

Overview of the New WFP Organizational Chart

Informal consultation



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**World Food Programme
Rome, Italy**

1. The number of people who suffer from hunger has grown over the past three years, returning to levels last seen a decade ago. This increased food insecurity, often driven by conflict and the impact of climate change, has expanded WFP's work in 82 countries across six regions. That work now includes seven Level-3 emergencies and nine Level-2 emergencies, and each of those emergencies has different characteristics, needs and complexity.
2. Since taking office in 2017, the Executive Director has prioritized leadership and advocacy to stave off four famines and secure record levels of funding for WFP. WFP's funding has grown dramatically – 68 percent since 2013, from USD 4.4 billion in 2013 to an estimated USD 7.4 billion in 2018. This may be putting WFP's capacity to absorb this rapid funding increase under some strain. For example, in 2018 WFP would end up with around USD 900 million surplus of revenue over expenditure.
3. In addition to the changing operational environment and our expanding footprint, numerous consultations and feedback from WFP Country Office leadership, Regional Directors and the results of the 2018 Global Staff Survey¹ all pointed towards the need to improve management effectiveness, agility and streamline the decision-making process. WFP's structure needs to adapt to ensure more attention, oversight and support are given to the field, commensurate with the expanding operational footprint. The changes are part of the steps that WFP Senior Management is taking to ensure that: (i) the appropriate agility, systems, structures, oversight and risk management capabilities are in place to deal with the challenges we face; and (ii) WFP remains a workplace of choice for our employees.
4. The new structure puts even more emphasis on effective field delivery, it sharpens setting of policy and it provides stronger oversight through more rigorous implementation of standards and internal controls. The new structure also makes sure that the Executive Director can strengthen lines of accountability amongst departments in headquarters (HQ). The changes have no impact on the number of budgeted Assistant Secretary-General (ASG) positions and have no implications on the overall 2019 Programme Support and Administrative (PSA) budget and 2019 overall management plan. The new structure has been architected keeping these five simple work streams in mind.

Figure1

Workstreams



¹ Only 39 percent of the respondents of the Global Staff Survey feel that their supervisor has made a personal investment in their growth and development. Only 56 percent believe that we hold people accountable for performing their job well and only 44 percent feel that there is open and honest two-way communication.

5. HQ departments continue to report to the Executive Director and the specific work-streams in Figure 1 are organized in the following organizational departments:
 - i. Resource Management Department (RM): Financial, human and physical resource management functions for the organization are consolidated under this pillar;
 - ii. Programme and Policy Development Department:² Covers strategy, thought leadership, programme design and the development of policy;
 - iii. Chief of Staff and Operations Management Department:³ The Chief of Staff will also continue to lead the digital transformation initiative. The Regional Directors now report directly to the Executive Director with support from the Chief of Staff.
 - iv. Deputy Executive Director (DED): The DED will continue to support the Executive Director in steering and executing changes across the organization. He will take on additional operational responsibilities: Supply Chain, Emergency Preparedness and Support Response, Security and Oversight of the Executive Board Secretariat. The DED will also lead all aspects of WFP's work related to United Nations reform. The Inspector General and Oversight Office (OIG), the Office of the Ombudsman, the Office of Evaluation, the Ethics Office and the Legal Office also report directly to the Executive Director, with support provided by the Deputy Executive Director.
 - v. Partnerships Department:⁴ Covers government, private sector, Rome-based and other United Nations and multilateral partnerships;
6. Specific changes by department are highlighted below.

Resource Management Department

7. Performance Management and Reporting Division: The division will continue to facilitate the corporate performance planning, the completion of Part 2 of the Corporate Results Framework, and strengthen analysis and reporting to the Executive Board through tools like the Annual Performance Report.
8. Human Resources Division: As part of the consolidation of corporate financial, physical and human resource management functions, the Human Resources division will move under the Assistant Executive Director (AED) of RM. This is consistent with the structure in the majority of United Nations organizations, such as the United Nations Secretariat, UNICEF, UNHCR, UNDP, ILO, WHO and IOM. The inclusion of Human Resources under this sector mirrors the mandate of the United Nations High-Level Committee on Management (HLCM), in which the AED, RM is WFP's representative. The HLCM oversees the UN-wide Human Resources Network, including related Legal and Ethics matters, and engages with the UN staff representative bodies. The HLCM also reviews and endorses all interagency HR policies and best practices, as well as proposals from the International Civil Commission. Heightened UN-wide coherence of human resources is a key element of UN reforms, and the work of the Business Innovations Group, co-led by the Executive Director and supported by the AED RM. The leadership of WFP's regular Reassignment Committee will remain with the DED and the senior reassignment committee will remain with the Executive Director, ensuring a well-balanced decision-making process in WFP.

² Previously Operations Services Department.

³ Previously Chief of Staff Department.

⁴ Previously Partnerships and Governance Department.

Programme and Policy Development Department⁵

9. Programme – Humanitarian and Development Division: This newly named and restructured division will put a stronger emphasis and focus on policy development and programme strategy. This will allow the Programme – Humanitarian and Development Division to invest in programme strategy, quality control, policy development and ultimately expand our development expertise without losing the core humanitarian, emergency assistance that WFP is expert in. The vacant Regional Director for the Bangkok position will be subsequently filled through the regular yearly senior reassignment process.
10. Research, Assessment and Monitoring Division: This was previously a unit with additional responsibilities and is now upgraded to a division. Vulnerability Analysis and Mapping (VAM) and Monitoring are critical for targeting vulnerable locations, identifying trends in poverty and food insecurity, assessing the impact of food assistance, enabling the ability to make in-course adjustments through data monitoring and ensuring that WFP Programmes are implemented correctly. This change will remain budget-neutral, with resources for the monitoring function shifting from the Performance Management and Reporting division. In the field, today all aspects of beneficiary assessment, target, validation and monitoring are conducted by the Programme and Policy Development Division, with this change we are bringing harmony between the field and HQ.
11. Gender Division: Shifting this division to the Programme and Policy Development Department not only focuses attention on ensuring that programmes are gender-sensitive, it also allows WFP to prioritize and promote positive gender outcomes in places where WFP works. This is consistent with the intention conveyed in the Management Plan 2015, which pledged that WFP would “ensure that WFP delivers on its gender commitments by retaining the Deputy Executive Director’s leadership on the gender policy until it is approved by the Board and, subject to approval of the policy, bringing the gender unit into the Operations Services Department to strengthen programme support.” Gender parity and work-place considerations internal to the organization will continue to remain one of the top-most priorities for the Executive Director and senior management and will be championed by all senior managers and the Human Resources division. The Executive Director will continue to prioritize gender parity; he has set quarterly and yearly targets for each Country Office, Regional Office and Division and receives regular updates on progress.
12. Cash-Based Transfers Division (CBT): CBT had been placed under the Chief of Staff as part of an overall effort to mainstream systems and processes across all relevant HQ divisions. CBT returns to the parent Programme and Policy development pillar and will focus on the programmatic/policy aspects of CBT, while Finance, Supply Chain, Technology and Legal, among other parts of WFP, provide support related to this transfer modality.
13. Communications, Advocacy and Marketing Division (CAM): CAM is moved from the Chief of Staff to the Programme and Policy Development Department. During the last 18 months CAM’s new vision and strategy has been developed, the new organizational structure was finalized and built into the 2019 management plan. The CAM division has made much progress in telling the story of beneficiary needs and challenges, promoting donor commitments and contributions, and communicating about WFP’s great works. This move allows time for additional consultations with the incoming AED Partnerships while letting the Chief of Staff focus on field support and digital transformation.

⁵ Previously Operations Services Department.

Deputy Executive Director

14. Security Division: The shifting of this division from the RM department to the DED will ensure enhanced synergies with Supply Chain and Emergencies divisions, which will be under the DED and deal with the most exposed and at-risk aspects of our work.
15. Supply Chain and Emergency Preparedness and Support Response: Supply Chain (OSC)/Emergency Preparedness and Support Response (OSE): These three entities, shifted together, maintain a similar reporting line and are moved under the DED. All aspects of logistics, procurement and emergency under one roof will ensure effective and efficient delivery of services for our beneficiaries.
16. Executive Board Secretariat: In recognition of the cross-cutting role of the DED, and the extensive interaction of that office with the Executive Board, its Bureau, and with visiting government representatives on behalf of the Executive Director when he is absent from headquarters, the Executive Board Secretariat is shifted under DED. This move will allow time for consultations with the incoming AED Partnerships, while allowing her time to focus on the development of the private sector fundraising strategy and other important priorities during her transition to WFP.

Chief of Staff and Operations Management Department⁶

17. Operations Management Support Division: Currently reporting to the Deputy Executive Director, this division will now report to the Chief of Staff as part of the support structure that will continue to provide day-to-day oversight and management of field operations. This division is a key contact for Country and Regional offices and will work with the rest of the organization to ensure timely field support. Field expertise will be augmented to ensure proper support, coordination and oversight.
18. Technology Division: This is a cornerstone of WFP's digital transformation work and will remain with the Chief of Staff. The work on designing the digital architecture and the systems required to deliver on this work has already been conducted, and now the focus is on implementation. The Chief Technology Officer (CTO), under the supervision of the Chief of Staff, will take this work forward. The new organizational structure will also allow for enhanced synergies, because the bulk of the technology implementation will take place at the field level.

Partnerships Department

19. Strategic Partnerships Division: The shift of this division, previously called the Strategic Coordination and Support division, to the Partnerships parent department shows how WFP is forming more meaningful active engagement with development partners, including the World Bank, the African Development Bank, the Asian Development Bank, etc. This division's previous responsibilities with the country strategic plans will move to the Programme/Policy Division.

Other Changes

20. Senior Advisor on the Sahel: The recurrence of the shocks in the Sahel and the complexity of the situation there calls for a paradigm shift in the way the governments and the international community respond. It is not only vital to respond to immediate needs, but to address longer-term needs in the most at-risk countries to preclude serious consequences on the region's long-term stability and economic growth.

⁶ Previously Chief of Staff Department.

21. Against this backdrop, WFP has developed an integrated resilience framework to build up, speed up and scale up resilience in the Sahel, building on existing results in Niger since 2013 and more recently in neighbouring countries. The Senior Advisor to the Executive Director on the Sahel will play a critical role in ensuring HQ support, will liaise with other United Nations Agencies, and non-governmental organizations to ensure integration and coherence in the interventions in the Sahel.⁷ The Senior Advisor will also support country dialogue and push for coalition building, and will also participate in and contribute to high-level regional fora on the global progress of the nexus in the Sahel in accordance with the United Nations Integrated Sahel Strategy.
22. The Sahel is a test case for WFP's ability to implement resilience/development programmes at scale, so the Senior Advisor will also focus on identifying and driving change in internal systems and processes, ultimately strengthening our overall ability to implement the triple nexus at scale.

⁷ There are currently 17 different Sahel Support plans across Donor, Humanitarian and Development actors.

