

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
First Regular Session**

**Rome, 11–14 February 2002**

# **INFORMATION NOTES**

**E**

Distribution: GENERAL

**WFP/EB.1/2002/INF/13**

28 January 2002

ORIGINAL: ENGLISH

## **ASSESSMENT OF ORGANIZATIONAL CHANGE IN THE WORLD FOOD PROGRAMME**

This document is printed in a limited number of copies. Executive Board documents are available on WFP's WEB site (<http://www.wfp.org/eb>).

---

## BACKGROUND

1. Reform has been a continuing feature of the WFP agenda since 1992. Under the guidance of the Executive Director, the Programme has adapted to and managed changes in many ways, sometimes in response to events, sometimes in anticipation of them. Early achievements ranged from WFP's Mission Statement to new policies, to strategic and financial planning, to organizational restructuring for emergency programming.
2. This process of reform was accelerated in 1996 with the Executive Director's far-reaching initiative to decentralize, restructure and further systematize WFP to better prepare the Programme for the future.

---

## REPORTING ON PROGRESS

3. The Executive Board has been regularly briefed on the change management process. The Executive Director first reported to the Executive Board on her organizational change initiative in the document Reform and Revitalization Measures in the World Food Programme (WFP/EB.A/97/5-B).
4. Financial Management and Improvement Programme (FMIP) status reports were presented to the Board at EB.A/1999, EB.3/2000 and EB.1/2001.
5. As further briefing on the changes being introduced, the Status Report on WFP's Decentralization Initiative (WFP/EB.3/2001/11-B) enumerated for the Board WFP's main achievements since the previous update, Organizational Change at WFP—A Status Report (WFP/EB.1/99/3-B). The report before the Board at the October 2001 session described some of the opportunities and remaining challenges of decentralization. It also briefly analysed the impact of decentralization on the way WFP does its business.

---

## ASSESSMENT OF ORGANIZATIONAL CHANGE

6. During the discussions on organizational change in 1997, both the Board and the Secretariat thought that an evaluation should be carried out in due course. Tentative plans were made for an assessment of WFP's experience with the organizational change initiative and a report to the Board in 2000.
7. However, the change process has continued to evolve in significant ways, necessitating a review of the best timing for such an evaluation.
8. First, the introduction of the WFP Information Network and Global System (WINGS) was delayed as a result of the complexity of the new integrated management systems and the particular challenges presented by adapting private-sector software to meet the needs of human resources administration within the United Nations.
9. Second, on account of the success of the pilot field-based regional bureaux in Cairo and Managua, the decision was taken to decentralize all bureaux by 2001. Accordingly, the restructuring and relocation of the remaining Headquarters-based bureaux proceeded and was completed during that year.
10. Primarily for these reasons, the Executive Director decided that the planned formal evaluation would be premature. On the other hand, it was agreed that some sort of



stock-taking and assessment were necessary, particularly to brief the Executive Board and to help managers further review and refine their thinking.

11. The Executive Director therefore proposed that the assessment be carried out in two stages.
12. First, a comprehensive progress report has been prepared and is being presented to the Executive Board in February 2002. *A Decade of Change: Renewal and Transformation of the World Food Programme, 1992–2002*, reports on the evolution and progress of the various change processes during the period 1992–2002. Presenting an analytical account of the main change themes and each change activity undergone, and a summary of the key challenges that remain, it provides another opportunity for the Executive Director and senior managers to take stock of the change process and thereby better focus their efforts in the months to come.
13. Second, once the WINGS implementation process is completed and consolidated in 2002, it is proposed that a formal evaluation of the change process for WFP will be implemented through a series of focused and targeted assessments of specific initiatives or components of the organizational change initiative. One of the first will be an assessment of decentralization, with the relevant report being presented to the Board in May 2003.

