Evaluation of the

WFP Office of Evaluation

February 2020
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• The Strategy was relevant in 2014 but is now outdated in light of recent external and internal developments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