviour changes.

Policy structure

Theory of change to be reviewed and made explicit, as proposed in the evaluation report

Section 1: Introduction

3. This section describes WFP's identity and operational footprint. It explains the new theory of change – i.e., why excellence in people management is essential for the continuous improvement of WFP's performance, and why a people policy is needed to ensure that the change process is delivered throughout the organization.

Section 2: Current state

4. This section summarizes the starting point for the change process, including the main findings of a situation analysis based on the evaluation of the People Strategy (2014–2017)¹ and the assessment of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2019/9-A), among other sources.

An "organizational change management process" was recommended in the evaluation report

Section 3: Future state – defining excellence in people management

5. WFP's **vision is of a workforce that is the most effective, efficient, inclusive and engaged team possible** working to make zero hunger a reality: saving lives and livelihoods in emergencies, and changing lives through its support for countries in eradicating hunger and malnutrition and ensuring that no one is left behind. Section 3 of the policy includes details of the values that underpin people management and the minimum standards that will drive behaviour changes:

Values: (1) Integrity; (2) Collaboration; (3) Commitment; (4) Humanity; (5) Inclusion.

Key result areas: (1) An agile organization; (2) Caring and supporting; (3) Performing and improving; (4) Diversity and inclusion

Matching WFP's renewed values and key areas of need

Evaluation report recommended that this is costed. At least one other United Nations agency employs a dedicated implementation manager.

Section 4: Delivering change

6. This section provides an overview of the programme of work required to achieve the necessary changes. The work programme is divided into three parts:

(1) a people policy implementation plan for operationalization of **cross-cutting components** of the organization-wide processes identified in the policy – such as workforce planning, staff budgeting, staffing of emergency responses, learning and development, performance management, and addressing of allegations of wrongdoing – and for ensuring that the required actions are taken.

¹ WFP/EB.1/2020/5-B.

(2) new and dynamic functional strategies for areas such as human resources, diversity and inclusion, wellness, internal communications and risk management etc., which are anchored on the people policy; and

(3) new dimensions of WFP's performance planning framework, such as the use of country strategic plans in reviewing the size and capabilities of the existing workforce and align them with projected programme needs, annual performance plans and related mandatory workplans, and mandatory objectives in the performance and competency enhancement (PACE) system.

Section 5: Accountability

7. This section identifies the accountability of stakeholders for compliance with and implementation of the core values, standards, principles and practices that deliver excellence in people management in every workplace, and for delivery of the specific strategies and workplans assigned to them.
8. The accountability framework will include provisions for all employees, supervisors, country directors and their designated "implementation champions", regional directors, divisional directors, and the executive leadership group.

Recommended in the evaluation report and likely to take the form of an accountability framework

Section 6: Results and reporting

9. This section provides details of the required results and the methodology used for tracking those results and assessing and reporting on them in accordance with the people policy.
10. A results framework aligned with the management results framework will be supported by performance dashboards at the local, regional and global levels. Progress in each of the key result areas will be monitored and reported on quarterly.

The People Strategy did not include a stand-alone results framework but was monitored through four key performance indicators (KPIs) and several sub-indicators which covered only selected aspects of the strategy. KPIs were included in the corporate management results framework for 2014-2017.

Annexes

1. Additional documents that clarify the contents of the people policy will be provided in annexes and will include the following.

New theory of change

2. A new and explicit theory of change that builds on the theory used in the People Strategy evaluation report will incorporate changes proposed during consultations. There will be a strong focus on behaviours related to managing people, and the new theory of change will include details of organizational tools and features that may facilitate the necessary behaviour changes at all levels.

WFP's excellence in people management standards

3. Based on the core areas identified in the People Strategy evaluation report and other reports, the standards will describe the expected end states and an assessment process that is locally owned, globally moderated and linked to the accountability framework.

Costs of implementation

4. An estimate of overall additional budget requirements will be provided. It is foreseen that implementation of the people policy will involve at least three levels of planning and expenditure as outlined in section 4 above. In many cases, implementation activities will use expenditures from existing budgets. Where additional resources, initiatives, programmes and events are required, any additional budget required will be proposed to the Board through existing channels.

Risk assessment and risk mitigation

5. Issues revealed in the global staff survey, the report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination and other sources, and arising from the scope of the people policy, should be assessed for risk, and suitable mitigation measures identified.

As recommended in the internal audit report "Tone-at-the-Top and WFP's leadership arrangements" (AR/20/01) and regarded as best practice in change management processes

Incentives and consequences

6. Specific incentives, both financial (such as within-grade salary increments linked to PACE ratings) and non-financial (such as team or individual accreditations and awards) should be established. The consequences of not committing to the required behaviour change or not performing job requirements to the necessary standards should also be clear. Both incentives and consequences should be communicated to all employees and managers.

Widely regarded as best practice in change management processes

Dissemination plan

7. A plan for dissemination of the people policy will be included, along with a template for the communication plans required for functional strategies, performance plans, etc.

Recommended in the evaluation report