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Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

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## **Management response to the recommendations in the summary report on the evaluation of WFP's policy on country strategic plans**

### **Background**

1. This document presents the WFP management response to the recommendations in the report on the independent centralized evaluation of WFP's policy on country strategic plans (the CSP policy). The evaluation was undertaken by Mokoro Ltd., as commissioned by the WFP Office of Evaluation (OEV), between March 2022 and March 2023.
2. The purpose of the evaluation was to assess the quality and results of the CSP policy along with the factors that enabled or hindered progress in its implementation since its approval in 2016. The evaluation team's stated intention was to support both accountability and learning, with a forward-looking dimension to inform decision-making regarding the CSP policy, planning and processes.
3. The evaluation identifies the Programme – Humanitarian and Development Division as the policy owner and indicates that the evaluation is intended to inform WFP senior management, Executive Board members and stakeholders in programmatic and supporting divisions in WFP headquarters, regional bureaux and country offices. WFP management agrees that successful implementation of the policy, and the evaluation recommendations, will require a "whole of organization" approach. The management response has therefore benefitted from initial consultation and coordination across WFP; moving forward, responsibilities for its implementation will be passed on to appropriate levels of the organization or revised as needed. Successful implementation of the recommendations will also require close engagement with the Executive Board, particularly regarding any proposed changes that relate to strategic oversight, governance or funding requirements.

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### **Focal points:**

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4. This document presents the WFP management response to the six recommendations and 25 sub-recommendations put forward in the evaluation report. Management agrees with all the recommendations and 22 of the sub-recommendations, with partial agreement to three sub-recommendations. The planned actions, lead actors, responsibilities and indicative timelines for the implementation of all recommendations and sub-recommendations are outlined in this document.
5. Management welcomes the evaluation finding that WFP's establishment of an integrated, strategic and programmatic instrument covering its entire country portfolio has enabled the organization to better align with national priorities and harmonize with other United Nations actors while keeping pace with dramatically growing needs. Management agrees with the evaluation recommendation that the CSP policy remains valid and that its update should be deferred until learning from the implementation of second-generation CSPs and first-generation United Nations sustainable development cooperation frameworks (UNSDCFs) can be consolidated. The broad scope of the recommendations is also appreciated for embracing a comprehensive interpretation of the CSP policy, from strategic positioning to workforce planning, to analysis of systems, tools, processes, results and impact. While the proposed sub-recommendations do not always reflect the level of ambition indicated in the main recommendations, management notes that it intends to address both the specific and higher-level reflections arising from the evaluation report and related recommendations, subject to the Board's deliberations.
6. Management views the evaluation and this response as key landmarks in the roadmap towards the collective shaping of future generations of CSPs, addressing gaps and improving WFP's implementation of the CSP policy. This work will include, inter alia, addressing the need for internal reforms that lighten processes and procedures and improve performance management and evidence generation while better aligning CSP ambitions with staff and partner capabilities. Development of this response has provided management with an initial opportunity to consult and reflect collectively on achievements so far and the additional improvements needed, which will form the foundation for ongoing consultation and work in the months ahead, including with the Board.

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF WFP'S POLICY ON COUNTRY STRATEGIC PLANS</b>					
<b>Recommendations and sub-recommendations (including their priority: high/medium)</b>	<b>Recommendation and sub-recommendation lead office (supporting offices/units in brackets)</b>	<b>Management response (agreed, partially agreed, not agreed)</b>	<b>Actions to be taken</b>	<b>Action lead office (supporting offices/units in brackets)</b>	<b>Action deadline</b>
<p><b>Recommendation 1: Continued policy implementation should embrace a more strategic and leaner approach to the country strategic plan framework, while future revisions need to take account of further consolidated learning.</b></p> <p><b>Priority: High</b></p> <p><b>Deadline: June 2024</b></p>	<p>Programme Cycle Management Unit (PROM) (Corporate Planning and Performance Division (CPP), regional bureaux, Partnerships and Advocacy Department (PA))</p>	<p>Agreed.</p> <p>There is broad consensus that the current implementation of the CSP policy can continue, with a dedicated effort to optimize CSP packages so as to focus more closely on the strategic level, with leaner documentation and tools and simplified processes (in line with recommendation 3). Lessons learned from ongoing CSPs will be factored into reconfigured packages for the next generation of CSPs – noting the aim of reducing fragmentation in the CSP portfolio – and will require consultations with the Board.</p>			<p>June 2024</p>
<p>1.1: Defer consideration of a country strategic plan policy update until learning from second-generation country strategic plans and the first generation of the United Nations sustainable development cooperation frameworks can be consolidated.</p>	<p>PROM (regional bureaux programme cycle units)</p>	<p>Agreed</p>	<p>Consolidate lessons learned from second-generation CSP design and implementation processes, with specific consideration of UNSDCF and strategic plan implementation, in a way that highlights best practices and the challenges to be addressed.</p>	<p>PROM (regional bureaux programme cycle units)</p>	<p>June 2024</p>

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1.2: Continue to update planning, budgeting and resource management requirements and related guidance and tools, focusing on simplification, absorptive capacity for change, accessibility and utility.	CPP (Programme – Humanitarian and Development Division (PRO), regional bureaux)	Agreed	Proceed with work under the strategic plan implementation critical corporate initiative, in particular the optimization of budget and planning processes, in alignment with the strategic plan and corporate results framework (CRF) and enhanced with resources-to-results linkages.	CPP (PRO, regional bureaux budget and programming teams)	June 2024
1.3: Reconfigure country strategic plans as lighter and leaner strategic planning documents reflecting a high-level vision and strategy and including indicative needs-based budgets for Board approval. Relegate the details of implementation and resource mobilization arrangements to separate internal planning documents.	PROM (CPP, PA)	Agreed	Conduct a review of the required content and length of all parts of the CSP package and processes, with a view to ensuring that documents are lean, strategic and fit-for-purpose (including for resource mobilization), and reflecting the corporate vision and country-level strategy and priorities, while balancing requests to add content during the internal review process and ensuring the retention of the positive gains brought by the CSP framework, which addressed the challenges posed by the previous array of disparate strategy, partnerships and implementation documents.	PROM (CPP, PA)	December 2023

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<b>Recommendation 2: Strengthen the support and resources dedicated to country strategic planning and the early stages of country strategic plan implementation.</b> <b>Priority: High</b> <b>Deadline: December 2023</b>	PROM (regional bureaux, CPP)	Agreed			December 2023
2.1: Increase the support provided to country offices for country strategic plan development, quality assurance and learning.	PROM (regional bureaux programme cycle units)	Agreed	Enhance the coordination of headquarters and regional bureau support for country offices' CSP development, including through clear, complementary roles for headquarters and regional bureaux, access to timely strategic and design support, up-to-date corporate and regional guidance and tailored formulation and scoping workshops adapted to each setting and country offices' support needs.  Generate and disseminate lessons learned, encourage and facilitate experience sharing on CSP development among regional bureaux and among country offices.	PROM (regional bureaux programme cycle units)  PROM (regional bureaux programme cycle units)	December 2023  December 2023

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2.2: Allocate adequate and dedicated budgetary resources at all levels in order to support country strategic planning and programme design, including through active engagement with common country analysis and the United Nations sustainable development cooperation framework processes.	CPP (regional bureaux, PROM)	Agreed	<p>CPP will issue a communication to the budget and programming officers at country offices and regional bureaux on the need to review budget plans, and will encourage country office programme design teams to assign adequate budget resources to the common country analysis and UNSDCF processes.</p> <p>Support resource mobilization efforts and budgeting at the country, regional and global levels to ensure adequate resources for country strategic planning and programme design, including for common country analysis and UNSDCF processes.</p>	<p>CPP (regional bureaux budget and programming units)</p> <p>PROM (regional bureaux programme cycle units and partnership units, Public Partnerships and Resourcing Division (PPR))</p>	<p>June 2024, in line with response to sub-recommendation 1.3</p> <p>December 2023</p>

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2.3: Ensure that country offices are better equipped internally with the right expertise and capacity to engage in country strategic planning.	PRO (PROM, regional bureaux, Human Resources Division (HRM), Programme and Policy Development Department (PD) staffing coordinator, in close coordination with other departmental and divisional staffing coordinators)	Agreed	Well before embarking on the CSP design process, provide country offices with support that helps to strengthen their internal cross-functional capacity to engage in all aspects of integrated strategic planning, and identify, as needed, adequate temporary support to facilitate the CSP design process, including through a revamped roster of CSP consultants, and other flexible support options.	PRO (PROM, regional bureaux programme cycle units, PD staffing coordinator, in close coordination with other departmental and divisional staffing coordinators, HRM)	December 2023
			Well before embarking on the CSP design process, develop and share with country offices a multisectoral, integrated CSP design onboarding package, outlining capacity needs and requirements throughout CSP development and the early stages of CSP implementation.	PROM (regional bureaux programme cycle units)	December 2023
2.4: Provide country offices with dedicated on-demand support for the development of detailed country strategic plan implementation road maps based on approved country strategic plans.	PROM (regional bureaux programme cycle units)	Agreed	As needed and on request, support country offices in the development of implementation arrangements, including road maps, based on approved CSPs.	PROM (regional bureaux programme cycle units)	December 2023

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2.5: Enhance guidance on the development of multi-annual needs-based budgets for resilience and root causes programming to ensure that they are based on realistic assessments of what WFP can do and what it can contribute to, taking into account available funding and implementation capacity.	CPP (regional bureaux budget and programming units)	Agreed	Issue a communication to the WFP budget and programming teams and country office senior management that emphasizes the importance of developing budgets for multi-year root cause and resilience programmes based on realistic funding projections and the capacity for implementing the activities described in the CSP.	CPP (regional bureaux budget and programming units, PPR)	July 2024
<b>Recommendation 3: Further simplify and streamline procedures and processes for the review, revision and approval of the country strategic plan package with a view to enhancing efficiency and flexibility and reducing transaction costs.</b> <b>Priority: High</b> <b>Deadline: July 2023</b>	PROM (regional bureaux, Operations Management Support Office (OMS), CPP)	Agreed. There is wide consensus that the current CSP formulation and approval process needs to be reviewed from the viewpoint of country offices, regional bureaux and the global headquarters. At all levels of WFP, staff and management express frustration regarding the short timelines, heavy technical process requirements and inadequate or untimely opportunities for strategic review and oversight related to the CSP preparation process.	Through the second-generation CSP working group, PRO already leads a continuous, collaborative and cross-functional effort to oversee and coordinate CSP formulation and the programme cycle management process. To respond to this recommendation, management will use the working group as the mechanism and platform for conducting a consultative review of all CSP-related procedures and processes with a view to establishing flexible and agile workflows that are more responsive to shifts in country or operational circumstances.	PROM, as secretariat of the second-generation CSP working group, will coordinate the implementation of this recommendation.	July 2024



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3.1: Ensure that the intended focus and high-level priorities of country strategic plans, and the role that WFP will play, are discussed and agreed with the relevant regional bureaux and headquarters units at an early stage, in conjunction with consultations with key stakeholders at the country level and in alignment with the United Nations sustainable development cooperation framework process.	PROM (regional bureaux)	Agreed	Focus on the inception phase of the CSP formulation process with a view to designing and implementing new approaches that ensure that country offices can draw on tailored and coordinated support and inputs from regional bureaux and headquarters for addressing CSP strategic priorities, shifts in circumstances and WFP's role in the country and in relation to the overall United Nations presence in the country concerned.	PROM (regional bureaux programme cycle units, Supply Chain Operations Division (SCO))	July 2024
			Facilitate and coordinate headquarters and PRO actions aimed at strengthening the efforts of country offices and regional bureaux to engage, in a strategic and timely manner, in United Nations development system planning processes at the country level (such as common country analyses and UNSDCF) and to support joint programming, where relevant. Such actions will include the provision of practical, flexible, up-to-date and easily accessible guidance.	PROM	July 2024

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			Continue to conduct strategic discussions among country offices, regional bureaux and headquarters with a view to reaching consensus on high-level emerging priorities within CSPs, in alignment with national plans, UNSDCFs and humanitarian planning frameworks.	PROM (regional bureaux programme cycle units)	July 2024
3.2: Further streamline the programme review and approval process to avoid unnecessary duplication of technical oversight (between the electronic programme review process and the strategic programme review process and between headquarters and the regional bureaux) and encourage discipline (self-restraint) in commenting on processes.	OMS (PROM, regional bureaux programme cycle units, participants in programme review and approval process)	Agreed	Expand the analytic base of lessons learned from the programme review and approval process for second-generation CSPs and use the lessons and analysis to inform appropriate modifications that will lighten the processes and documentation requirements for third-generation CSPs.  Identify and implement the necessary changes to internal programme review and approval processes through consultation and collaboration with key headquarters participants in strategic and electronic programme review and approval processes, regional bureaux, sample country offices and	PROM (regional bureaux programme cycle units, OMS)  OMS (PROM, regional bureaux, headquarters divisions)	July 2024  July 2024

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			relevant support divisions, including PROM. Provide procedural guidance for headquarters, country office and regional bureau participants, and deploy an onboarding and refresher briefing for the reviewers of electronic programme review and approval processes at headquarters with the aim of avoiding duplication, improving the focus, quality and length of comments, better meeting country office needs and aligning with procedural requirements.	OMS (PROM, regional bureaux, headquarters divisions)	July 2024
3.3: Further simplify the financial framework so as to lighten the associated workload for country office budget management and country strategic plan revisions. Request the Board to rationalize and simplify the delegations of authority for the approval of country strategic plans and related revisions once the results of ongoing governance and corporate change initiatives are clear (such as the ongoing Executive Board governance review).	CPP (OMS, regional bureaux budget and programming units)	Agreed	Working with regional bureaux, organize regional meetings with budget and programming officers to review processes, roles and delegations of authority with a view to streamlining and reducing workloads.	CPP (OMS, regional bureaux budget and programming units)	July 2025

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<b>Recommendation 4: Strengthen and streamline accountability and learning for results-based management.</b> <b>Priority: Medium</b> <b>Deadline: July 2024</b>	CPP (Research, Assessment and Monitoring Division (RAM), OEV, PRO, PA, Executive Board Secretariat (EBS))	Agreed			July 2024
4.1: Shift towards output- and outcome-based budgeting and staffing, in line with the requirements of ongoing United Nations development system reform processes within the context of the United Nations sustainable development cooperation frameworks.	CPP (EBS, PRO, PA, RAM)	Partially agreed.	WFP already implements outcome-based budgeting. Preliminary steps have been taken towards output-based budgeting, as demonstrated in the management plan for 2023–2025, which, under the provisional implementation plan for 2023, presents budget figures for all 12 of the programmatic outputs of the CRF for 2022–2025.  In preparation for the next strategic plan and CRF, CPP will assess the feasibility of moving towards output-based budgeting and reporting at both the corporate and CSP levels, and further alignment with UNSDCF's.  This would form the basis for broader consideration by the Executive Director and the leadership group, in consultation	CPP (EBS, PRO, PA, RAM, Technology Division, Corporate Finance Division)	December 2025

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			with the Board and taking into account any related changes needed in corporate systems and policies.		
4.2: Review the value proposition of tagging country strategic plan outcomes by focus area, including the effects on coherent, integrated, outcome-oriented programme design and resource mobilization.	PRO (CPP, PA, EBS)	Agreed	Conduct a review of the lines of sight of second-generation CSPs, assessing fragmentation-related challenges and analysing the added value of focus areas and their effect on coherent and integrated outcome-oriented programmes.	PRO (CPP, PA, EBS)	July 2024
4.3: Develop common information management systems that utilize WFP monitoring data, can provide country offices with real-time access to analytical information for adaptive programme management and ensure interoperability with evolving system-wide requirements (such as the United Nations sustainable development cooperation framework reporting and the UN INFO platform).	CPP (RAM, regional bureaux)	Partially agreed.	CPP and RAM will integrate a set of common indicators into existing information management systems so as to provide regional bureaux and country offices with meaningful views that support programme management and decision-making, taking into account UNSDCF and UN INFO reporting requirements.	CPP (RAM, regional bureaux)	December 2024

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4.4: Revise guidance on country strategic plan mid-term review exercises to ensure that the reviews are light and carried out in-house and enhance their complementarity with the country strategic plan evaluation process by allowing them to focus on dimensions of continued relevance, coverage, output-level achievements, coherence and operational efficiency, which will be updated at the country strategic plan evaluation stage with an independent assessment that adds coverage of, among other elements, the dimensions of effectiveness and sustainability.	RAM (OEV, PRO)	Agreed	RAM will revise the corporate guidance to the CSP mid-term review exercise to ensure that it is light and internal and complements the CSP evaluation exercise. The scope of the mid-term review will be focused on assessing the progress made against planned CSP results, and operational efficiency. The analysis carried out for the mid-term review will be based on existing data collected for monitoring and reporting purposes and available at the country office level.	RAM (OEV, PRO)	July 2024

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4.5: Revise the evaluation requirements for country strategic plans to allow more selective and more strategic, timely and cost-efficient evaluation coverage.	OEV	Agreed	OEV will produce an option paper on the potential revision of the coverage norms for CSP evaluations, highlighting the advantages and challenges of various scenarios. The paper will inform strategic internal and external consultations.  Following those consultations, a potential new coverage norm and corresponding rationale will be submitted for the approval of the Board during its annual session in June 2024.	OEV  OEV	July 2024  July 2024
4.6: Further invest in country office monitoring and evaluation functions to expand capacity and ensure adequate dedicated budgets for monitoring and evaluation.	RAM (CPP)	Agreed	RAM will continue its efforts to strengthen the resourcing and use of the monitoring function as an integral component of the programme cycle in support of learning objectives. Using annual data from the evidence (vulnerability analysis and mapping, and monitoring and evaluation), planning and budgeting tool, RAM will continue to advocate increased resourcing for the monitoring function at all levels, including by working with country offices during the CSP	RAM (CPP)	July 2024

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			design phase to support the allocation of adequate budgeting and staffing to monitoring in their new CSPs.  In addition, based on a request from the WFP leadership group, RAM will explore the options for ensuring sufficient and sustainable funding for food security and programme monitoring.	RAM (CPP)	July 2024
<b>Recommendation 5: Develop a clear shared understanding and vision of WFP's work at the humanitarian-development-peace nexus.</b> <b>Priority: High</b> <b>Deadline: July 2023, with follow-up support as necessary</b>	PRO (regional bureaux, PA, HRM)	Agreed			June 2024, with follow-up support as necessary



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5.1: Update the guidance on country strategic plan design and prioritization based on the results of ongoing policy evaluations that cover critical aspects of humanitarian-development-peace programming, related potential policy revisions and new policies.	Emergencies and Transitions Unit (PROP) (PROM, PRO Global Network Against Food Crises, Resilience and Food Systems Service, PPR)	Agreed	Further update the CSP guidance section in the programme guidance manual to reflect the findings of the 2023 policy evaluation of WFP's role in peacebuilding in transition settings and other recent policy evaluations that cover critical aspects of humanitarian-development-peace programming and the forthcoming WFP conflict sensitivity mainstreaming strategy. Ensure linkages to guidance on partnership action plans.	PROP (PROM, PRO, PPR, PRO Global Network Against Food Crises)	December 2023

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5.2: Adopt five-year theories of change for work at the humanitarian–development–peace nexus and on the “changing lives” components of all country strategic plans, in conjunction with a systemic logic that allows WFP to act or be ready to react in changing complex situations and that takes into account long-term visions of change beyond the five-year country strategic plan period. Develop a coherent corporate approach to theories of change that ensures realism in the setting of ambitions, clear prioritization and the layering of programmes, in coordination with other humanitarian, development and (as relevant) peace actors.	PRO (regional bureaux, RAM)	Agreed	Develop and disseminate new corporate guidance on the theory of change concept, in coordination with evidence value chain efforts led by RAM and associated CSP design enhancements. PRO will pursue a flexible approach and methodology for theories of change that enable country offices, supported by regional bureaux, to develop context-specific change pathways, including for work at the humanitarian–development–peace nexus and in the changing lives components of CSPs. Include links to the UNSDCF theories of change and strong sections on the assumptions and risks to take into account in scenario-thinking in complex operational situations.	PROM (RAM, PRO, PRO Global Network Against Food Crises, regional bureaux)	April 2024

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5.3: Significantly expand strategic investment funding for technical capacity and seed funding for country office work in critical and underfunded areas of the nexus.	PA (PROP, PRO Global Network Against Food Crises, HRM, Strategic Partnerships Division (STR))	Partially agreed. WFP partially agrees to this recommendation as its narrow focus on "critical and underfunded areas of work" leads to a missed opportunity to identify key areas of opportunity for WFP to continue to support progress towards Sustainable Development Goals 2 and 17 and national objectives, with a view to reducing, and ultimately ending, vulnerabilities, risks and needs. The actions to be taken therefore span WFP's programmatic range.	To ensure the appropriate analysis and positioning for resource generation: <ul style="list-style-type: none"> <li>➤ map the strategic investment and catalytic funding opportunities, relevant for the operational contexts in WFP countries of operation; and</li> <li>➤ examine internal corporate funding structures with a view to identifying key obstacles and potential entry points for resilient, multi-year funding opportunities to address the root causes of hunger.</li> </ul>	PA (PPR, STR, PROP, PRO Global Network Against Food Crises, SCO)	December 2023
			Continue to pursue analysis and knowledge management efforts to capture best practices and lessons learned that can demonstrate WFP's value proposition at the humanitarian-development-peace nexus in various contexts, and therefore support advocacy, fundraising and programme design and adaptation, leveraging, for example, WFP's adherence to	PRO Global Network Against Food Crises (PA, PPR, PROP, STR)	June 2024

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			the recommendation on the humanitarian–development–peace nexus of the Development Assistance Committee of the Organisation for Economic Co-operation and Development, and its membership in the global Humanitarian, Development and Peace Nexus Coalition. Provide country offices with capacity support and, where necessary, seed funding for developing joint projects and programmes with other agencies on advancing a nexus approach in relevant settings.		
<b>Recommendation 6: Continue and further upscale the process of strategic workforce planning and further prioritize work on skills development in line with the WFP people policy and evolving needs.</b> <b>Priority: High</b> <b>Deadline: December 2025</b>	HRM (PD, PRO, regional bureaux, PA, SCO)	Agreed. Management notes that strategic workforce planning and skills development are continuous processes. Management also notes that, while the actions identified are for the organizational level, they are best complemented by actions at the regional and country levels in order to meet the needs related to specific CSPs and settings.			December 2025 (continuous)

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6.1: Ensure that workforce planning and organizational alignment are optimally aligned with the country strategic plan planning cycle, with particular attention to ensuring that staff turnover among country directors, deputy country directors and heads of programme does not affect the consistency of the strategic focus and continuity of operational activities.	HRM (regional bureaux human resources units, Innovation and Knowledge Management Division)	Agreed	<p>In line with CSP planning cycles, continue to roll out strategic workforce planning and organizational alignments for relevant country offices, in line with planning targets.</p> <p>Conduct a pilot project that initiates the integration of the three levels of strategic workforce planning in order to help incorporate the main findings from global and function-level workforce plans into country office plans.</p> <p>Map out the onboarding and handover process and develop or revise solutions for retaining and transferring knowledge during the handover phase. Link the handover process to reassignment and separation processes, as well as onboarding.</p>	<p>HRM (regional bureaux, country offices)</p> <p>HRM (Regional Bureau for Asia and the Pacific)</p> <p>HRM (Innovation and Knowledge Management Division)</p>	<p>December 2025</p> <p>September 2023</p> <p>March 2024</p>

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6.2: Develop tailored terms of reference for outcome and activity managers and conduct training aimed at strengthening organizational alignment with country strategic plan requirements.	HRM (PROM, PD, SCO, PA)	Agreed	<p>Define and integrate the accountabilities of outcome and activity managers in relevant job profiles, highlighting the cross-functional nature of the roles, with agreement from job profile owners in the relevant functional areas.</p> <p>Revise the "learning journey" for strategic outcome and activity managers available on WeLearn and ensure that the programme learning journey includes consideration of CSP-related requirements.</p>	<p>HRM (PD, SCO)</p> <p>PROM (PD staffing coordinator, HRM, PA)</p>	<p>December 2024</p> <p>December 2024</p>

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6.3: Prioritize the strategic management of human resources to ensure talent retention, in particular in areas of the WFP portfolio where more expertise in leveraging international and domestic resources and playing an enabling role is required.	HRM (PD staffing coordinator, regional bureaux human resources units, SCO)	Agreed	<p>Review and revise WFP's employee value proposition with a view to attracting, retaining and engaging top talent.</p> <p>Expand the recently launched career resource centre by developing a "Careers at WFP" toolkit that supports career development, satisfaction and retention efforts.</p> <p>Facilitate the full implementation of the staffing framework, ensuring that appropriate contract modalities and adequate conditions of employment are applied.</p> <p>Conduct a focused policy review of general contract modality options with respect to highly specialized positions.</p>	<p>HRM (SCO)</p> <p>HRM</p> <p>HRM (all offices)</p> <p>HRM</p>	<p>December 2024</p> <p>December 2023</p> <p>December 2025</p> <p>September 2024</p>

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6.4: Ensure that employee development and support are aligned with country office and country strategic plan needs in priority areas such as the enabling policy environment, broader country capacity strengthening and the development and management of strategic partnerships.	PD staffing coordinator (HRM, regional bureaux human resources units, Nutrition Division staffing coordinator, PA)	Agreed	<p>Redesign the programme learning journey in line with the WFP strategic plan for 2022–2025 so as to support future programme leaders.</p> <p>Create an updated programme and policy learning channel on WeLearn that facilitates employees' access to priority learning and support resources.</p> <p>Conduct regular reviews and maintenance of the programme and policy foundations course on WeLearn.</p> <p>Identify opportunities for the integration of programme and policy employee development initiatives with the critical skills academy to expand the opportunities to support capacity development in areas such as strategic thinking and other soft skills already recognized in the strategic workforce plan as key priorities.</p>	<p>PD staffing coordinator</p> <p>PD staffing coordinator</p> <p>PD staffing coordinator</p> <p>PD staffing coordinator (HRM)</p>	<p>December 2023</p> <p>December 2024</p> <p>December 2023 (continuous)</p> <p>December 2024</p>



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6.5: Prioritize the retention of senior national (and sub-office) employees who fit with WFP's priority commitments, including by providing country offices with the requisite resources where particular technical skills are needed or should be enhanced.	HRM (regional bureaux human resources units, PD staffing coordinator)	Agreed	<p>Conduct a policy review of the classification of national general service and national officer positions, taking into consideration an internal analysis of current job levels and a benchmarking exercise with other United Nations entities.</p> <p>Review and update programme and policy job profiles in line with the programme and policy strategic workforce plan, with a particular focus on technical skills.</p>	<p>HRM</p> <p>PD staffing coordinator (HRM)</p>	<p>June 2024</p> <p>December 2024</p>