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Photo: WFP / Mohammad Hasib Hazinayir
Lock screen produced by the Internal Communications and Engagement Unit

**WHERE HUNGER ENDS
HOPE BEGINS**

Hope often comes quietly — in a meal served, in a child smiling, in a family surviving another day because of work. And now, it matters more than



World Food Programme

SAVING LIVES
CHANGING LIVES

Update on Duty of Care, Organizational Alignment & Change Management, and Workforce Measures

4 June 2026

OUR VALUES

INTEGRITY

COLLABORATION

COMMITMENT

HUMANITY

INCLUSION

UPDATE ON DUTY OF CARE, ORGANIZATIONAL ALIGNMENT, AND WORKFORCE MEASURES

Agenda

Part 1 – Update on Duty of Care followed by Q&A

Part 2 – Update on Organizational Alignment & Change Management followed by Q&A

Part 3 – Update on Workforce Measures followed by Q&A





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Part 1 Duty of Care

1

Scope definition: Scope and boundaries to consider multiple factors

2

Risk management: Corporate risk review and integrated risk management

3

Sustainable funding to align with WFP's budget model


UPDATE ON DUTY OF CARE

Introducing the Concept

Duty of Care is WFP's all organizational responsibility to take all reasonable measures to prevent harm to its people, and to respond ethically, quickly and effectively when harm occurs — through a coherent system of minimum standards and centrally governed augmented mechanisms.

DUTY OF CARE
Putting people at the center



AUGMENTED



PREVENTIVE

- CHANGE OF AREA LOCATION DUE TO THREATS 
- ENHANCED PPE 
- BUNKERING & FORTIFICATION


CONSEQUENTIAL

- EMERGENCY RELOCATION & EXTRACTION
- MEDEVAC 
- CRISIS RESPONSE TEAM DEPLOYMENT 

Corporate fund (insurance like)
Governance for release

MINIMUM STANDARDS
Context-specific



- ARMORED VEHICLES & MANDATORY CONVOY OR ESCORT 
- EARTQUAKE PREPARDNSS 
- DEPARTING STAFF HANDOVER AND EXIT RISK BRIEFINGS 

- RESPONSE AFTER ATTACKS 
- POST-HAZARD EXPOSURE SUPPORT 
- STAFF SUPPORT FOR EXIT REQUIREMENTS

Budgeted under CPB and regular budgeting
Standard insurance-like

MINIMUM STANDARDS
Baseline

- SECURITY TRAINING 
- OFFICE SPACE 
- STRESS-MANAGEMENT COUNSELLING 
- MINIMUM ACCESS TO CONNECTIVITY 

- INCIDENT REPORTING AND FOLLOW-UP
- TREATMENT AND SUPPORT FOR INJURY 
- BURNOUT COUNSELLING 
- SEVERE HARM & FATALITY RESPONSE SUPPORT

Regular budgeting
Standard insurance-like



** All examples are illustrative*

UPDATE ON DUTY OF CARE

Risk-Based Approach

DUTY OF CARE
Putting people at the center

Three distinct sets of risk assessments to guide Duty of Care measures:

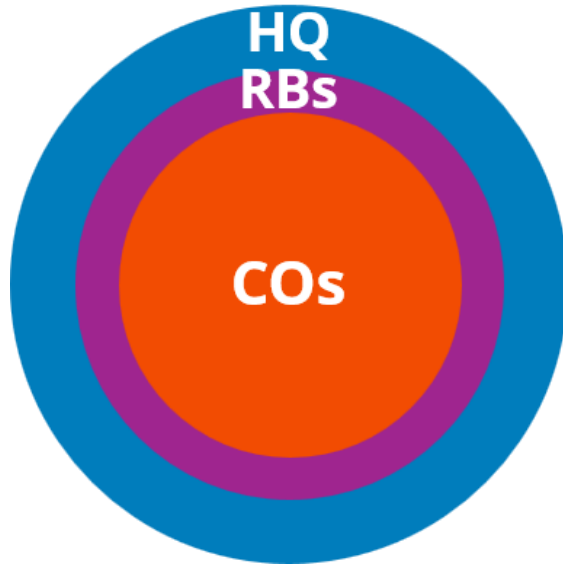
- **Continuous standard risk assessments** underpin basic mitigation measures and standards for all employees and offices worldwide, covering essential areas such as security, wellness, technology, HR, and management services.
- **Context-specific risk assessments** tailored to countries with unique or heightened challenges, enabling us to address local needs with targeted solutions.
- **Crisis-specific risk assessments**, which encompass all affected countries and steer WFP's emergency interventions.

Part 2 Organizational Alignment & Change Management



UPDATE ON ORGANIZATIONAL ALIGNMENT

Hardware and Software Changes



OCTOBER 2023

KEY CHALLENGES

- **Unclear accountabilities**
- **Duplication and fragmentation** of support and services
- **Weak internal coordination** and collaboration
- **Complex and multi-layered** processes in emergencies



JANUARY 2026

NEW INSTRUMENTS

- First of its kind Management Accountability Framework (**MAF**)
- **Aligned Delegations of Authority** and one global team
- **Leaner WFP** with clear lines of command
- **Resources pushed to frontline operations**

UPDATE ON ORGANIZATIONAL ALIGNMENT

Results Framework and link to Corporate Results Framework

WFP Management Results Framework (CRF 2026-2029)

Management result 1: Strategic direction and management

1.1. Leadership and direction

1.2. Management oversight and compliance

Management result 2: Efficient, effective and evidence-based business

2.1. Emergency coordination and preparedness

2.2. - 2.5

2.6. Administrative and financial services

Global HQ Organizational Alignment Results Framework

Initiative Outcomes

1. Clear accountability within Global HQ and between GHQ and COs
2. More effectively support Country Offices
3. Greater proportion of WFP contributions directed towards assisting beneficiaries

See following slide for outcome KPIs

Workstream Outputs

1. Management Accountability Framework

2. Strategic Coordination

3. Emergency Management & response

4. Functional Consolidation

5. Funding Model for Global HQ

UPDATE ON ORGANIZATIONAL ALIGNMENT

Measuring the Success of Organizational Alignment - KPIs

Clear accountability within Global HQ and between GHQ and COs

reducing overlaps and duplications, and reinforcing the authority and accountability of CDs

KPI 1 % of Country Office' s self-assessments of functional compliance [indicator to measure whether stronger functional oversight achieved]

KPI 2 % of CDs reporting that accountabilities between CDs and GHQ Directors have been clarified, helping to reinforce their authority

KPI 3 Elapsed time to mobilise surge support, IRA release and other Global HQ services

More effectively support Country Offices

to efficiently and effectively deliver assistance to the vulnerable populations that WFP serves

KPI 4 **Percentage of functions where non-CO employees have been consolidated into global functions/teams providing direct support to country offices**

100% achieved

KPI 5 Quality of functional advice or support provided to COs through direct access to functions and GHQ management compared to old model

Greater proportion of WFP contributions directed towards assisting beneficiaries

rather than support costs

KPI 6 Trend analysis of GHQ cost ratio compared to implementation plans Comparing: (1) planned GHQ costs vs. provisional implementation plan and (2) actual GHQ costs vs. year-end adjusted implementation plan

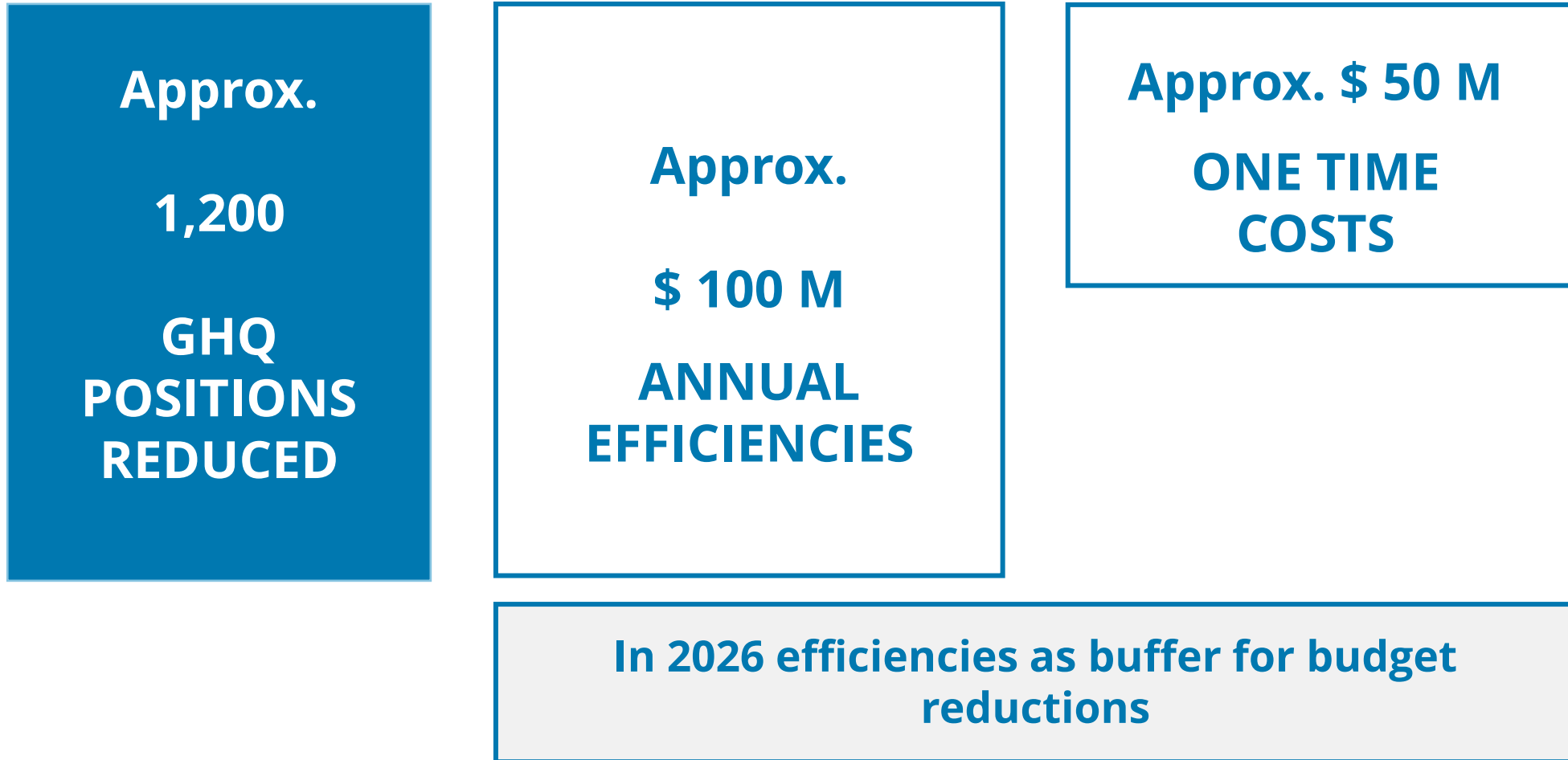
KPI 7 **GHQ efficiency savings as a result of the 2023-2026 organizational alignment**

KPI 8 % reduction in number of GHQ positions 2025 to 2026

Results summarised on earlier slides

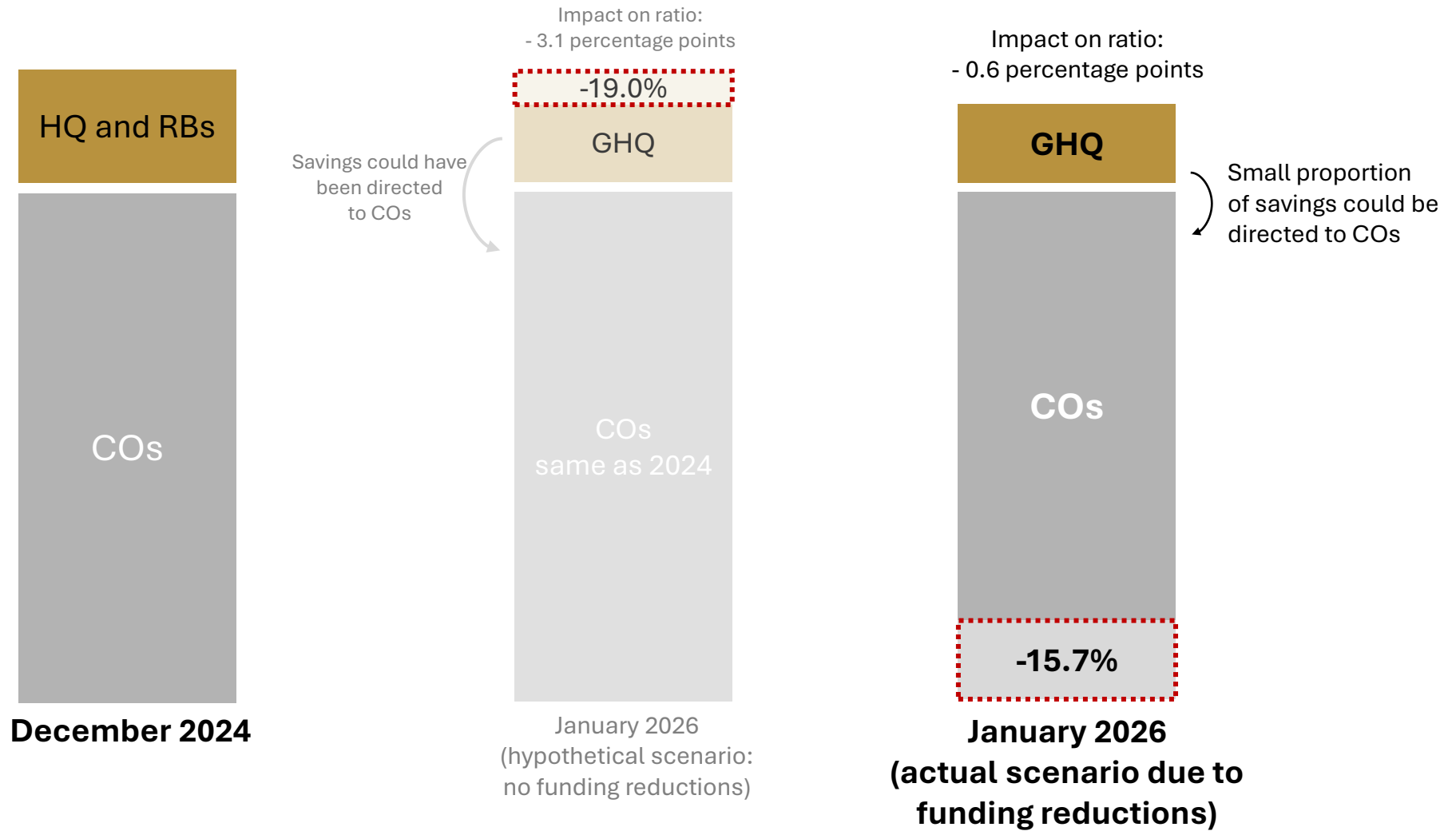
UPDATE ON ORGANIZATIONAL ALIGNMENT

Cost-Benefit Analysis



UPDATE ON ORGANIZATIONAL ALIGNMENT

Ratio GHQ to COs



Q&A



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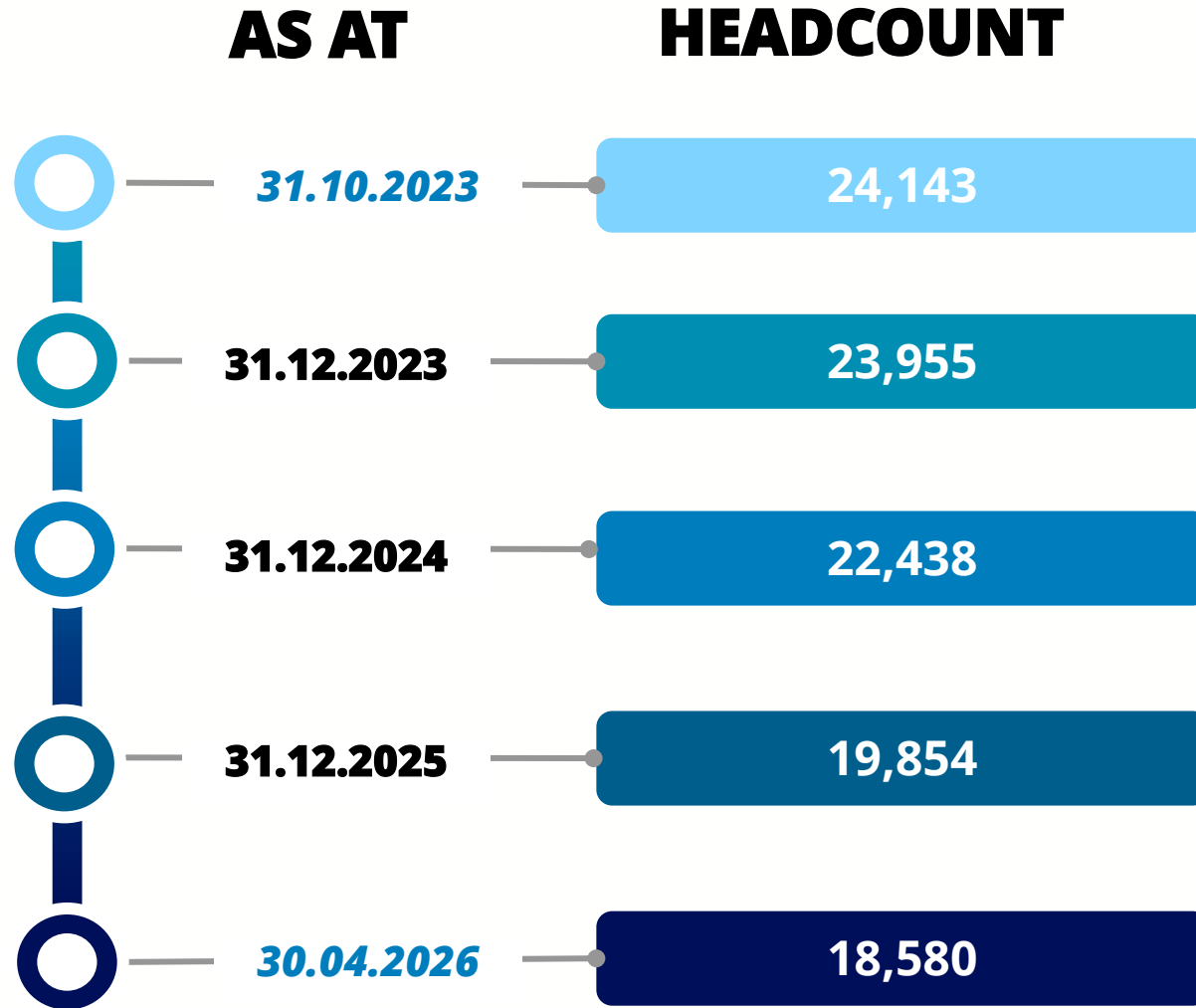
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Part 3 Workforce Measures



WORKFORCE MEASURES

WFP Global Headcount Evolution from 2023 to date



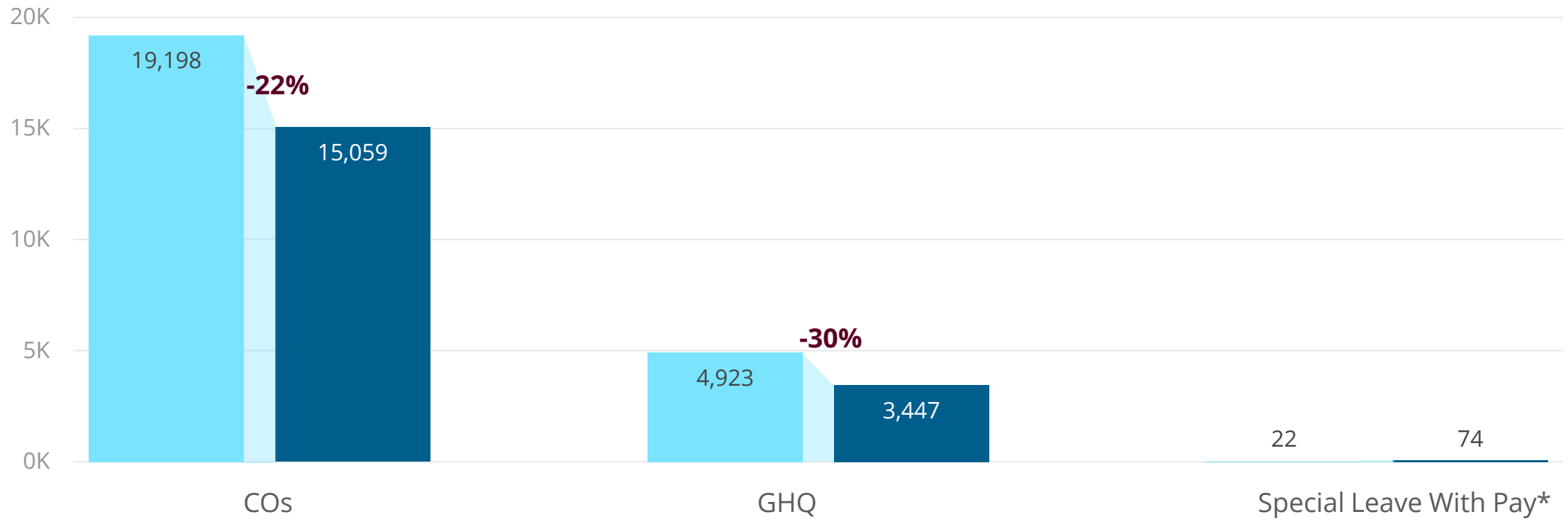
- Since the recruitment pause in October 2023, WFP has reduced its workforce by ~5,500 employees (-22%) — from 24,143 to 18,580.
- In 2025, WFP reduced its workforce by ~2,500 employees (-12%) — from 22,438 to 19,854.
- In 2026, we anticipate a reduction of approximately ~2,500 employees*(-12%), bringing the number to approximately 17,400.

WORKFORCE MEASURES

Country Office and Global HQ Headcount Evolution: October 2023 vs April 2026



Since the recruitment pause was implemented, GHQ headcount decreased 30% while CO headcount decreased 22%



General Note: Staff on Special Status (Staff on Leave Without Pay or on Loan or Secondment to other UN agencies) and ARC (African Risk Capacity) employees are excluded. Data based on reporting lines and historical data adjusted to the current 2-layer structure.

*Special leave with pay includes those unassigned, pending transfer and being bridged to reassigned positions, due to staff relations matters and other reasons.

Status of Unassigned Staff

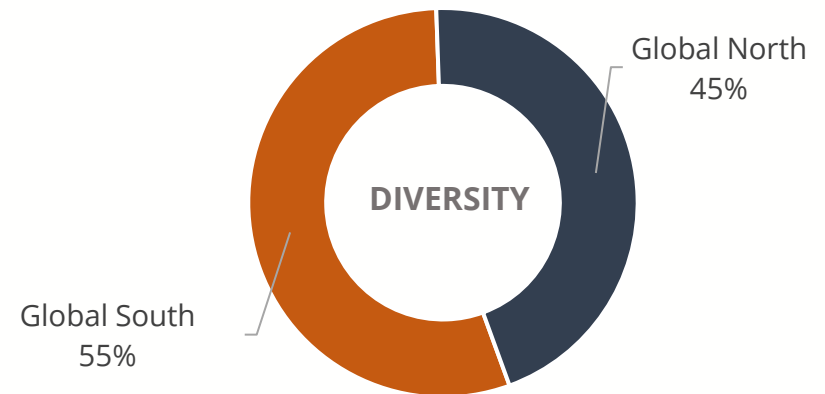
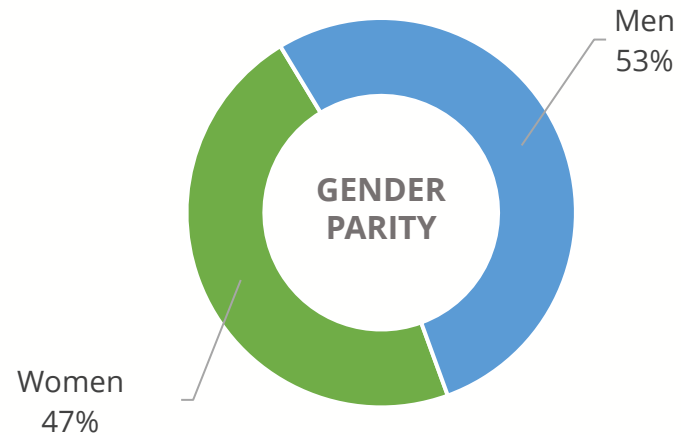
246 currently "unassigned"

143 Still in Post

54 On TDY – Actively Deployed

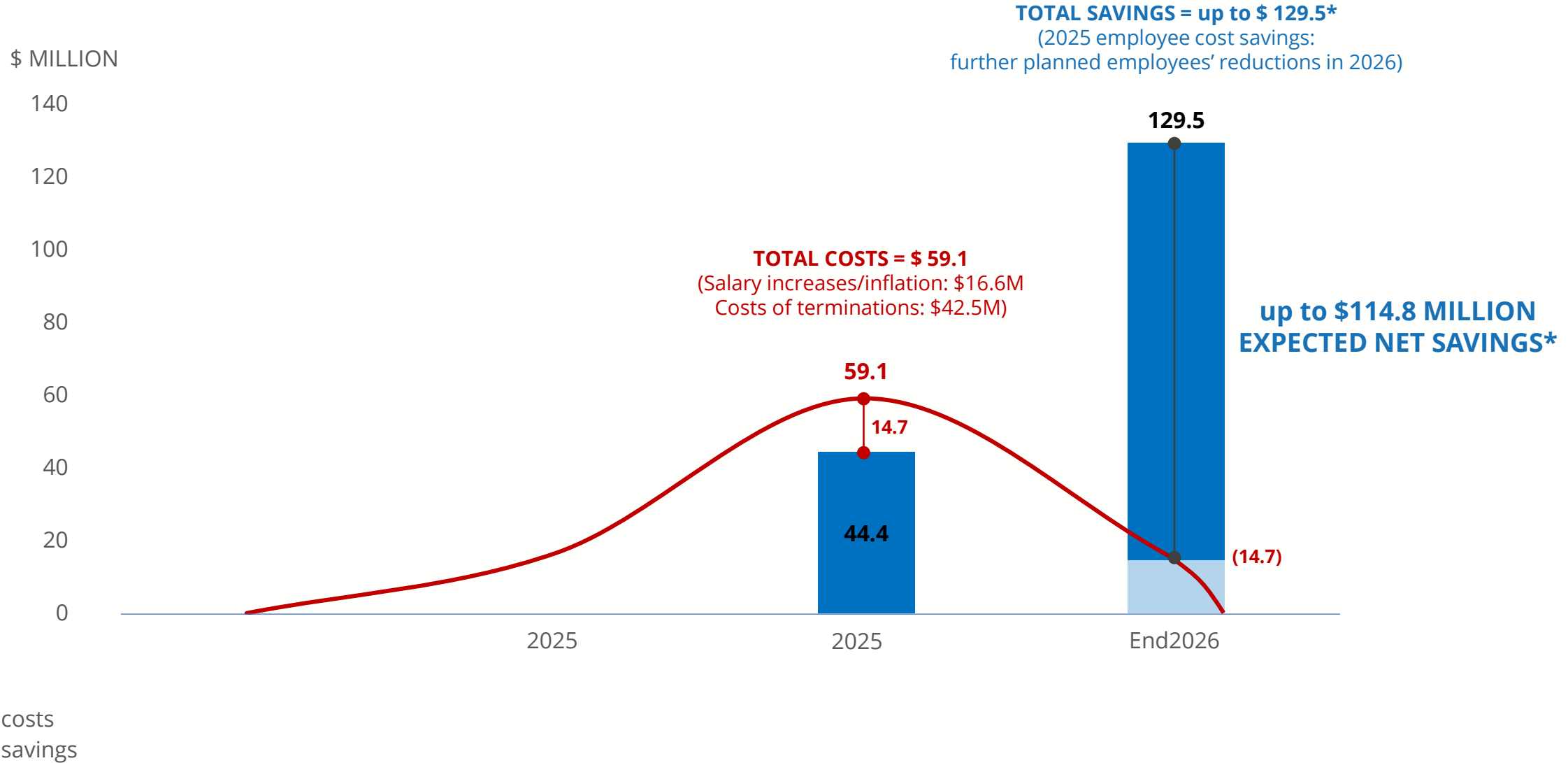
39 Special Leave with Pay

10 On Leave without Pay



WORKFORCE MEASURES IMPACT

Employee Costs Analysis



* Estimated savings may be impacted by other potential salary increases (determined by ICSC) and other potential additional downsizing costs.

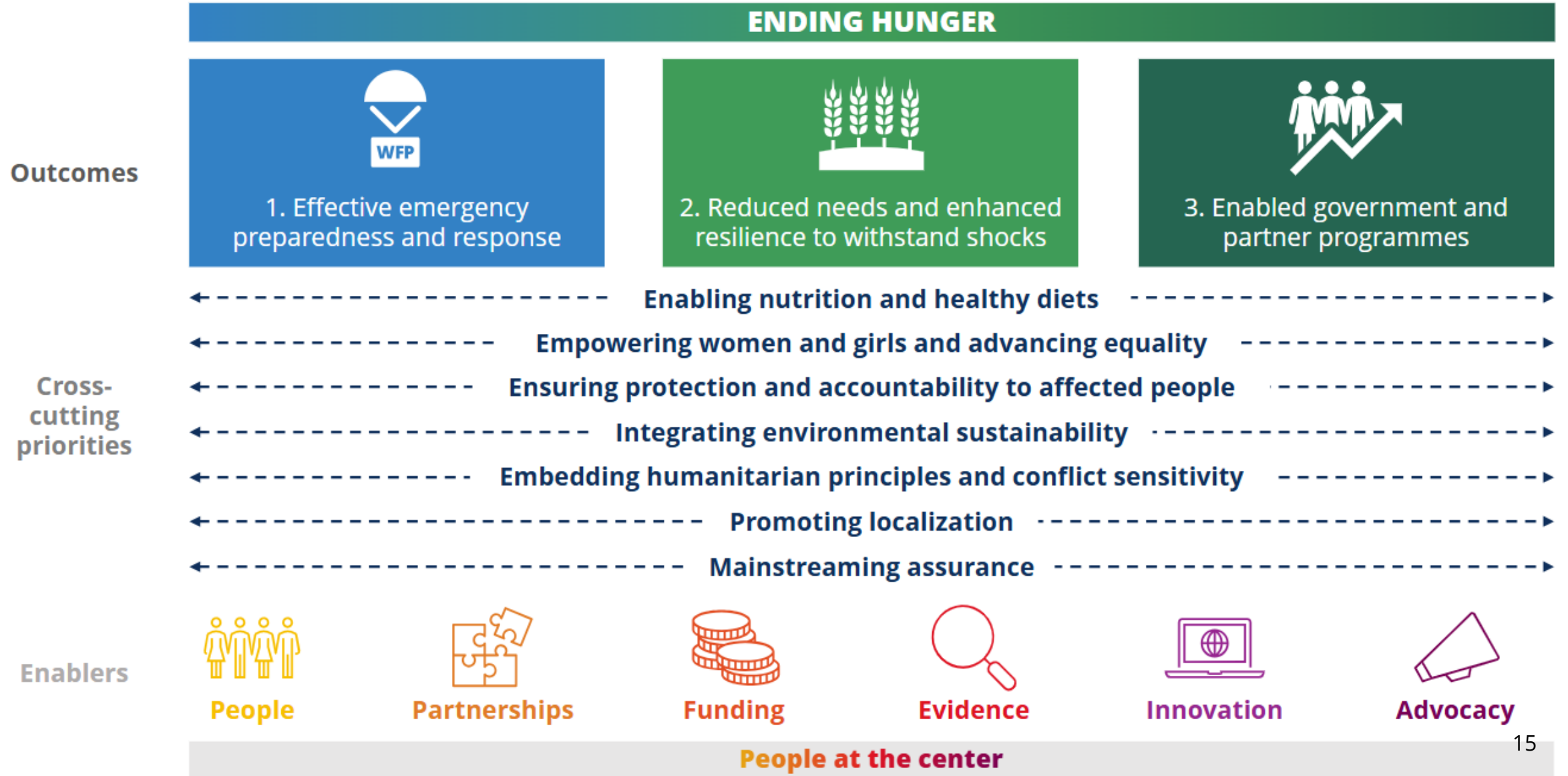
WORKFORCE MEASURES IMPACT

Employee Costs Analysis

- In downsizing, there is an overall dynamic that employee **costs will rise before they fall**
 - Timing of separations, downsizing costs and costs of salary inflations/increases partially offset and spread savings out
- **In 2025, employee cost savings were USD 44.4 million and offset by:**
 - a) costs of terminations of USD 42.5 million
 - Majority of agreed separations were at 31 December 2025, with some taking place in 2026, meaning full staff costs salaries were paid in 2025 and savings are realized from January 2026
 - Costs of accrued and paid termination indemnities were also fully recognized in 2025
 - b) salary inflations/increases of USD 16.6 million, arising largely from UN national staff salary increases (often retroactive)
- **In 2026, estimated employee costs savings are expected up to USD 129.5 million*:**
 - a) Employee cost savings from 2025 agreed separations
 - b) Estimated costs savings from further reduction of ~2,500 employees, expected by end of 2026/beginning of 2027
- Taken together, **WFP is expected to realize up to USD 114.8 million of savings by end of 2026/beginning of 2027***

* Estimated savings may be impacted by other potential salary increases (determined by ICSC) and other potential additional downsizing costs.

WFP's Strategic Plan (2026-2029) outline



HR STRATEGY 2026-2029 FRAMEWORK

WFP MISSION & STRATEGIC PLAN 2026-2029

HR'S VISION

A WFP where an agile, diverse, talented and engaged workforce thrives, empowered by an HR Function that partners across the organization to enable saving lives and changing lives.

STRATEGIC GOALS

01 PEOPLE

02 HUMAN-CENTERED DIGITALIZATION

03 CULTURE

01 ► **Stabilize**
HR Foundations



Continue to develop a capable, agile and resilient workforce

02 ► **Reinforce**
Talent, Culture, Leadership



Technology leveraged people and workforce management

03 ► **Optimize**
HR Impact



Enable a conducive workplace culture through enhanced people management

CROSS-CUTTING THEMES

Future Orientation and Innovation

Accountability

Impact Orientation

One HR

VALUES

INTEGRITY

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HUMANITY

INCLUSION

HR Strategy & 2026 HR Priorities

WFP Strategic Plan 2026-2029



HR Strategy 2026-2029

2026 HR Priorities

- Leadership development
- Succession planning
- Staffing framework
- HR operational excellence

WORKFORCE OF THE FUTURE

Fastest Growing Skills by 2030 (World Economic Forum)



AI and big data



Networks and cybersecurity



Technological literacy



Creative thinking



Resilience, flexibility and agility



Curiosity and lifelong learning



Leadership and social influence



Talent management



Analytical thinking



Cognitive skills



Self-efficacy



Working with others



Management skills



Technology skills



Ethics

Note: The skills selected by surveyed organizations to be increasing most rapidly in importance by 2030.

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

DEFINING WFP'S WORKFORCE FOR THE FUTURE

Strategic Workforce Planning (SWP) and Resizing Exercises



THROUGH SWPs:

- We map emerging skills. Future needs linked to CSP priorities and programmatic shifts
 - We identify existing capability gaps at both functional and cross-functional level
 - Evidence is provided as a base for workforce decisions, linking structure, roles, and skills to delivery needs
-

THESE EXERCISES ENABLE US TO:

- Be proactive with workforce planning (vs. reactive adjustments)
 - Target upskilling needs and talent strategies
 - Align structures to evolving mandates
-

RECENT WORK ACHIEVED:

- 70 SWP/resizing exercises in 2025 across COs and GHQ functions
 - 13 exercises completed and 11 ongoing with further requests in the pipeline since January 2026
-

WORKFORCE OF THE FUTURE

Key Capabilities Identified for WFP in the Future

- Balancing implementation-focused roles to enabling, advisory, and partnership roles
- Balancing technical/functional skills with cross-functional skills
- Balancing humanitarian with development skills

DIRECTIONAL INSIGHT

Workforce increasingly needs to combine technical expertise with advisory, analytical, and partnership capabilities. Selected transactional skills are phasing-out due to automation and self-services.

WORKFORCE OF THE FUTURE

Shaping the Way Forward: The Workforce for WFP to Succeed in a Changing Landscape

- Ensuring a flexible and affordable workforce:
 - More effectively and efficiently using short-term employees
 - Continue to develop an agile and experienced mobile long-term workforce
- Ensuring an engaged workforce that understands the evolving context and can deliver at their full potential
- Continuing to build a value-oriented workforce, rooted in humanitarian and WFP principles

Q&A



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