



World Food
Programme



Evaluation of the WFP People Strategy (2014-2017)

WFP Office of Evaluation

SAVING
LIVES
CHANGING
LIVES

April 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”



✓ Reinforce a performance mindset

✓ Build WFP's talent

✓ Shift the focus

✓ Equip high-impact leaders

Findings – Policy Quality



- Overall vision but limited clarity on implementation and accountabilities
- Many of the human resource-related goals remain valid but largely gender blind and silent on diversity and inclusion

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



Imperative 2 - Build WFP's talent

- Improvements to online learning opportunities
- Employees often feel they are not the “drivers” of their own career development
- WFP has not reached gender parity at P-3 level or above

Findings – Policy Results (continued)



- **Imperative 3 – Shift the Focus**

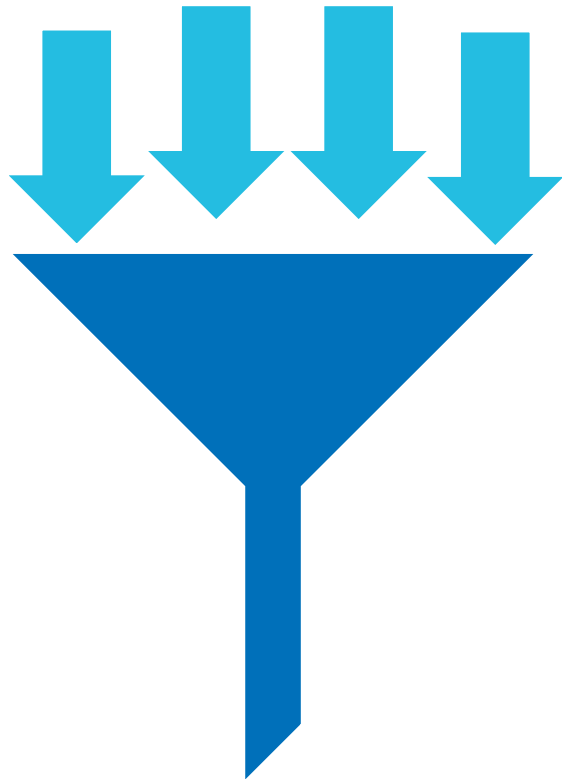
- Increased investment in staff wellness
- Strong sense of inequity on the part of WFP employees doing similar jobs but on different contract types
- WFP's extensive use of short-term contracts requires dedicated attention



- **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

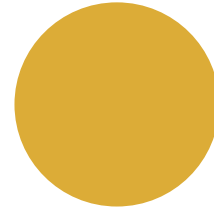


- Evolving global, regional and country influenced progress towards envisaged results
- In some countries, social or cultural norms are a barrier for women

Findings – Factors affecting Implementation: Internal

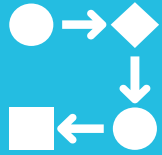


- Country portfolio budgets should enable increased financial predictability and flexibility and strengthened workforce planning
- WFP's evolving organizational culture has both supported and created challenges for the strategy's implementation



- Lack of 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



- 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