



World Food
Programme



Evaluation of the WFP People Strategy (2014-2017)

WFP Office of Evaluation

SAVING
LIVES
CHANGING
LIVES

February 2020

Context

- The People Strategy was approved in November 2014, a “blueprint” for how to:
 - ✓ reinforce, build, retain and recruit its workforce
 - ✓ create a more people-centred organization to better serve their beneficiaries



People Strategy “Imperatives”



✓ Reinforcing a performance mindset

✓ Building WFP's talent

✓ Shifting the focus

✓ Equipping high-impact leaders

Data collection methods



**THEORY OF CHANGE
CONSTRUCTED**



**GROUP AND KEY
INFORMANT INTERVIEWS**

580 WFP employees



**REVIEW OF COMPARATOR
ORGANIZATIONS**

UNICEF, UNHCR, KPMG



**REVIEW OF KEY DOCUMENTS,
REPORTS AND DATA SETS**



**VISITS TO 10 COUNTRY
OFFICES & TWO REGIONAL
BUREAUX**

Afghanistan, Algeria, Burundi, Chad, the Democratic Republic of the Congo, India, Nicaragua, Senegal, the Sudan and the United Republic of Tanzania
RB Johannesburg and Panama

Findings – Policy Quality



- Overall vision but limited clarity on implementation and accountabilities
- Good human resource management practices comparable to similar agencies
- Many of the human resource-related goals remain valid but largely gender blind and silent on diversity and inclusion
- The Strategy was relevant in 2014 but is now outdated in light of recent external and internal developments

Findings – Policy Results



Imperative 1 – Reinforce a performance mindset

- Improved tools and guidance
- Many WFP employees do not approach performance management as a professional development exercise
- Need to address underperformance more consistently



Imperative 2 - Build WFP's talent

- Improvements to tools, frameworks and guidance for career development and expansion of learning opportunities
- Employees often feel they are not the “drivers” of their own career development

Findings – Policy Results (continued)



- **Imperative 3 – Shift the Focus**

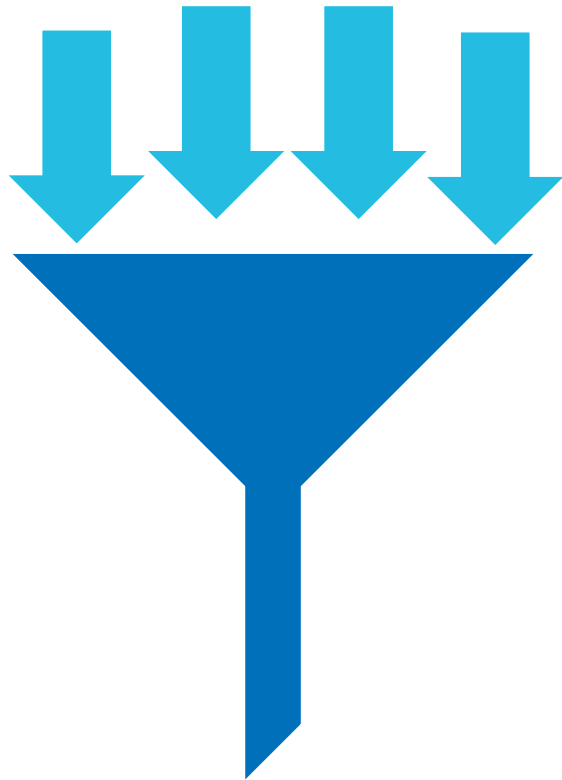
- Increased investment in staff wellness
- Less success in fulfilling expectations to establish ‘fit for purpose contracts’ for locally recruited employees
- Strong sense of inequity on the part of WFP employees doing similar jobs but on different contract types
- WFP’s extensive use of short-term contracts requires dedicated attention



- **Imperative 4 – Equip High-Impact Leaders**

- Increased training for emerging and senior leaders
- Lack of incentives to apply good people management skills

Findings – Factors affecting Implementation: External

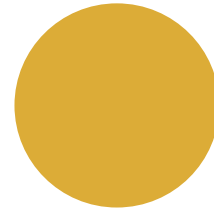


- Evolving global, regional and country influenced progress towards envisaged results
- In some countries, social or cultural norms are a barrier for women

Findings – Factors affecting Implementation: Internal

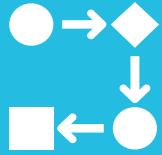


- Country portfolio budgets should enable increased financial predictability and flexibility and strengthened workforce planning
- WFP's evolving organizational culture has both supported and created challenges for the strategy's implementation



- Lack of clearly defined roles, responsibilities and work plans for WFP units other than HRM
- Lack of a detailed implementation plan and results framework for the strategy
- Absence of an accountability framework for supervisors

Conclusions



- Progress made against all four imperatives
- Important elements of WFP's human resource management are not yet as good as they should be



- Noted improvements in strengthening capabilities but less on staff motivation and opportunities
- HRM reform is a cultural change process requiring deliberate management



- WFP is performing well but needs to address abusive behaviours and inequities, strengthen accountability for good people management and address gender equality and workforce diversity



- WFP urgently needs to attract and develop the best workforce possible
- Reflecting commitment to human rights, gender equality, diversity and inclusion

Recommendations

WFP should:



Develop a new People Policy



Implement the Policy through an organizational change management process



Revise its HRM functional strategy development to continue the professionalisation of the HRM function



Develop an accountability framework to achieve excellence in people management



Conduct a comprehensive review of contract modalities



Proactive information-sharing with WFP employees