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EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE
EVALUATION OF THE WFP PEOPLE STRATEGY[1]
(2014-2017)

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[1] WFP People Strategy (2014-2017). WFP/EB.2/2014/4-B. June 2014.
https://docs.wfp.org/api/documents/5caaadbc8aad4cc2a28bae2aaac04e03/download/

1. Background

1.1 Introduction

1.   These Terms of Reference (TOR) are for the evaluation of the People Strategy (2014-2017) (from now on referred to as "the Strategy"). The Strategy was approved by the World Food Programme (WFP) Executive Board in November 2014 and "*presents the blueprint for how WFP intends to reinforce, build, retain and recruit its workforce, creating a more people-centred organization that focuses on the development and welfare of its employees, so they can better serve its beneficiaries.*"[2]

2.   This evaluation aligns with WFP's Evaluation Policy (2016-2021) which specifies that corporate policies should be evaluated within four to six years of implementation and has been agreed with the Director of Human Resources (HR). The evaluation will follow the evaluation quality standards used for policy evaluations. The findings, lessons and recommendations from this evaluation will support the preparation of a future HR Strategy aligned with the new WFP Strategic Plan (2017-2021)[3] and other elements of the Integrated Road Map[4]. This is a summative evaluation that will focus on evaluating the quality of the Strategy, the results achieved and the factors that enabled or inhibited its implementation from 2014 to 2018[5].

3.   The Terms of Reference (TOR) were prepared by Elena Figus, the Evaluation Manager from the WFP Office of Evaluation, under the supervision of Deborah McWhinney following a document review and consultations with stakeholders.

4.   The purpose of the TOR is to provide key information to stakeholders about the proposed evaluation, to guide the selection of the independent evaluation team and to specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of WFP's policy and the activities to implement it, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information on the evaluation timeline (found in Annex 1), key statistics on WFP and its workforce[6,] and extracts from internal and external documents and databases relevant for the evaluation.

5.   The evaluation is scheduled to take place from November 2018 to August 2019. It will be managed by WFP's Office of Evaluation and conducted by an independent evaluation team. The evaluation report will be presented to the WFP Executive Board in November 2019 along with the management response.

1.2 Context

Internal[7]

6.   The WFP People Strategy (2014-2017) was approved in November 2014. The previous human resources strategy was titled, "Preparing for tomorrow today – WFP strategy for

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[2] WFP People Strategy (2014-2017), p.3.

[3] WFP/EB.2/2016/4-A/1/Rev.2*, https://docs.wfp.org/api/documents/e889f1e2-d50d-4afd-b104-418a4a89403e/download/

[4] For more infomormation, consult the Update on the Integrated Road Map presented to the Board, WFP/EB.A/2017/5-A/1, https://documents.wfp.org/stellent/groups/public/documents/eb/wfp291538.pdf, and see section 1.2 on context.

[5] As there is currently no new Strategy replacing the WFP People Strategy (2014-2017), the evaluation will also look into the actions taken in 2018 that relate to the Strategy.

[6] In this document, unless stated otherwise, the term "workforce" covers all the following categories: national and International staff on fixed or short-term contracts, Junior professional officers, Consultants, UN Volunteers, Fellowship holders, Interns, National Professional Officers, General Service staff (including on short term contracts), holders of Service Contracts and Special Service Agreements and WFP volunteers. Both the People Strategy and other corporate documents use the term "workforce" and the term "staff".

[7] See Annex 3 for an overview of all key WFP Policies and Board documents referred to in this document.

Managing and Developing Human Resources"[8] and was prepared in support of the WFP Strategic Plan 2008–2011 (SP), which articulated the historic shift for WFP from the provision of food aid to food assistance. The HR-related challenges that this shift implied are described as follows: "WFP's workforce needs to be responsive, skilled and partnership-oriented and WFP must capitalize on the increased value brought by a diverse workforce to enhance its ability to achieve its objectives"[9] (see Annex 4 for details).

7.   A new Executive Director joined WFP in early 2012 and immediately launched a Rapid Organizational Assessment. This assessment identified areas of strength and opportunities for improvement. The 'Fit for Purpose' initiative was the response to these conclusions and its main objectives focused on People, Partnerships, Processes/Systems and Programming. No formal HR Strategy covered the period from 2012 to 2014.

8.   The Fit for Purpose initiative identified several areas for improvement in relation to HR management and set-out three key action points: "1) undertaking a comprehensive review of the recruitment, reassignment and promotion processes, as well as systems related to performance management, learning and development, and benefits and entitlements; 2) establishing contractual modalities, administrative infrastructure and information systems for transferring locally recruited staff from UNDP to WFP/FAO rules and regulations; 3) developing a multi-year strategy for managing and developing WFP's workforce in line with the new organizational design and strategic priorities"[10] (see Annex 5 for additional details of the rationale, activities and the outputs of this action plan).

9.   In June 2013, the WFP Executive Board approved the WFP Strategic Plan 2014-2017[11], which set out to "provide the framework for WFP's operations and its role in achieving a world with zero hunger"[12][13]. This Strategic Plan identified 'People' as one of the key dimensions of the Management Results Framework[14] thereby making an explicit link between the objectives of the Strategic Plan and WFP's workforce:

> *"WFP will ensure its global workforce is Fit for Purpose by investing in the ability of its people to strengthen relationships with governments, build partnerships with other actors, design and deploy effective programmes, and measure results. It will assess staff skills and capabilities and deploy the right staff to the right locations. Through performance management, training, leadership development, and knowledge management, WFP will enhance staff capacity to:*
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> - *establish successful working relationships with governments, develop durable partnerships with other partners and strengthen accountability to beneficiaries;*
> - *engage in policy dialogue and formulation with national governments and make strategic choices for WFP's engagement;*
> - *design effective gender- and nutrition-sensitive programmes that support national, local and regional plans and priorities using the IASC gender marker and other appropriate tools;*

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[8] Preparing for tomorrow today: WFP strategy for managing and developing Human Resources (2008-2011) https://documents.wfp.org/stellent/groups/public/documents/eb/wfp187796.pdf?_ga=2.197791082.452563645.1535959196-1676586892.1530688783
[9] WFP Strategic Plan 2008–2011, p.5.
[10] WFP Management Plan 2014-2016, WFP/EB.2/2013/5-A/1, p.121-123.
https://docs.wfp.org/api/documents/88b565539ada4496915ff44971a0171e/download/
[11] WFP Strategic Plan (2014-2017) https://docs.wfp.org/api/documents/1d753ab4ae074b0eb20ba49d5776a71f/download/
[12] WFP People Strategy (2014-2017), p.3.
[13] WFP Strategic Plan (2014-2017), p.3: "*The Strategic Plan sets out what WFP will do to contribute to the broader global goals of reducing risk and vulnerability to shocks, breaking the cycle of hunger and achieving sustainable food security and nutrition, in line with the United Nations Secretary-General's Zero Hunger Challenge*".
[14] The five dimensions are: 1) People: WFP is people-centred, investing in staff capability and learning within a culture of commitment, communication and accountability; 2) Partnerships: WFP is a preferred and trusted partner for beneficiaries, communities, governments, United Nations agencies, non-governmental organizations (NGOs) and the private sector; 3) Processes and systems: WFP has efficient processes and systems that support optimal project design and implementation, supply chains, learning, sharing and innovation; 4) Programmes: WFP programmes deliver effectively and efficiently to the people they serve, and build capacity; 5) Accountability and funding: WFP is transparent, provides value for money and accountability for all resources, and is fully funded.

- *respond to complex emergencies, strengthen capacity, and transition programmes to national or local ownership and control; and,*
- *evaluate results and demonstrate evidence of impact through monitoring and evaluation against established metrics".[15]*

10.   To strengthen the WFP contribution to the 2030 Agenda, the WFP Executive Board approved a package of actions that make up the Integrated Road Map in November 2016. This package changes WFP's strategy, programme structure, financial management and reporting in order to improve its ability to help countries achieve the SDGs by 2030. It prioritizes SDG 2: "End hunger, achieve food security and improved nutrition and promote sustainable agriculture" and SDG 17: "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development".

11.   The strategic objectives and strategic results set by the WFP Strategic Plan (2017–2021) in this area (see below) stress national ownership and country-driven strategies for sustainable development. Complementing its direct engagement in food assistance, WFP will help governments to achieve these objectives and results through capacity strengthening, technical advice and assistance in the development of coherent policies, while ensuring that gender equality is integrated into all its work.

12.   The new and comprehensive architecture of the Integrated Road Map links four interrelated corporate components – the Strategic Plan (2017-2021)[16], the Policy on Country Strategic Plans[17], the Financial Framework Review[18] and the Corporate Results Framework (2017-2021)[19].

- **Strategic Plan (2017-2021).** The Strategic Plan and its objectives are aligned with the relevant SDGs, prioritizing emergency, life-saving and development work that benefits the poorest and most marginalized people. The plan outlines how WFP will operationalize its efforts to support national leadership and SDG achievement at the country level. The plan was approved at the same time as the QCPR and was directly informed by the QCPR deliberations.

- **Policy on Country Strategic Plans** (CSP Policy). Country strategic plans define the role and portfolio of assistance of WFP at the country level and they are the WFP strategic, programmatic and governance instrument in a country for a period of up to five years, replacing the previous collection of project documents.

- **Financial Framework Review.** This review introduces a new framework that aims to better align resources and results to improve decision-making. The redesigned budget structure will replace the current project-based model and will support the country portfolio approach to strategy, planning, implementation, budgeting and reporting to enhance results-based management.

- **Corporate Results Framework (2017-2021).** This framework lays out results and indicators to help WFP plan, implement, monitor and report on WFP programmes and measure management performance. The framework is the means through which WFP will demonstrate implementation of the strategic plan. It also links WFP activities to nationally defined SDG targets through to SDGs 2 and 17.[20]

13.   Various reviews, audits and evaluations provide a range of conclusions and recommendations in relation to aspects of the People Strategy. Human resources were highlighted as an area of particular concern in the Synthesis Report of WFP's Emergency

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[15] WFP Strategic Plan 2014-2017, para 62.
[16] WFP/EB.2/2016/4-A/1/Rev.2*, https://docs.wfp.org/api/documents/e889f1e2-d50d-4afd-b104-418a4a89403e/download/.
[17] WFP/EB.2/2016/4-C/1/Rev.1*, https://docs.wfp.org/api/documents/47634eca-1bc6-444e-8ea3-53cd372c3bab/download/.
[18] WFP/EB.2/2016/5-B/1/Rev.1, https://docs.wfp.org/api/documents/b4f767d0-8d07-457a-a88d-ed17569149fc/download/.
[19] WFP/EB.2/2016/4-B/1/Rev.1*, https://docs.wfp.org/api/documents/d727f05c-479e-474a-91ee-6c076329c0db/download/.
[20] A revised Corporate Results Framework is currently being prepared and will be submitted to the Board in November 2018 for approval.

Preparedness and Response (EPR) activities (2012-2015)[21] for example, which, despite emphasising WFP's experienced and pragmatic staff, identified systemic staffing gaps as a significant constraint on the performance of operations. The report highlighted that this was especially the case in rapidly evolving areas of knowledge, such as the use of cash-based transfers in emergencies. The report recommended that EPR be given a central place in the People Strategy, and that the HR Division should "assume responsibility for developing a holistic, multi-functional approach that includes recruitment, career development, capacity, deployment, health and well-being, with special consideration for national staff and women"[22]. Lack of skilled staff in specialist areas, such as vulnerability analysis and mapping (VAM) and monitoring and evaluations (M&E), as well as cross-cutting areas such as nutrition and protection, were also highlighted as areas of concern in other evaluations. The issue of operations being significantly constrained by limited human resources was also systematically raised in the Synthesis of Operation Evaluations in 2015[23], 2016[24] and 2017[25]. Additional evaluation findings and recommendations on human resources in the organization can be found in Annex 12.

14.   Areas for improvement were also identified by the internal and external auditors. WFP's Office of the Inspector General conducted an audit of HR management in country offices in 2016, which identified workforce planning and the use of service contracts as two high risk areas. The list of medium risks included weaknesses in the HR functional capacities and talent acquisition at country office level (see Annex 12 for the full list of recommendations). The recommendations from the 2017 External Auditors report on the developments and the structure of human resources between 1 January 2012 and 31 December 2016 can also be found in Annex 12, together with an overview of the status of implementation of the recommendations raised by the external auditors in 2012.

15.   Finally, the "Fit for Purpose Review" presented to the Board in February 2017[26] provides a conclusion on the implementation of the People Strategy: "overall, WFP has made progress in addressing several major issues that have impacts on its management of people, as outlined in the January 2016 report to the Executive Board. The shift of focus to national staff has been widely endorsed by country directors, although there are questions regarding the effectiveness and reach of available tools. Processes for managing staff performance are also more efficient, and there are greater opportunities for career development, learning and growth. WFP has been creative in seeking ways to attract and retain the talent it needs. The challenge for the future is to leverage these improvements to address the significant strain on WFP staff caused by the changing humanitarian landscape."[27]

External

16.   **The 2030 Agenda for Sustainable Development.** The UN 2030 Agenda for Sustainable Development, known as the 2030 Agenda, sets forth an ambitious, people-centered framework of action for achieving sustainable development – economic, social and environmental. It requires moving beyond saving lives to changing lives, focusing first on the people in greatest need.[28] The 2030 Agenda and its 17 Sustainable Development Goals (SDGs) are intended to be all-encompassing and to define global actions for the period up to 2030, including humanitarian assistance within the context of broader development progress and the realization of gender equality and the empowerment of women and girls. These actions

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[21] WFP Office of Evaluation, Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response (2012 – 2015).

[23] WFP Office of Evaluation, Operation Evaluations Synthesis 2014-2015, p.12.
[24] WFP Office of Evaluation, Operation Evaluations Synthesis 2015-2016, p.16.
[25] WFP Office of Evaluation, Operation Evaluations Synthesis 2016-2017, p.18.
[26] WFP, 2017 Summary Review of Fit for Purpose Organization-Strengthening Initiative. https://documents.wfp.org/stellent/groups/public/documents/eb/wfp289392.pdf. Coordinated by the Director Innovation and Change Management and performed by an external consultant.
[27] Ibid., p.7
[28] A/RES/70/1, http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E.

will be carried out at the country level, where national contexts, priorities and strategies will guide the work of governments, other partners and WFP. In addition, the Quadrennial Comprehensive Policy Review (QCPR) of the Operational Activities of the United Nations Development System (2017-2020)[29] was approved in late 2016 and guides the operational activities of the United Nations entities in support of the 2030 Agenda.

17.   **The New Way of Working.** In May 2016, the former UN Secretary-General Ban Ki-moon and the heads of key UN entities with the endorsement of the World Bank, signed a "Commitment to Action" document, in which they agreed on a "New Way of Working" in crises. While recognizing that humanitarian and development actors have been progressively working better together, the New Way of Working aims "to offer a concrete path to remove unnecessary barriers to such collaboration in order to enable meaningful progress"[30]. It includes working through joint planning and programming over multi-year timeframes to achieve collective outcomes based on the comparative advantages, with greater focus on vulnerability and on localization. It complements similar approaches in the 2030 Agenda and the Grand Bargain, but aims to provide a new momentum for addressing old problems more holistically.

18.   **United Nations Reform.** In mid-2017, the Secretary-General initiated a new and ambitious phase of the ongoing UN reform process that may lead to some significant changes in the way the UN is organized and approaches development. In his report on 'Repositioning the United Nations System', the Secretary-General proposed a number of reforms aimed at strengthening the ability of the UN to support Member States to deliver on Agenda 2030 and build on Member State requests to the UN Development System in the 2016 QCPR. They are rooted in the principles of reinforcing national ownership and developing country-contextual responses. In the report, the Secretary-General implicitly recognizes "people" as one of the three pillars for achieving the delivery of the SDGs, when he stated that "simplified procedures, decentralized action and investment in our human resources – our greatest assets – will underpin all efforts"[31]. The reforms propose the development of "a new generation of United Nations Country Teams" with enhanced skill sets and optimized physical presence. The capacities in need of the greatest "revamping" were identified as "partnerships and financing, statistics, innovative and integrated analysis, planning, foresight and risk management; advocacy and messaging on sustainable development; and technical expertise on emerging, frontier issues".[32]. Gender balance and equitable representation were also listed as critical in ensuring success towards the 2030 Agenda.

19.   Two reports published by the Joint Inspection Unit on the subject in 2012 highlight some of the common difficulties faced by UN organizations in the management of HR-related issues.

20.   The first report on Staff-Management Relations[33] noted that the quality of this relationship was generally average in WFP, which alongside FAO, ICAO, ILO, UNESCO and WHO showed structural and procedural challenges that needed addressing. Among these were the near universal sentiment that emerged from interviews with current and former field-based staff across the organizations that the interests of HQ-based staff were prioritized over those from the field, either intentionally or unintentionally, as well as a lack of awareness about their rights and responsibilities as UN staff members. As such, the focus of the People Strategy on 'Shifting the Focus' to national staff could be viewed as a timely initiative.

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[29] A/RES/71/243, http://undocs.org/A/RES/71/243
[30] OCHA, 2017, New Way of Working, p.6.
https://www.unocha.org/sites/unocha/files/NWOW%20Booklet%20low%20res.002_0.pdf
[31] A/72/684 – E/2018/7, http://www.undocs.org/A/72/684, p.6
[32] A/72/124 – E/2018/3, http://www.undocs.org/A/72/124, p.9 and p.16
[33] Joint Inspection Unit, 2012, Staff-Management relations in the United Nations specialized agencies and common system. https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2012_10_English.pdf . All recommendations were formally implemented by WFP by the end of 2015.

21. The second report on staff recruitment noted that "recruitment processes in all the organizations require substantial enhancements if they are to deliver selection decisions that secure the highest standards of efficiency, competence and integrity in the staff of the United Nations system organizations"[34]. The report made reference to the need for more effective recruitment of women and gender strategies and policies, including the use of annual targets, indicators and regular reporting, as well as the need for measures to ensure equitable geographical distribution in long-term posts at professional level and above.

22. A number of assessments point to other challenges at the global level. The 2013 Gallup State of the Global Workplace identified workers' engagement as the topic for the year on the grounds that "only 13% of the world's workers are engaged in their jobs"[35]. Five years on, the 2018 Mercer study on Global Talent Trends[36] refers to "purposeful engagement". Managing change also features high on the debate, with 96% of companies surveyed planning a redesign in 2017, citing the need for organizational redesign, talent redeployment and cultural reform. (see Annex 2 for additional information on trends)

Human Resources at WFP

23. WFP is one of the largest organizations working in the humanitarian and development sector and provides food assistance to 80 million people in over 80 countries. WFP's revenue increased 18% from US$5.45 billion in 2014 to US$ 6.4 billion in 2017.

24. Total workforce [37] also increased over the period, but not to the same extent. In 2017, WFP had total workforce of 16,128, up 10% from 2014 and 15% from 2013 (see Figure 1). In 2017, the total cost of staff for WFP was US$ 884 million or 14% of total WFP expenditure in that year (see Annex 6 for additional information on staff costs).

Figure 1 - WFP revenue and total workforce numbers (2013-2017)
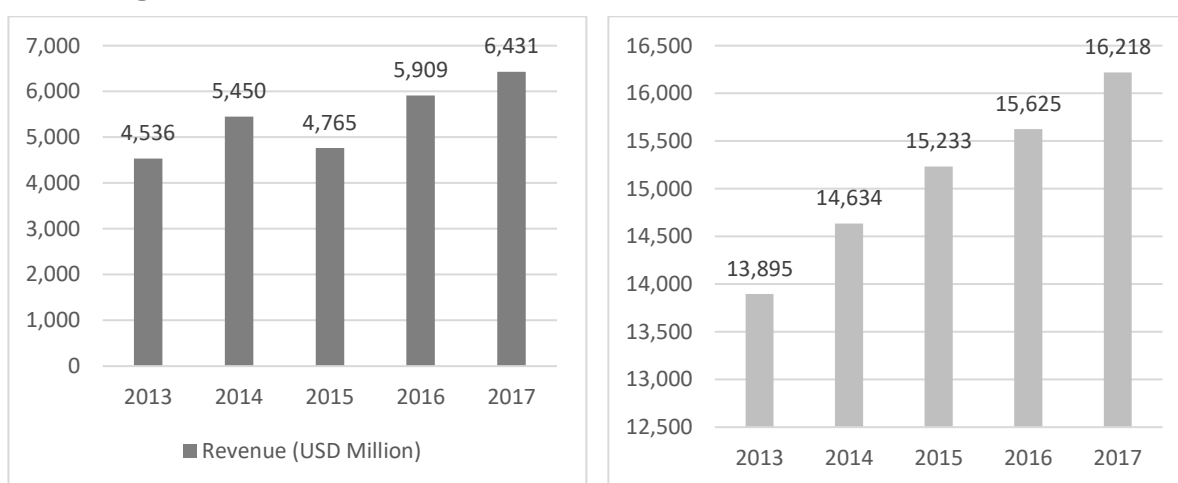
Source: Annual Audited accounts and WFP HR database

25. Over the evaluation period, WFP became not only larger, but also more complex, providing assistance through an increasing range of modalities and in a broad range of settings. The number and size of the emergencies that WFP is having to deal with is also on the increase, as shown in Figure 2 below.

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[34] Joint Inspection Unit, 2012, Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework, p.3 . https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_NOTE_2012_1_English.pdf. All recommendations were formally implemented by WFP by the end of 2015.
[35] Gallup, 2013, State of the Global Workplace, p.107. https://www.gallup.com/services/178517/state-global-workplace.aspx
[36] Mercer, 2018, Global Talent Trends Study. https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html
[37] 'Staff' is defined here as also including individuals employed on 'non-staff' contracts such as interns, WFP Fellowship Holders and WFP Volunteers.

Figure 2 - WFP Emergencies (2011-2018)
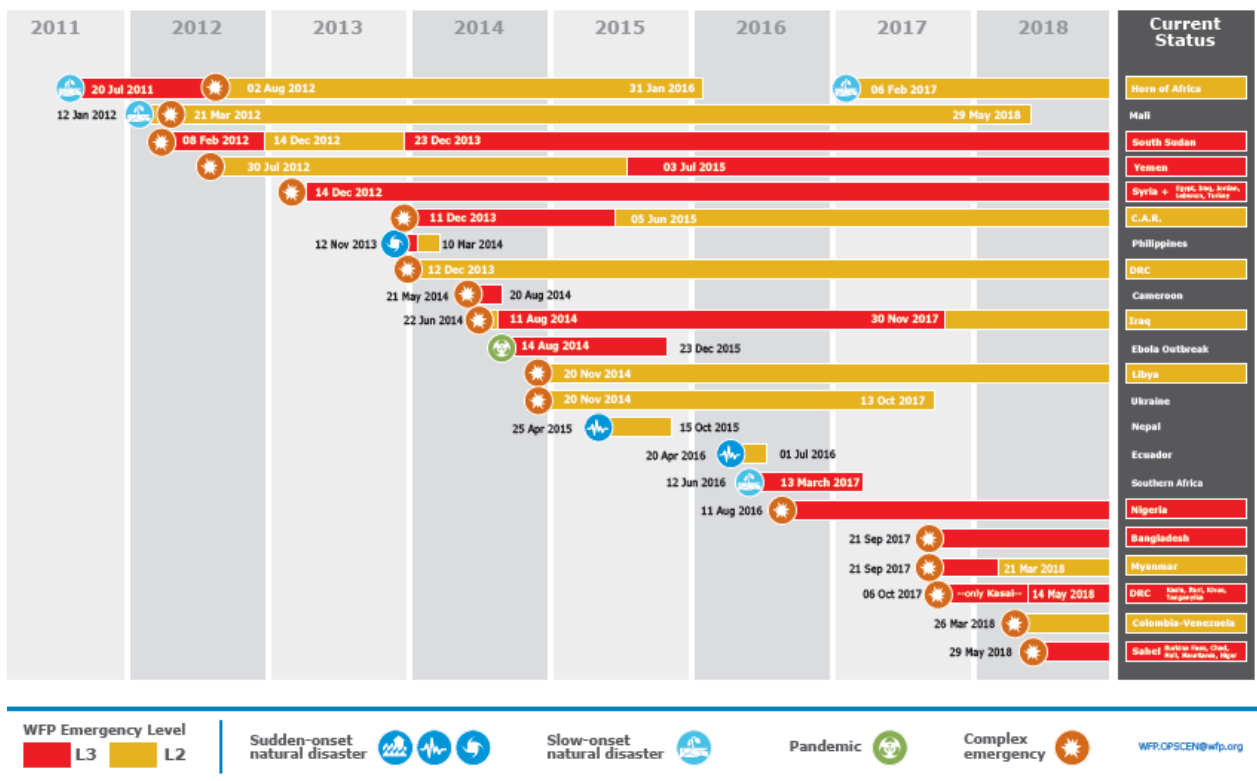
Source: WFP Internal Database. Note: L3 indicates a Global Emergency and L2 a Regional Emergency.

26.   The organisation shifted throughout the period from delivering in-kind food distributions (the modality on which WFP was created), to the distribution of cash and vouchers and shift towards resilience and capacity building activities. By the end of 2017, 23% total of expenditure was directed to cash-based transfers, compared to 11% in 2013[38].

27.   In 2017, a workforce of 16,281 people were based in over 100 countries, distributed as follows in 2017: 12% based in Rome or other OECD capitals (Headquarters, and WFP Offices (fundraising or liaison), 5% in Regional Offices (Panama, Cairo, Nairobi, Dakar, Johannesburg and Bangkok) and the remaining 83% in Country Offices and Logistics Hubs, of which over half were based in the 15 countries included in Figure 3 below.

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[38] WFP Annual Audited Accounts, 2013 and 2017.

Figure 3 – WFP workforce in the 15 countries with the largest 2017 expenditure[39] (workforce total and split by gender)
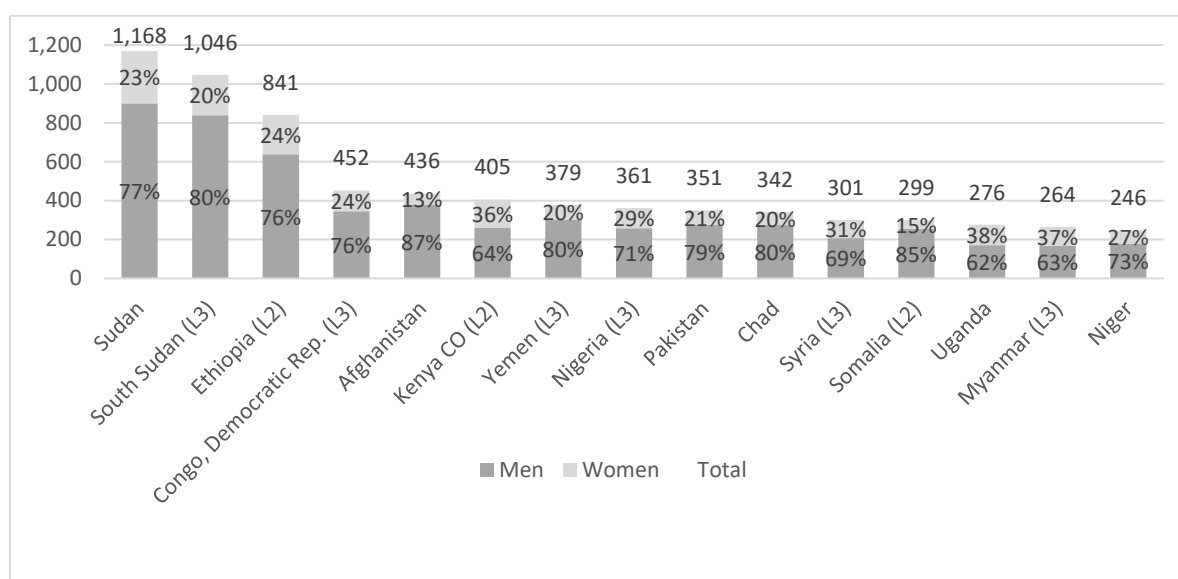
Source: WFP HR database as of December 2017.

28. There are certain specificities of the HR system in WFP:

- WFP staff are subject to FAO staff rules and regulation and WFP special rules, set within a UN common system framework which determine job categories, remuneration levels and types of contracts that can be used.[40]

- Staff are recruited either nationally or internationally (see Annex 8 for historical trend).

- Staff can be hired on fixed-term contracts, which include pension benefits and other benefits, or on consultancy contracts of different durations. Only a small number of staff are on continuing or indefinite appointments.

- Most international posts in WFP include a mobility clause and require staff to move every two to four years[41], depending on the duty station. Approximately 500 staff each year move from one post to another through the so-called "re-assignment" process.

- Most job profiles are linked to 20 functional areas (e.g. logistics, programme, etc) (see Annex 9 for the WFP organizational chart).

29. As Table 1 shows, there has been an increase in internationally recruited staff on consultancy contracts and an increase of nationally recruited staff on more stable contracts.

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[39] Definitions: L3 Emergency: WFP's highest emergency response classification, requiring the mobilisation of a global, corporate response; L2 emergencies: Emergency operations requiring regional augmentation of country-level response capabilities.
[40] See Annex 7 for an overview of the contracts that can be used in WFP
[41] The only exception are so-called "non-rotational" posts, which exist only in HQ or the regional offices, and which are deemed to be too technical to apply the rotational rule. For more details see Annex 7.

Table 1: WFP workforce by type of contract and recruitment process (2013 - June 2018)

WFP workforce	Q4 2013	Q4 2014	Q4 2015	Q4 2016	Q4 2017	Jun 2018	*% changed Q4 2014/ 2017*
Internationally recruited staff	1,536	1,611	1,611	1,641	1,679	1,742	*9%*
Internationally recruited "other"	988	1,264	1,483	1,653	1,763	1,917	*78%*
Nationally recruited staff	3,834	4,024	4,235	4,525	4,825	5,109	*26%*
Nationally recruited "other"	7,537	7,735	7,904	7,806	7,951	7,893	*5%*
	13,895	14,634	15,233	15,625	16,218	16,661	*17%*
	Q4 2013	Q4 2014	Q4 2015	Q4 2016	Q4 2017	Jun 2018	
Internationally recruited staff	11%	11%	11%	11%	10%	10%	
Internationally recruited "other"	7%	9%	10%	11%	11%	12%	
Nationally recruited staff	28%	27%	28%	29%	30%	31%	
Nationally recruited "other"	54%	53%	52%	50%	49%	47%	
	100%	100%	100%	100%	100%	100%	

Note: For the purposes of this table, the term "Internationally recruited Staff" refers to the following contracts: International Professional Staff (including those on short term contracts) and Junior professional officers; the term "Internationally recruited other" refers to Consultants, UN Volunteers, Fellowship holders and Interns; the term "nationally recruited staff" includes National Professional Officers, General Service staff (including on short term contracts), holders of Service Contracts and Special Service Agreements and WFP volunteers.

Source: WFP HR database as of December 2017.

30.   The HR Division of WFP is based in Rome and the Director of HR reports to the Deputy Executive Director of WFP, reflecting the important role of human resources in the delivery of the WFP mandate.[42] The team in HQ team is supported by a network of Regional HR Officers (one per region) and HR Officers and or HR focal points in most of the offices in the field.[43] The interface between HR and operations is provided by "staffing coordinators"[44] (one for each professional family) and senior staff who are part of various HR-related committees, such as the re-assignment committee or the promotion committee.

31.   WFP is committed to meeting and exceeding the standards of the United Nations System-Wide Policy on Gender Equality and the Empowerment of Women[45] (UN SWAP)[46] and to implement the UN System-wide Strategy on Gender Parity launched by the Secretary General in 2017 [47.] As articulated in the WFP Gender Policy (2015-2020), WFP is promoting gender equality and women's empowerment in all aspects of operations and is currently finalizing a 'Gender Parity Action Plan' to look at how WFP can progress towards a more equal gender representation within the organization. In 2017, 34% of the WFP workforce were women but numbers very differently between regions (as shown below in Figure 4) and between grades.

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[42] See Annex 9 for the organizational chart of WFP and Annex 10 for the organizational chart of the HR division.

[43] Overall, the HR division has 100 posts (including support staff) but a total of approximately 550 people working on HR matters across the organization.

[44] Staffing coordinators are not part of HR, but part of operations with a P4 grade or above. Except for two full-time staffing coordinators based in Rome, all staffing coordinators have their own "day jobs" but they act as the focal point for all recruitment and training decisions of the division

[45] CEB/2006/2, http://www.un.org/womenwatch/ianwge/gm/UN_system_wide_P_S_CEB_Statement_2006.pdf

[46] WFP Management Plan (2017–2019), p.31.

[47] https://www.un.int/sites/www.un.int/files/Permanent%20Missions/delegate/17-00102b_gender_strategy_report_13_sept_2017.pdf

Figure 4: Gender composition of WFP workforce by type of office

(2014 - 2017)
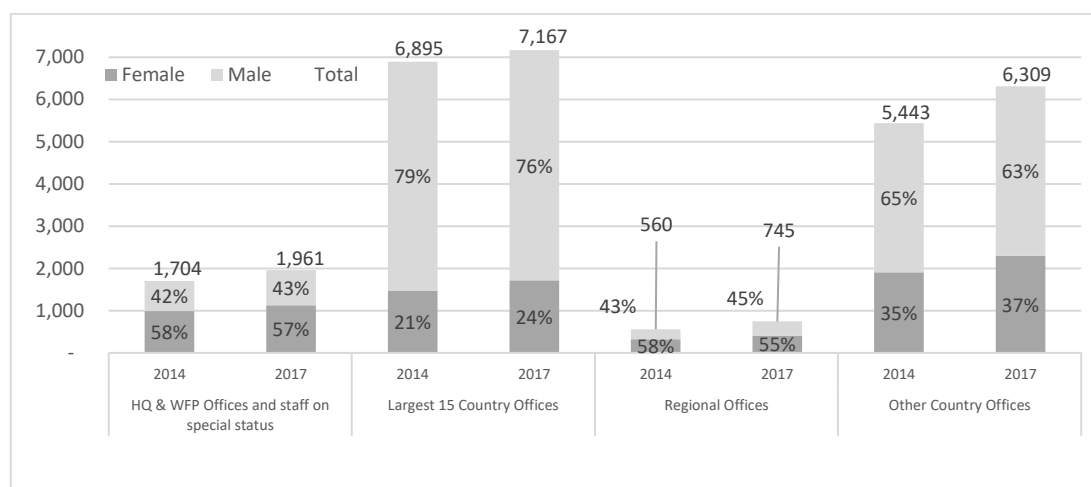
Source: WFP HR database

2. Reasons for the Evaluation

2.1 Rationale

32.   This evaluation aligns with WFP's Evaluation Policy (2016-2021), which specifies that corporate policies should be evaluated within four to six years of implementation and has been agreed with the Director of Human Resources (HR). Approved in 2014, the People Strategy is now in its fourth year of implementation and its inclusion in the OEV work plan (2019-2021) is therefore timely.

33.   This evaluation aims to assess the stated goals of the People Strategy and the mechanisms developed to implement it, in order to identify what has or has not been achieved, understanding the challenges or enabling factors and making tailored recommendations. It will help inform the preparation of a future HR Strategy.

2.2 Objectives

34.   Policy evaluations serve the dual objectives of accountability and learning.

- **Accountability –** The evaluation will assess and report on the quality and initial results of the Strategy, its associated tools, guidance and activities to implement it. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime.

- **Learning –** The evaluation will assess the quality of the Strategy given the context in which it was developed, determine the reasons why changes have or have not occurred, draw lessons, and derive good practices for learning. It will provide evidenced-based findings to assist in decision-making around the formulation of the future HR strategy

35.   Findings will be actively disseminated, and the WFP Office of Evaluation will seek opportunities to present the results at internal and external events as appropriate.

2.3 Stakeholders and Users of the Evaluation

36.   The People Strategy identified four categories of stakeholders interested in the Strategy - WFP staff, WFP leaders, beneficiaries and partners - together with the benefits that each of them would receive from the Strategy (see Annex 11 for details). While these four categories could be applied to most of WFP's strategies and policies, what sets this Strategy apart is: 1) the extent to which it affects <u>all</u> of WFP's staff; 2) the extent to which staff are instrumental in

the implementation of the Strategy, some in their dual role of staff and of managers; 3) the inherent limitations that the HR division faces in the implementation of a Strategy which it owns, given the role of staff itself and of all the other WFP processes and culture.

37. The key stakeholders for this evaluation include: the HR Division, Regional Directors, Country Directors and their HR Officers, the Leadership Group (Executive Director, Deputy Executive Director and Assistant Executive Directors), the Legal Office, HQ Directors and their staffing Coordinators[48].

38. A small group of stakeholders will be invited to join the Internal Reference Group (see Annex 17 for tentative membership). Members were selected by the OEV on the basis of a detailed stakeholder analysis to provide a representative cross section of responsibilities and views; they will represent their Divisions in reviewing and commenting on evaluation deliverables.

39. Other WFP internal stakeholders may be requested to: share their perspectives and provide information necessary to the evaluation; be available to the evaluation team to discuss the Strategy and its performance and results; and facilitate the evaluation team's contacts with external stakeholders.

3. Subject of the Evaluation

3.1 WFP People Strategy (2014-2017)

40. The WFP People Strategy was approved in November 2014, 17 months after the approval of the WFP Strategic Plan (2014-2017). It described itself as "the blueprint for how WFP intends to reinforce, build, retain and recruit its workforce, creating a more people-centered organization that focuses on the development and welfare of its employees, so they can better serve its beneficiaries."[49]

41. The Strategy were to re-enforce four of WFP's "existing characteristics"[50]:

- *Agility*. WFP responds quickly to emergencies. It is efficient in providing maximum benefit at lowest cost, and effective in achieving the best possible outcomes for the people it serves;
- *Resourcefulness*. WFP is expanding and enhancing its skill base to include nutrition, resilience, change management, monitoring and evaluation and partnership management skills by using existing tools and knowledge and establishing centers of expertise;
- *Scalability*. WFP is effective in scaling its activities up or down through deployment of its workforce in response to local needs;
- *Adaptability*. WFP continues to change and renew itself while maintaining its core values.

There was also an explicit reference to efficiency and effectiveness objectives by stating that it "will enable WFP to serve beneficiaries by delivering more, for more, with less."[51]

42. The Strategy included a set of four "imperatives" and fourteen related "initiatives" (see Table 2 below). The stated objectives of each imperatives were as follows:

1. *Imperative 1 - Reinforce a performance mindset*. Embed WFP values and behaviours and refresh performance management to recognize and reward good performance, identifying criteria for success and demanding individual accountability.
2. *Imperative 2 - Build WFP's talent*. Develop career frameworks and provide opportunities for learning and growth to make WFP a desirable place to work.

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[48] Every person in the WFP workforce is also key stakeholders in the evaluation and a sample of people of all grades will be interviewed during the evaluation. The Evaluation Team will also reach out to the Staff Associations.
[49] WFP People Strategy (2014-2017), p.3.
[50] WFP People Strategy (2014-2017), p.6.
[51] WFP People Strategy (2014-2017), p.4.

3. *Imperative 3 - Shift the focus*. Make the country level the central focus of WFP and define long-term projects to ensure that national staff – 82 percent of WFP's workforce – are engaged and provided with opportunities to continue building their capacities in response to operational and strategic organizational needs.

4. *Imperative 4 - Equip high-impact leaders*. Mobilize senior leaders,[3] enhance leadership and management capabilities to deliver on WFP's Strategic Objectives and hold senior leaders accountable.

3.2 Activities for Strategy Implementation

43.   All the key initiatives developed to achieve the four defined "Imperatives", together with their original implementation timeline and the actual implementation status as per the Policy update given to the Board in early 2016[52] are shown in Table 2. The estimated cost of the implementation of the Policy was in the range of USD 17.3 million overall, some of which was funded through the Fit for Purpose Initiative budget.[53]

44.   Annex 13 provides additional information on the actions taken in relation to the various initiatives together with information on actions that were already being implemented before the Policy was approved (as a result of their inclusion either in the previous HR Strategy or in the Fit for Purpose action plan).

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[52] WFP 2016, Executive Board Update on the People Strategy,
https://docs.wfp.org/api/documents/d80d4a29e2e0451389ceead854ed1822/download/
[53] Annex 13 also includes some additional information on funding.

Table 2 – WFP People Strategy – Imperatives and initiatives with implementation status as of January 2016

People			Implementation status as per 2016 Update to the Board	2014		2015		2016		2017	
Imperatives		**Initiatives**		Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2
I. Reinforce a performance mindset	1	Embed common WFP values and behaviours	Some deliverables still outstanding								
	2	Refresh the performance management process	Delivered according to plan								
II. Build WFP's Talent	3	Develop career framework and skills	Delivered according to plan								
	4	Build succession planning	Not mentioned								
	5	Refine WFP's employee value proposition	Not mentioned								
	6	Develop a talent acquisition strategy	Not mentioned								
	7	Create strategic workforce planning	Some deliverables still outstanding								
III. Shift the Focus	8	Develop national staff skills and capacity	Delivered according to plan								
	9	Implement fit for purpose contractual	Delivered according to plan								
	10	Ensure supportive and healthy workplace	Delivered according to plan								
	11	Launch next Global Staff Survey	Delivered according to plan								
IV. Equip High Impact Leaders	12	Mobilize senior leaders	Delivered according to plan								
	13	Develop leadership and management	Delivered according to plan								
	14	Conduct leadership talent review	Delivered according to plan								

Legend		
		Original timeline as per People Strategy
		Actual timeline as per 2016 Update to the Board
		Activities to be completed as per 2016 Update to Board

Source: People Strategy (2014-2017) p.16; Update on the People Strategy (2016) p.8

45.   As the People Strategy was developed as an over-arching framework, a functional HR strategy was still required to implement various initiatives. This was developed and approved in 2015 for work to be carried out between 2016-2018. Whilst this functional HR strategy makes reference to the four imperatives from the WFP People Strategy, it also defines its own specific objectives to articulate the changes impacting the structure and functioning of HR in HQ and in the field.[54] They are:

▪ *Solving Problems closest to the Beneficiary*: Understanding the local workforce context and its implications to develop HR strategies aligned with local organization strategies, making WFP more effective at the point of need;

▪ *Sourcing, Developing and Deploying Talent*: Making sure that all HR capabilities (people, processes and technologies) are optimally designed and available for Regional and Country Offices - so that the right people with the right skills are in the right place at the right time to help WFP meet its dual mandate;

▪ *Engaging and Aligning People to WFP's mission:* Linking individual employees' sense of purpose with WFP's purpose to create more meaningful experiences for employees. This will help enhance employees' engagement as well as individual and overall organizational performance, leading to better service for beneficiaries.[55]

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[54] The HR Functional strategy also lists the changes that need to occur in the HR department to help deliver the strategy.
[55] WFP HR Functonal Strategy (2016-2018)

46.   Some of the changes that were implemented within the HR function after the approval of the People Strategy include the creation of new branches (talent acquisition and deployment, performance strengthening, capability development and staff relations), the abolition of the recruitment and re-assignment branches, the launch of the Capability Development Programme for national HR staff and the establishment of the Staff Wellness Division (following the Wellness Strategy approved by the Board)[56].

47.   In addition to the initiatives described in the above paragraphs, in mid-2018 the HR Division rolled-out a new tool-kit for the organizational re-alignment of staffing structures at country level, and in some HQ Divisions, to the new Country Strategic Plans approved by the Board and their impact on the technical support teams based in HQ. Additional funds are being requested to support the roll-out of improved work-force planning across the organization.

Performance Measurement

48.   The Strategy states that, "the implementation of the People Strategy will be measured through WFP's corporate accountability framework – the Management Results Framework (People Component) – to ensure that impacts will create value for stakeholders, including WFP's leaders, staff and partners. The strategy will enable WFP to serve beneficiaries by delivering more, for more, with less"[57]. The Strategy itself identified four possible key performance indicators (KPIs), each related to one of the four People Dimensions used in the Annual Performance Plan: two of the KPIs were to be taken from the Global Staff Surveys (question on line manager effectiveness and question on growth and development opportunities[58]), one from HR statistics (retention rate) and one indicator (to be identified) as a proxy for the staff/position alignment. The indicators included in the Management Results Framework are listed below in Table 3.[59]

Table 3 – "People" Key Performance Indicator included in the WFP Annual Performance Plan

"People" KPIs
1. Skills: Effective staff learning and skills development
1.   Number of on-line Learning Management System (LMS) courses completions[60]
2.   Number of unique LMS users
3.   Number of unique LMS users who are national staff
2. Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability
1.   Gender representation: international professionals (%)
2.   Gender representation: senior staff (%)
3.   Geographic representation: senior staff (%)
3. Organization: Appropriately planned workforce
1.   Retention rate
4. Talent: Effective talent acquisition and management (attract, recruit, deploy)

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[56] The Staff Wellness division has now moved out of HR and is now reporting to the Resource Management Associate Executive Director.
[57] Whilst the Strategic Results Framework of WFP changed in 2017, these management dimensions -including people – have remained and were still used in the 2017 Annual Performance Plan.
[58] See Annex 15 for high level 2012 and 2015 Results. The 2018 Global Staff Survey results will be made available to the Evaluation Team once contracted as part of the evaluation library documents.
[59] Annex 14 includes more detailed information on the target values and actual values of these indicators over the period 2014-2017.
[60] On-line Learning Management System (LMS)

"People" KPIs
1. Total number of applications excluding talent pool applications (and average applications per position)
2. Total number of female applications excluding talent pool applications (%)
3. Total number of international professional female hires (%)
4. Percentage of total hires from developing countries
5. Reassignment: number of positions with zero applications
6. Reassignment: percentage of positions filled
7. Reassignment: proportion of applications to D and E duty stations (%)[61]

3.3 Scope of the Evaluation

49. The evaluation will cover the **WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan 2014-2017** primarily focused on addressing the quality of the Strategy and its implementation mechanisms, including guidance, tools, processes, capacity building and system creation/renewal. The evaluation will cover the period of implementation of the People Strategy from 2014 to 2017 and into 2018. It will assess results achieved across the four 'imperatives' and will be guided by the following criteria: relevance, effectiveness, efficiency, impact and sustainability.

4. Evaluation Approach, Questions, and Methodology

4.1 Overview of Evaluation Approach

50. This evaluation will follow WFP's Office of Evaluation Quality Assurance System guidance for policy evaluations. The evaluation questions and sub-questions will be systematically addressed so as to meet both the accountability and learning goals.

51. Given the sensitivity of the subject and in line with the UN Evaluation Group Code of Conduct and Ethical Guidelines, the evaluation team will make sure that each member ensures complete confidentiality at all times, respecting people's right to provide information in confidence and making participants aware of the scope and limits of confidentiality. Evaluators must ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals, respecting dignity and diversity and minimize risks to, and burdens on, those participating in the evaluation.

52. During the Inception Phase, the evaluation team will participate in a briefing at WFP HQ in Rome. The Team Leader and the Evaluation Manager will also travel to a Regional Bureau and a Country Office to deepen their understanding of the context, gather information on data availability and quality, and test data collection instruments. The inception report will include a detailed evaluation matrix and a description of the proposed methodological approach. The evaluation will address the three main evaluation questions (see section 4.3 below), will include a reconstructed theory of change and will analyse the role of cultural factors in supporting or hindering change. When assessing the quality of the People Strategy, the evaluation will refer to international benchmarks for similar strategies in effect at the time of its development. An assessment of gender-related gaps will be included in the approach.

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[61] Duty stations with difficult living conditions

4.2 Evaluability Assessment

> ***Evaluability*** *is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

53.   The preliminary analysis carried out by OEV identified the following facts which may affect evaluability and which will need to be assessed by the evaluation team as part of its inception work: 1) a lack of a formal theory of change or log frame in the Strategy; 2) output and outcome indicators do not appear to be able to capture all of the expected outcomes of Strategy and for which the base lines has not always been clearly identified; 3) the availability of a large amount of transactional data relating to staff hires, transfers, promotions, training, etc, which will require careful analysis and sampling criteria in order to ensure that data can be used to draw more general conclusions on the level of implementation of the strategy and on its impact; and, 4) the importance of behaviours and values as factors in enabling or limiting the implementation of the Strategy (e.g. corporate culture of transparency and accountability, perceptions of fairness, etc).

54.   The evaluation team will be expected to take all these factors into account when firming up the methodology during the inception phase.

4.3 Evaluation Questions

55.   The following three evaluation questions are standard for policy evaluations and include sub-topics to be considered by the evaluation team when preparing the evaluation matrix.

56.   **Question 1: How good was the Strategy?** The evaluation will assess the Strategy considering international good practice in the humanitarian, development and private sector. It will assess whether the Strategy was designed to attain results and support WFP's evolution to a new strategic and operating environment. The evaluation will assess the extent to which the Strategy:

- provides a clear understanding to its internal and external stakeholders of WFP's conceptual and strategic vision on its staff ("people");
- sets clear and measurable expectations to internal and select external stakeholders;
- is in line with similar strategies by comparator organisations (in the humanitarian and development sector and in comparable private companies) and whether it reflects evolving good practice in this area;
- remains relevant in the face of changes in the WFP Strategic Plan (2017-2021);
- is consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks in force at different levels of the organization and with the UN reform and specific initiatives of the Secretary General, such as those on Gender.

57.   **Question 2: What were the results of the People Strategy (2014-2017)?** The evaluation will assess the main areas in which results were achieved and for whom, as well as the main types of results produced and their sustainability (see Annex 13 for a list of initiatives carried out to implement the Strategy). In so doing, the evaluation will generate, to the extent possible, an understanding of other factors that led to changes at Country Office, Regional Bureau, WFP Office and HQ levels to establish plausible associations between these occurrences and the stated Strategy and its implementation measures. Elements to be assessed include the extent to which:

- there is evidence to document and validate intended and unintended outcomes of the implementation of the Strategy;

- the KPIs selected to measure the results of the Strategy were adequate and comprehensive;

- the implementation process of the Strategy has produced quality guidelines and tools with emphasis on the availability and adequacy of such tools and their application at all levels (HQ, RB, CO);

- WFP's own capacity to identify, recruit, train and promote high potential staff has increased and how that has strengthened WFP's comparative advantages corporately and across Country Offices in the fight against hunger;

- implementation of the Strategy has led to documented organizational change in WFP at all levels in relation to the four imperatives; and,

- there have been any other intended and unintended consequences (positive or negative) of the implementation of the policy.

58. **Question 3: Why has the Strategy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the incentives, triggers or explanatory factors that caused the observed changes (question 2). It will look at explanatory factors that resulted from the way in which the Strategy was developed and articulated (question 1), the way in which it was implemented (e.g. looking at resource issues, change in cultural norms and incentives, etc.), and others (e.g., underlying understanding, assumptions, etc., that influence behaviour).

59. The evaluation should consider internal factors and external factors such as:

- Buy-in, support and political will by a range of key stakeholders (Executive Board membership, WFP Senior Management Group, various Committees involved in the promotion and re-assignment decisions, HR officers, WFP Managers, Staff, Staff Association, etc);

- Institutional enabling environment and incentives, including corporate culture;

- Appropriate skills set, competencies, organizational structure within the HR Division;

- Appropriate skills set, competencies, and reporting lines of the interfaces between HR and the operating units (e.g. staffing coordinators, HR-related committees, etc.)

- Delegations of authority in relation to HR decisions

- Funding available for hiring, for training and for promoting (total value, predictability and patterns over time)

- Gender and diversity targets

- Rotational vs non-rotational posts and processes for recruitment and promotion

- Changes (actual and planned) in the size, location and type of WFP activities and implementing modalities (e.g. new Country Strategic Plans, etc.)

- Monitoring and performance indicators used;

- External operating environment and factors, including UN reform, competing employers, changes in working patterns and working conditions, etc.

4.4 Methodology

60. The evaluation team will be expected to take a rigorous methodological approach to ensure high quality, credibility and use of the evaluation. The evaluation methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual

purposes of accountability and learning. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS), which provides details on the elements to be included in the methodology, including attention required to gender equality and the empowerment of women.[62]

61.   The inception phase will include a visit to Rome by the entire team. The team leader and the evaluation manager will carry out a field mission to Nairobi (hub for Eastern and Central Africa Regional Bureau, the Kenya Country Office and part of the Somalia Country team) and to Kampala[63.] . The output of the Inception phase will be an Inception Report which, in line with EQAS technical note, will include:

- a reconstructed theory of change, using information from staff already present at the time. This will help in ensuring that the existing outcome and output indicators, can be complemented by other key performance indicators covering all aspects of the Strategy.[64]

- a detailed evaluation matrix, in line with EQAS.

- a sampling strategy to ensure coverage of all aspects of WFP's human resource management covered by the Strategy (recruitment, promotion, etc.)

- a detailed quantitative and qualitative data collection methodology which will be used to complement evidence from interviews and document reviews

- an overview of global HR trends

- a clear criterion for the selection of organizations to benchmark against and the list of organizations chosen from the humanitarian, development and private sectors.[65]

- a clear description of field work, and a final selection of HQ divisions, country offices and regional bureau that will be used as a purposive sample for the evaluation (clearly defining the criteria used in the selection and any differences from the initial selection made by OEV)[66]

- a full review of data availability and quality, with methods to be used to mitigate any limitations identified

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- an analysis of key enabling factors to be analyzed in the evaluation phase (internal and external to WFP; formal and informal; etc.)

- the methodology to be followed to evaluate whether a gender analysis is mainstreamed throughout this process, including in the evaluation questions and indicators

- additional documents and data needed by the evaluation team before the start of the evaluation phase

62.   During the Data Collection Phase, the evaluation team will be expected to collect evidence through the analysis of a purposive sample of WFP country offices, regional bureaux

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[62] In addition to the guidelines on Policy Evaluations, the team will be expected to make reference to the "Top 10 Evaluation Lessons for Policy Quality in WFP" recently published by the Office of Evaluation of WFP and available at https://docs.wfp.org/api/documents/WFP-0000002715/download/

[63] These locations will be confirmed before the start of the formal Inception Phase.

[64] The reconstructed theory of change should also include an analysis of which activities were directly related to the implementation of the strategy and which ones were part of prior initiatives, such as the Fit for Purpose Action Plan

[65] A preliminary analysis conducted by the Office of Evaluation identified the following organizations as good comparators based on their size and their type of activities: UNICEF (13,754 staff in 2017), UNHCR (15,273 staff) and ICRC (16,586 staff).

[66] See Annex 16 for OEV tentative criteria and selection.

and HQ divisions. The work is expected to be carried out through a mix of field visits (in Rome and across WFP offices outside Rome) and desk reviews.

63.   The data collection phase in Rome will include interviews with key informants in HQ Divisions.

64.   Annex 16 includes key selection criteria and a tentative list of field mission and desk reviews locations., summarized in the table:

Table 4. Preliminary timeline and key deliverables of the evaluation

Phase of the evaluation	Rome – field trip	Regional Bureaux -field trip	Country Offices – field trip	Country Offices - Desk-top review
Inception [67]	1 - entire evaluation team	1	Up to 3 offices[68]	-
Data Collection	1 - team leader and selected team members	2	Up to 2 countries per region	3 countries (tbc)

Source: WFP Office of Evaluation

65.   Evaluation Team members will be expected to spend approximately 2 to 3 days in country where they will meet WFP staff and with the UN resident coordinator, at a minimum.

66.   The current proposed sample has been selected using the following criteria:

- mix of office sizes and growth trends over the policy period;

- type of WFP activities and country security risk;

- country context and risk outlook and HR staffing structure and timing of organizational re-alignments (if any).

67.   The sample has also been selected to limit the burden on countries subject to evaluation missions in the last two years or which are included in the 2019 Evaluation Workplan. The final decision on the sample will be made during the inception phase.

68.   The evaluation team will be expected to make the most of the existing evidence collected and analysed over the years by the Office of Evaluation itself, by WFP Internal Audit, by the External Auditors of WFP, by the Fit for Purpose Review team and by the UN Joint Inspection Unit. This will ensure that the team avoids duplication and is able to focus on the more strategic issues relating to the Strategy.

69.   Annex 3 includes a list of key WFP documents which are currently part of the Evaluation Library for this assignment and that the team will be expected to review during the Inception Phase, prior to the HQ briefings in Rome. Detailed HR datasets have also been already collected and should be reviewed during the Inception Phase. All the data used and collected to inform the evaluation will remain the property of WFP and should be made available if and when requested by OEV.

4.5 Quality Assurance

70.   WFP's evaluation quality assurance system is based on the UNEG norms and standards[69] and good practices from the international evaluation community (ALNAP and DAC). It sets out processes with steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will have to be systematically applied during this evaluation

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[67] 4 offices but only 2 locations (See Annex 16 for more details).

[68] Only the team leader will be excepted to travel outside Rome during the inception phase. Team members are not expected to necessarily travel together in the data collection phase.

[69] http://uneval.org/

at all stages. The evaluation manager will conduct the first level quality assurance, while a Senior Evaluation Officer will conduct the second level review.

71.   This quality assurance process does not interfere with the views and independence of the evaluation team, rather it ensures the report provides sufficient and appropriate evidence in a clear, concise and constructive manner and draws its conclusions on that basis.

72.   The evaluation team will be required to set out its own formal protocols to ensure the quality of data[70] (including from informants) and the internal quality assurance process it is expected to perform before submitting deliverables to OEV, from the inception phase to the final reporting phase.

5. Organization of the Evaluation

5.1 Phases and Deliverables

73.   Table 4 below gives a high-level overview of key deliverables and tentative deadlines of the evaluation. A more detailed timetable can be found in Annex 1.

Table 5. Preliminary timeline and key deliverables of the evaluation

	Phases/(deliverables)	Aug. – Nov. 2018	Dec. 2018- Feb. 2019	March -April 2019	May – August 2019	Sept - Nov. 2019
1	**Preparation (by OEV** Terms of Reference; Contract with Eval. Team; Document review; Stakeholder consultation; Identification of evaluation team	X				
2	**Inception** HQ Briefing; Review of documents and data included the electronic library prepared by OEV (quantitative and qualitative); Inception mission; Inception Report		X			
3	**Data collection** Debriefing presentations			X		
4	**Reporting** Draft and Final Evaluation report; Stakeholders' workshop report; Summary Evaluation Report				X	
5	**Presentation (by OEV)** Board Presentation; Executive Brief; Other					WFP Executive Board Nov 2019

5.2 Evaluation Team

74.   A team leader and team members with senior evaluation and in-depth knowledge of HR processes will be hired to conduct the evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The team leader requires strong evaluation and leadership skills and experience with evaluation of global corporate policies. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and

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[70] Minimum criteria: validity, consistency and accuracy

final evaluation reports (including the Summary Evaluation Report for the Executive Board) and evaluation tools in line with agreed EQAS standards and agreed timelines.

75. The team will not have been involved in the design, implementation or monitoring of the WFP People Strategy (2014-2017) nor have any other conflicts of interest. The evaluators are required to act impartially and respect the evaluation code of conduct.

76. The team should have strong expertise in conducting global evaluations that incorporate country level case studies and the use of mixed methods in evaluation, and in-depth technical knowledge of HR. The team should, collectively, have the following knowledge and expertise:

- Senior experience in global Policy Evaluations (mandatory requirement for the Team Leader and ideally for the other team members as well)

- In-depth knowledge of Human Resources Management models and trends (through academia or consulting)

- Actual experience in Human Resource Management or Reviews at senior level in comparable organizations in the humanitarian and development sector and in the private sector

- In-depth knowledge of the UN HR system, through either direct experience or a review of a similar UN organization

- Familiar with current practices and debates referring to gender and diversity in the workplace

- Expertise in the assessment of change management

77. Given the complexity of the topic and the importance of this evaluation for all of WFP's stakeholders, having someone in the team with sound knowledge of WFP operations and/or direct experience in the management of humanitarian operations in the field will be considered an advantage.

78. The evaluation team should comprise men and women of mixed cultural backgrounds, with excellent verbal and written communication skills in English and ideally, additional language capacities (e.g. French and Spanish). The team will also need to comprise a data analysis who will support the evaluation team members. The team will be requested to sign the Code of Conduct for Evaluation in the UN System.[71]

79. The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collecting and analyzing information; participating in team meetings with stakeholders; preparing inputs in their technical area for the evaluation products; and contributing to the preparation of the evaluation report.

80. Support will be provided by OEV to collect and compile relevant WFP documentation, not available in public domain, to facilitate the evaluation team's engagement with WFP colleagues and to provide support to the logistics of field visits.

5.3 Roles and Responsibilities

81. This evaluation is managed by OEV. Elena Figus, Evaluation Officer, has been appointed Evaluation Manager responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process following EQAS[72]. Deborah McWhinney, Senior

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71 http://www.unevaluation.org/document/detail/100
72 The Evaluation Manager has not been part of the design of any HR policies covered by this evaluation and is therefore regarded as not having a conflict of interest that would reduce her objectivity.

Evaluation Officer, will conduct the second-level quality assurance. The Director of Evaluation will approve the terms of reference, evaluation report and summary evaluation report.

82.   The Evaluation Manager is responsible for drafting the terms of reference, selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the inception and field missions (if any); conducting the first reviews of evaluation products; and consolidating comments from stakeholders on the main evaluation products. She will also be the interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth communication and implementation of the evaluation process. An OEV Research Analyst will provide research support throughout the evaluation. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

83.   To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of informants.

84.   There will be an internal reference group for this evaluation, composed of a cross-section of WFP staff from HQ, the Regional Bureaux and the Country Offices (see Annex 17 for tentative membership). In their advisory role, they are expected to review and provide feedback on evaluation products such as TOR and reports.

85.   An Expert Advisory Group composed of individuals with relevant expertise in human resource management may also be established. This will be determined during the Inception Phase.

86.   When required, WFP Country Offices will be asked to help setting up meetings and provide logistic support during the fieldwork.

5.4 Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will identify the users of the evaluation, duty bearers, implementers, beneficiaries and include the gender perspectives, to decide who to disseminate to results to and how best to do it.

87.   Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation Terms of Reference and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A more detailed communication plan for the findings and evaluation report will be drawn up by the Evaluation Manager during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.

88.   OEV will make use of data sharing software to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will assist in discussing any particular issue.

89.   In order to elicit discussion and feedback on the draft evaluation findings, conclusions and recommendations, OEV will organize a learning workshop with the Internal Reference Group and other stakeholders.

90.   Main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will organize a stakeholder's

workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

91.   The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official WFP languages in November 2019. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. The country offices and the regional bureaux are encouraged to circulate the final evaluation report to external stakeholders.

Acronyms

CO	Country Office
EB	Executive Board
EAG	External Advisory Group
EQAS	Evaluation Quality Assurance System
HQ	Headquarters
HR	Human Resources
KPI	Key Performance Indicators
LMS	Learning Management System
OEV	Office of Evaluation
PACE	Performance and Competency Enhancement (appraisal system)
RB	Regional Bureau
TOR	Terms of Reference
UN	United Nations
WFP	World Food Programme

Annex 1: Evaluation Timeline

Phase/activities			Resp.	Deadlines
Phase 1 - Preparation				August – Nov. 2018
	1.	Interview with key internal informants and document and data collection (e-library)	EM/RA	From 01/08/2018
	2.	Draft 1 TORs submitted to QA2.	EM	27/08/2018
	3.	Draft TORs sent to OEV Director for comments	DOE	19/09/2018
	4.	Comments on draft 1 returned to EM; revisions and OEV Quality Assurance	EM, QA2	04/10/2018
	5.	DoE clearance for circulation of TORs to process owner (HR)	DOE	12/10/2018
	6.	Deadline for comments from HR	EM	26/10/2018
	7.	Establishment of IRG	EM	20/11/2018
	8.	Final TOR sent to WFP Stakeholders	EM	23/11/2018
	9.	Contracting evaluation team/firm	EM	23/11/2018
Phase 2 – Inception				Dec. 2018 – February 2019
	1.	Team preparation prior to HQ briefing (reading Docs)	Team	24/11– 02/12/2018
	2.	HQ briefing (WFP Rome)	EM & Team	03 – 7/12/2018
	3.	Inception Mission outside Rome *	EM+TL	10-18/12/2018
	4.	Submit Draft Inception Report (IR) to OEV (after LTA firm Quality Assurance review)	TL	14/01/2019
	5.	OEV quality assurance and feedback	EM	17/01/2019
	6.	Submit revised draft IR (D1) to OEV	TL	22/02/2019
	7.	OEV Quality Assurance	QA2	24/02/2019
	8.	Share IR with IRG and EAG for their feedback (2 weeks for comments)	EM	25/01/2019
	9.	Deadline for comments	IRG, AEG	08/02/2019
	10.	OEV consolidate all comments in matrix and share them with TL	EM	12/02/2019
	11.	Submit revised IR (D2)	TL	20/02/2019
	12.	Circulate final IR to WFP Stakeholders FYI; post a copy on intranet.	EM	27/02/2019
Phase 3 - Evaluation Phase, including Fieldwork				March - April 2019
	1.	Fieldwork & other data collection (*). Field visits & internal briefings with CO and RB (ppt) after each country visit	Team	04/03 – 05/04/2019
	2.	Overall debriefing with HQ, RB and COs Staff (ppt)	EM+TL	15/04/2019
Phase 4 - Reporting				May – August 2019
Draft 0	1.	Submit draft (D0) Evaluation Report (ER) to OEV (after LTA firm Quality Assurance review)	TL	29/04/2019
	2.	OEV comments sent to the team	EM	6/05/2019
Draft 1	3.	Submit revised draft ER to OEV	TL	15/05/2019
	4.	OEV to provide an additional round of comments	EM	22/05/2019
Draft 2	5.	Submit revised draft ER (D2) to OEV based on OEV comments.	TL	29/05/2019
	6.	OEV Quality Assurance	QA2	5/06/2019
	7.	Submitted to DoE for clearance for circulation to WFP stakeholders.	DoE	10/06/2019

	8. Share ER with IRG and EAG (2 weeks for comments)	EM	14/06/2019
	9. Stakeholders' workshop	EM	25-26/06/2019
	10. Deadline for comments on ER	IRG, EAG	28/06/2019
	11. OEV consolidate all WFP's comments (matrix) and share them with TL	EM	2/07/2019
Draft 3	12. Submit revised draft ER (D3)	TL	15/07/2019
	13. OEV final feedback on ER sent to the team	EM	17/07/2019
	14. Submit draft (D0) Summary Evaluation Report (SER)	TL	29/07/2019
	15. OEV feedback on SER sent to the team	EM	31/07/2019
	16. Submit revised SER	TL	05/08/2019
	17. OEV Quality Assurance	QA2	06/08/2019
	18. Seek DoE clearance to send SER to Executive Management Group (EMG)	EM	07/08/2019
	19. OEV circulates SER to EMG for comments (2 weeks for comments)	EM	09/08/2018
	20. Deadline for EMG comments	EMG	23/08/2018
	21. OEV sends and discusses the comments on the SER to the team for revision	EM	26/08/2018
Draft 4	22. Submit final draft ER (with the revised SER) to OEV	TL	28/08/2018
	23. Seek Final approval by DoE. Clarify last points/issues with the team	EM+TL	30/08/2019
Phase 5 - Executive Board (EB) and follow-up			September – Nov. 2019
	1. Submit SER/rec to RMP for management response + SER for editing and translation	EM	30/08/2019
	2. Dissemination, OEV websites posting, EB Round Table Etc.	DoE/EM	15/10/2019
	3. Presentation of Summary Evaluation Report to the EB	DoE	18-22/11/2019
	4. Presentation of management response to the EB	RMP	18-22/11/2019

Note: _(*) Missions outside Rome to be confirmed. Informants outside Rome might be contacted via video conference instead._

Legend:

- DoE: Director of Evaluation, WFP
- EB: Executive Board
- EM: Evaluation Manager (WFP Evaluation Officer assigned to this evaluation)
- EMG: Executive Management Group (of WFP)
- ER: Evaluation Report
- EAG: External Advisory Group
- IR: Inception Report
- IRG: Internal Reference Group
- LTA: Long Term Agreement with WFP Office of Evaluation
- RA: Research Analyst from WFP Office of Evaluation
- RMP: WFP Performance Management and Monitoring Division
- SER: Summary Evaluation Report
- TL: Team Leader (independent consultant/from independent evaluation firm)

Annex 2: Global HR Trends (2013 and 2017)

a) From the Gallup 2013 report on the State of the Global Workplace[73]

- General recommendation: "The most highly engaged organizations do not get that way by accident; it takes proper execution, hard work, and perseverance to master the integration of each of these four critical components. Top-performing organizations are outcomes-focused. They define and rigorously measure success at every level in the organization in a way that focuses every person, team, department, and business unit on driving performance and results."

- On Strategy and Leadership Philosophy. "Although more organizations worldwide are beginning to recognize the central role employee engagement plays in driving profit and growth, leaders still fail to provide a clear vision to their people of how engagement connects to the company's mission and growth strategy. If leaders portray employee engagement simply as a survey or a human resources initiative — or worse, aren't involved at all — they will not realize the business results we've outlined in this report. The best leaders understand that there is an emotional undercurrent to everything they do, which affects how they conduct business every day. They take a strategic, top-down approach to engaging leadership teams and then cascade engagement through the ranks of managers to employees on the front lines."

- On Accountability and Performance. "Highly engaged organizations hold managers accountable — not just for their team's engagement, but also for how it relates to their team's overall performance. They embed engagement into managers' balanced scorecards and use it as performance evaluation criteria. What's more, the most engaged organizations that Gallup works with infuse engagement into their culture through the tone their leadership sets and the way employees and managers do their work. Engagement permeates every conversation, whether it's a one-on-one meeting, a team huddle, or a regional assessment."

- On Communication and Knowledge Management. "Leaders in the best organizations take a strategic approach to aligning their employee engagement communication efforts. They find ways to communicate engagement's impact throughout the year and share engagement tools and best practices within the organization. They use every opportunity, touchpoint, and available communication channel to reinforce and recognize the organization's commitment to employee engagement. Employee engagement is fully integrated into the organization's lexicon."

- Development and Ongoing Learning Opportunities. "The world's top-performing organizations start engaging employees from the minute they show up on the first day. These organizations have well-defined and comprehensive leader and manager development programs, but they also go one step further — they fully integrate employee engagement into these programs. They take leaders' and managers' development seriously and focus on the development of individuals and teams. Employee engagement is a fundamental consideration in their people "

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[73] Gallup, 2013, State of the Global Workplace, https://www.gallup.com/services/178517/state-global-workplace.aspx

b) From Mercer 2018 Global Talent Trends Study[74]

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"Faced with a combination of increased complexity and hyper-specialization, we are at a point where the desire for purposeful engagement is becoming a major issue."

~Klaus Schwab
Executive Chairman of the World Economic Forum

EXPECTED WORKPLACE CHANGES

How do you expect your workplace will change in the next two years? ▶ Greater:
- Wellness
- Flexibility
- Teamwork
- Automation

DESIRED CHANGES

What kind of support would you like your company to give more of? ▶ Flexibility
Fairness
Wellness

WHAT EMPLOYEES REALLY WANT

POSITIVE WORK ENVIRONMENT

What would help you thrive at work? ▶ Clear Leadership
Fair Compensation
Compelling Careers

PERFORMANCE DRIVERS

What would help you perform better at work? ▶ Meritocracy (Ratings + Rewards)
Collective Goals

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[74] Mercer, 2018, Global Talent Trends Study. https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html

Annex 3: Key WFP policies and board documents relevant for the evaluation

	Before	Evaluation Period				2018	After
		2014	**2015**	**2016**	**2017**		
HR specific documents WFP							
HR Strategy	HR strategy (2008-2011)	People Strategy 2014-2017					
				Update to the Executive Board on the People Strategy			
				HR Functional Strategy 2016-2018			
Other Key WFP documents							
WFP Strategic Plans	Strategic Plan 2008-2013	Strategic Plan 2014-2017					
					Strategic Plan 2017-2021*		
WFP Management Plans	Management Plan 2012-2014						
	Management Plan 2013-2015						
		WFP Management Plan 2014-2016					
			Management Plan 2015-2017				
			Management Plan 2016-2018				
					Management Plan 2017-2019		
						Management Plan 2018-2020	
WFP Corporate Results Frameworks	Strategic Results Framework 2008-2013	Strategic Results Framework 2014-2017					
					Corporate Results Framework 2017-2021*		
WFP Financial Framework Review					Financial Framework Review*		
WFP Policy on CSPs					Policy on Country Strategic Plans*		
WFP Annual Performance Reports	APR 2013	APR 2014	APR 2015	APR 2016	APR 2017		
WFP Gender Policy	Gender Policy (2009)	Gender Policy (2015-2020)					
WFP Fit for Purpose Review	Fit for Purpose (aligned to Management Plan 2013-2015)			Summary Review			

* Documents marked with an asterisk comprise the four pillars of WFP's Integrated Road Map

Annex 4: Key elements of the HR Strategy (2008-2011)

Vision[75]. The Human Resources Division is a proactive, value-adding partner, leading organizational culture change through learning and managerial excellence

Mission. The role of the Human Resources Division is to ensure that WFP has the appropriate composition of staff who are well prepared and supported in carrying out their assignments so that WFP succeeds in its mandate

The objectives and activities outlined in this HR Policy (2008-2011) aim to secure improvements in three areas:

- **Being Responsive.** WFP needs to be able to deploy staff quickly in an emergency and scale down when a country office programme is handing over to partners and reducing its resource requirements. This complex process requires the integration of workforce planning with strategic, financial and operational planning, alignment of recruitment practices to support more proactive, targeted and rigorous selection, and development of a process to identify internal staff for reassignment.

- **Developing Capacity.** Achieving WFP's Strategic Objectives hinges on the capacity of our staff: in order to create a high-performance culture, WFP must be clear about the professional expectations of its staff and give them the tools they need to succeed in developing their managerial, technical and personal capacities, considering the extraordinary challenges staff members often face in the field.

- **Fostering Partnerships.** Partnership is a fundamental principle of "Delivering as One". Its value is emphasized in the Strategic Plan, which promotes the establishment of relationships among agencies, non-profit organizations and governments on the basis of mutual respect, understanding, trust and shared responsibility. The objectives include promoting opportunities for inter-agency mobility in the United Nations system and WFP partner organizations.

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[75] HR Strategy (2008-2011), https://docs.wfp.org/api/documents/429841d7ad6546bab07d57a89d52f6b7/download/

Annex 5: Key elements of the "Fit for Purpose" initiative relating to HR (2013) and the "People" Component

Workstream/ (status)	Objective and rationale	Activities	Outputs
3.1 Human resources core processes review and improvements identification (in progress)	Undertake a comprehensive review of the recruitment, reassignment and promotion processes, as well as systems related to performance management, learning and development, and benefits and entitlements. The workstream will identify quick wins and longer-term improvements that will enhance WFP's people management and development processes **Rationale**: The Fit for Purpose exercise identified a range of issues related to WFP's management of people, its key resource.	**Phase 1:** Development of a fact base for assessing human resources processes based on past assessments and the collection of data on those processes. Presentation of initial findings **Phase 2:** Assessment and prioritization of improvements, focusing on quick wins. Assessment of the time needed to implement improvements and the potential impacts **Phase 3:** Finalization of recommendations and development of a high-level implementation plan **Phase 4:** Implementation of recommendations	• Report on human resources core processes assessment and recommendations for improvements prepared • Implementation plan, including prioritized improvements and potential impacts • Quick wins being implemented in several areas, including promotion, job evaluation and reclassification and strategy for career development. Recommendations for longer-term improvements provide an input to the human resources strategy • Recommendations for longer-term improvements provide an input to the human resources strategy
3.2 Locally recruited staff transfer project (in progress)	Establish contractual modalities, administrative infrastructure and information systems for transferring locally recruited staff from UNDP to WFP/FAO rules and regulations **Rationale:** The Executive Director has decided that national staff should be brought into a common human resources system based on WFP/FAO rules and regulations	**Phase 1:** Preparation and analysis to identify the issues that need to be addressed, the implementation options available and the detailed project planning required **Phase 2:** Development of new system requirements, policies and procedures, including the necessary administrative, legal and policy frameworks **Phase 3:** Examine different scenarios to affect the transfer for cost-effectiveness. This will include examination of options to transfer all fixed term staff to FAO contracts while outsourcing the services of payroll, payment of benefits and entitlements to the UNDP service center in Copenhagen which runs on a cost-recovery basis **Phase 4:** Implementation of core transition actions – such as ensuring that the human resources data in WINGS is complete, correct and up to date – to ensure an effective transition, and issuance of new contracts to all national staff	• All national staff brought into a common human resources system based on WFP/FAO rules and regulations • New manual, information technology (IT) systems and processes for the transfer, and input of national staff data
3.3 Strategy for managing and developing human resources (in progress)	Develop a multi-year strategy for managing and developing WFP's workforce in line with the new organizational design and strategic priorities	**Phase 1:** Review of past assessments and recommendations – the final report from the corporate skills audit and recommendations	• Strategy for managing and developing WFP's workforce • Initial steps towards implementation of the defined measures

Workstream/ (status)	Objective and rationale	Activities	Outputs
	Rationale. WFP's human resources strategy requires updating to reflect both fit for purpose principles and the new WFP strategic plan	from the human resources process review – and key findings of the Global Staff Survey **Phase 2:** Definition of initiatives for achieving strategic goals **Phase 3:** Implementation of learning and organizational development initiatives	• New human resources strategy developed

Source: WFP Management Plan 2014-2016, prepared for EB Session in Nov 2013

Annex 6: WFP Staff Costs (2013-2017)

Figure 1: WFP wages, salaries, employee benefits and other staff costs (USD million)
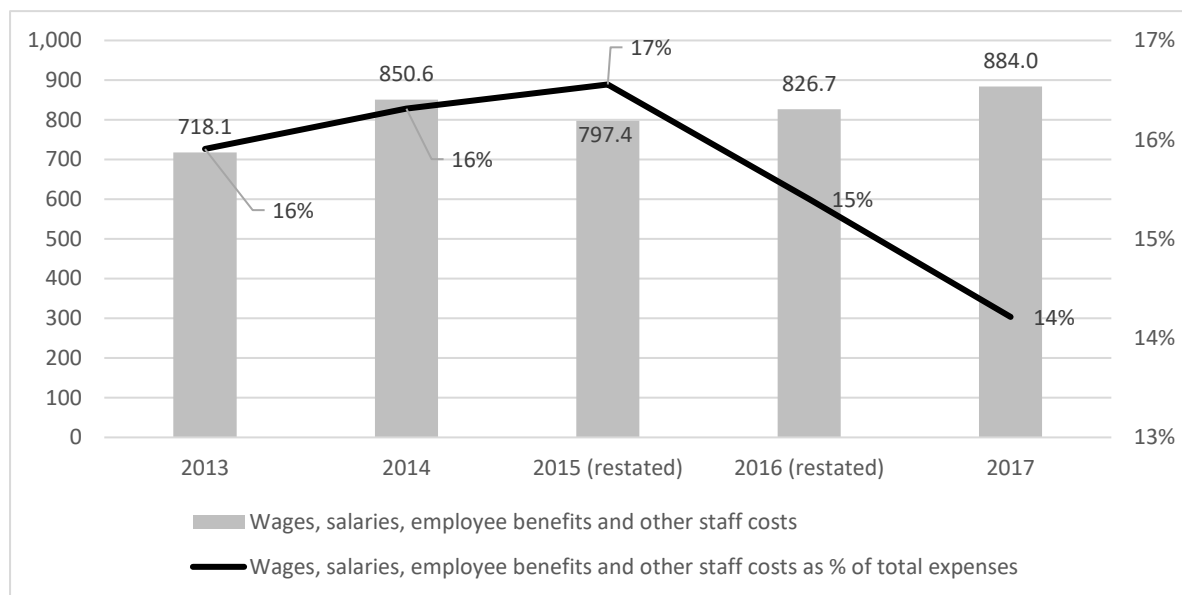
Source: WFP Audited Financial Statements

Figure 2: Staff costs by type of contract (USD million)
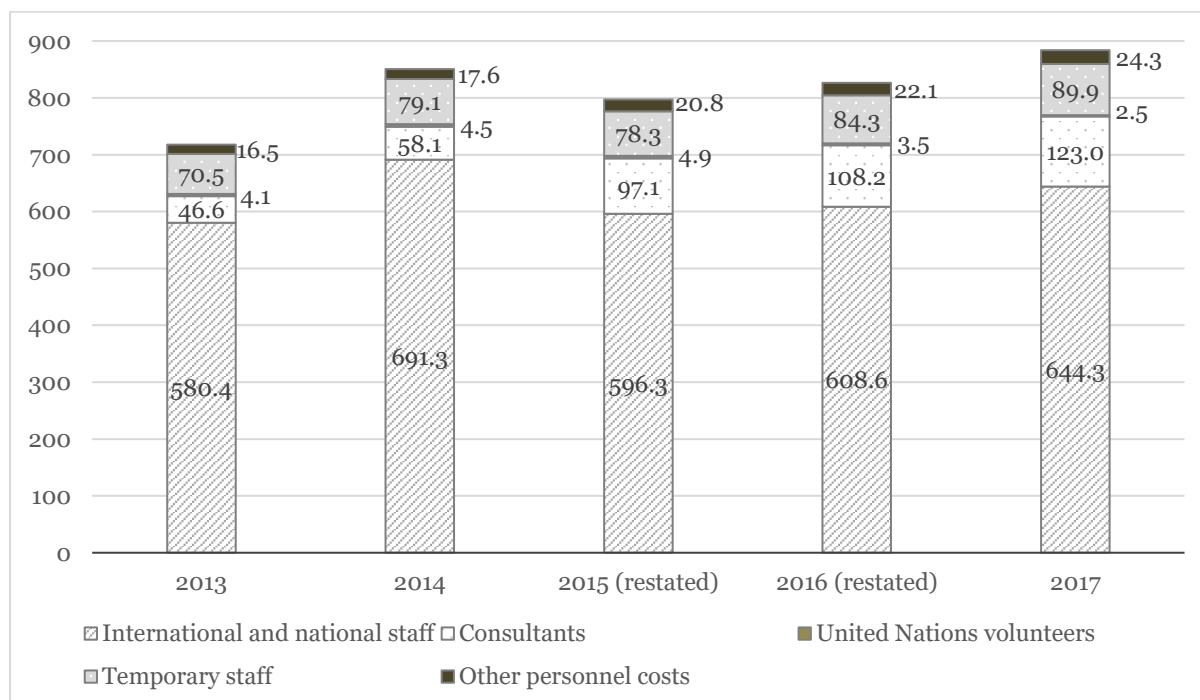
Source: WFP Audited Financial Statements

Note: For the purposes of this table, the term "International and National Staff" refers to the following contracts: International Professional Staff (including those on short term contracts), Junior professional officers, National Professional Officers and General Service staff (including on short term contracts).

Annex 7: Overview of UN Duty Station Classifications and WFP Staff Categories

a. Duty Stations definitions[76]

Duty stations are classified as family and non-family duty stations by the International Civil Service Commission. Non-family duty stations are those which are family restrictive due to security reasons. In view of this family members are not authorized to travel to such duty stations. Please note that a 'Family duty station' does NOT necessarily mean that the duty station has facilities that make it suitable for families. Even though duty stations may be classified as family duty stations, medical, educational, housing and recreational facilities may not always be adequate or available for families. Before arranging any travel in respect of family members, staff members are invited to consult their Personnel Administration Officer/Associate who will provide information about the living conditions at the new duty station.

All duty stations are categorized into one of six categories, H and A to E. H locations are either at headquarters and other similarly designated locations where the United Nations has no development/humanitarian assistance programmes, or in member countries of the European Union. The hardship allowance does not apply at H duty stations. A to E duty stations are rated on a scale that assesses the difficulty of working and living conditions from A to E, with A being the least and E, the most difficult. Categories are arrived at through an assessment of the overall quality of life. In determining the degree of hardship, consideration is given to local conditions of safety and security, health care, housing, climate, isolation and level of amenities/conveniences of life. The hardship allowance is paid for assignments at B, C, D and E duty stations; there is no hardship allowance at A duty stations."

b. Staff categories[77]

Category	Characteristics
Professional and higher categories (P and D)	Staff members in the Professional and higher categories (P and D) are normally internationally recruited and are expected to serve at different duty stations throughout their career with the Organization. Openings for professional jobs can be found at all duty stations. Mobility is a core requirement in WFP and as such most international professional posts are rotational, meaning they are subject to the regular reassignment process every 2-4 years, depending on the duty station and its hardship classification. However, certain functions do not lend themselves to mobility due to their technical or specialized nature or to the limited number of positions. Such positions may thus be exceptionally classified as non-rotational, provided certain conditions are met. Education requirements: advanced university degree for the professional and director level positions. Prior experience requirements: • Entry level professionals: P2 - minimum 2 years of work experience; P3 - minimum 5 years of work experience • Mid-level professionals: P4 - minimum 7 years of work experience; P5 - minimum 10 years of work experience • Senior level professionals: D-1 minimum 15 years of work experience; D-2 more than 15 years of work experience
General Service and related categories (G)	The functions in the General Service and related categories include administrative, secretarial and clerical support as well as specialized technical functions such as printing, security and buildings maintenance. The work carried out by General Service staff supports the functioning of the Organization and is typically procedural, operational or technical in nature. Staff in the General Service and related categories are generally recruited locally from the area in which the particular office is located but could be of any nationality. As a result, such staff members are usually not expected to move between different duty stations.

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[76] Source: ICSC, 2018, A Guide to the Mobility and Hardship Scheme and Related Arrangements, Source: https://icsc.un.org/resources/hrpd/mah/MOBILITYENG.pdf; and UNHRC, 2018, Recruitment Brochure, http://www.unhcr.org/5b88od254.pdf.
[77] Source: adapted from *careers.un.org as at 24/08/2018 and www.wfp.org*

Category	Characteristics
	Qualifications required: • High school diploma or equivalent; • Minimum age of 18 years; • Required number of years of work experience relevant to the job and its level, as specified in the job opening. • Language requirements depending on the job and the location of the office. Most jobs require fluency in one of the two working languages, English or French; • There might be additional requirements which are listed in the specific job opening.
National Professional Officers (NO)	National Professional Officers are normally locally recruited and perform functions at the professional level. Jobs for National Professional Officers can only be found in non-headquarters duty stations. National Professional Officers are nationals of the country in which they are serving, and their functions must have a national context, i.e. functions that require national experience or knowledge of the national language, culture, institutions, and systems. The qualifications for National Professional Officers are the same as for the Professional category and require as a minimum a first-level university degree. There are five levels of National Professional Officers, A through E. The higher the level, the more responsibilities the job requires, and the more work experience is necessary. Prior experience requirements: • A: Minimum 1 to 2 years of work experience • B: Minimum 2 to 3 years of work experience • C: Minimum 5 years of work experience • D: Minimum 7 years of work experience • E: Over 7 years of work experience
Junior Professional Officer (JPO) Programme	The Junior Professional Officer (JPO) Programme is a United Nations system-wide programme, established in 1961 and adopted by the World Food Programme (WFP). The JPO Programme provides valuable work experience and training opportunities for young and motivated professionals who are interested in pursuing a career in international development. JPOs work in WFP's country offices, regional bureaux, and at our Headquarters in Rome. They assist us in carrying out WFP's mandate to combat global hunger – in emergencies through food aid and logistical support, and in recovery and development contexts through nutritional support, food assistance and resilience-building.
United Nations Volunteer programme	The United Nations Volunteer (UNV) programme partners with various organisations across and beyond the UN system, including the World Food Programme. UN Volunteers are asked to commit to working for at least 6 months in one of the 130 countries the programme operates in, receiving in return a Volunteer Living Allowance as well as other benefits (settling-in grant, insurance coverage, travel costs and a nominal resettlement allowance)
Internships	WFP's internships normally last between two to a maximum of eight months. WFP contributes to the internship with a stipend. Interns must be enrolled in a recognized university or graduated in the last six months and have completed at least 2 years of undergraduate studies.
WFP Future International Talent (FIT) Pool (opening in September 2018)	With the launch of the FIT Pool, WFP seeks to build a pool of highly qualified, dynamic professionals of all levels who wish to work in any of WFP's countries of operation, including emergency and hardship duty stations. Professionals, at any point in their career, that are looking for new challenges serving a humanitarian purpose are welcome to join the WFP family to contribute to achieve Zero Hunger. There are multiple exciting opportunities for professionals of all levels. FIT Pool applicants must meet the eligibility criteria, including: Education requirements: A completed university degree from a UN recognized academic institution. Prior experience requirements: • With 3 to 5 years of relevant postgraduate professional experience a candidate should apply at the P-2 levels. • With 5 to 8 years of professional experience a candidate should apply at the P-3 level.

Category	Characteristics
	• With 8 to 11 years of professional experience a candidate should apply at the P-4 level. Language requirements: Fluency in written and spoken English and intermediate level in a second UN language (Arabic, Chinese, French, Russian and Spanish or Portuguese). If selected for further review, applicants will undergo a rigorous process which includes screening against the job requirements; a technical test; a video interview; a language assessment; and a panel interview. The process of establishing a FIT Pool takes an average of 6 months. Successful applicants are notified and placed in the FIT Pool for a two-year period. Qualified women are especially encouraged to apply.

Source: https://careers.un.org/lbw/home.aspx?viewtype=SC and wfp.org as at 24/08/2018

Annex 8: WFP workforce (total by location and type of contract, 2014-17)

Note: For the purposes of this table, the term "Internationally recruited Staff" refers to the following contracts: International Professional Staff (including those on short term contracts) and Junior professional officers; the term "Internationally recruited other" refers to Consultants, UN Volunteers, Fellowship holders and Interns; the term "nationally recruited staff" includes National Professional Officers, General Service staff (including on short term contracts), holders of Service Contracts and Special Service Agreements and WFP volunteers.

Figure 1: Total WFP total staff by type of recruitment process
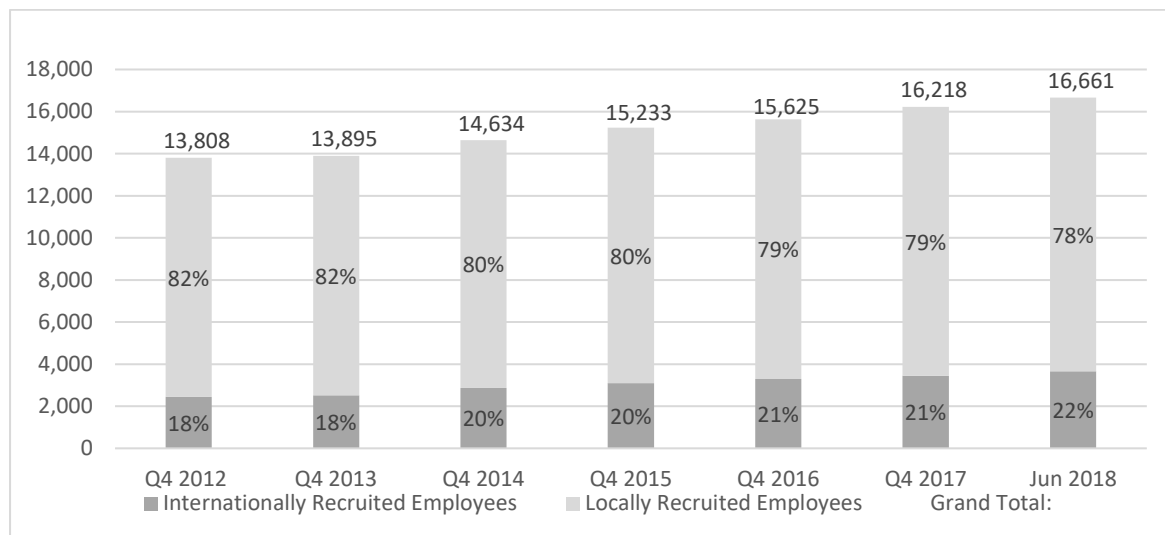
Source: WFP HR database

Figure 2: Total WFP staff by location (2017)
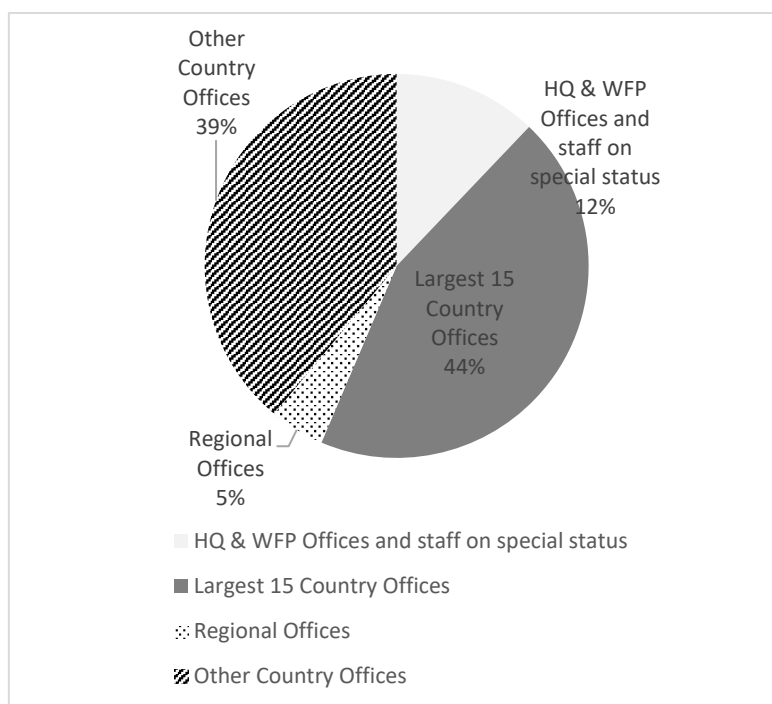
Source: WFP HR database

Tables 1, 2 and 3: Number of WFP employees by contract type

Number of WFP employees* by year and type		Evaluation Period				
Category		**2013**	**2014**	**2015**	**2016**	**2017**
Higher categories (D-2 and above)		41	43	51	54	55
International professionals		1,295	1,333	1,347	1,364	1,408
Junior professional officers		45	52	49	50	36
National professional officers		745	766	820	929	1,036
General service		2,994	3,140	3,285	3,469	3,650
Service contracts		6,416	6,033	6,220	6,072	6,130
Total WFP employees with contracts of >1 year		11,536	11,367	11,772	11,938	12,315
Short-term international professionals and consultants		N/A	N/A	1,361	1,590	1,690
Short-term general service and special service agreements		N/A	N/A	1,707	1,761	1,858
Total short-term WFP employees		N/A	N/A	3,068	3,351	3,548
Total WFP employees		**N/A**	**N/A**	**14,840**	**15,289**	**15,863**
Short term staff as % of total		*n/a*	*n/a*	*21%*	*22%*	*22%*
WFP employees by type as percentage of total						
Category		**2013**	**2014**	**2015**	**2016**	**2017**
Higher categories (D-2 and above)		0.4%	0.4%	0.4%	0.5%	0.4%
International professionals		11.2%	11.7%	11.4%	11.4%	11.4%
Junior professional officers		0.4%	0.5%	0.4%	0.4%	0.3%
National professional officers		6.5%	6.7%	7.0%	7.8%	8.4%
General service		26.0%	27.6%	27.9%	29.1%	29.6%
Service contracts		55.6%	53.1%	52.8%	50.9%	49.8%
		100.0%	100.0%	100.0%	100.0%	100.0%
Local and Internationally recruited staff (including short term)						
Category		**2013**	**2014**	**2015**	**2016**	**2017**
Internationally recruited				2,808	3,058	3,189
Local recruited				12,032	12,231	12,674
				14,840	15,289	15,863
International percentage of total				*18.9%*	*20.0%*	*20.1%*
Local percentage of total				*81.1%*	*80.0%*	*79.9%*

Source: WFP Annual Performance Reports

Annex 9: WFP Organizational Chart

Source: WFP Management Plan (2018-2020)

Executive Director

Resource Management — AED and CFO
- Budget and Programming (RMB)
- Finance and Treasury (RMF)
- Management Services (RMM)
- Performance Management and Monitoring (RMP)
- Security (RMQ)
- Staff Wellness (RMW)
- Enterprise Risk Management (RMR)

Operations Services — AED
- Emergency Preparedness and Support Response (OSE)
- Supply Chain (OSC)
- Nutrition (OSN)
- Policy and Programme (OSZ)

Deputy Executive Director
- Human Resources (HRM)
- IRM Implementation (IRM)
- Gender Office (GEN)
- Operations Management Support
- Regional Bureaux
  - Bangkok (RBB)
  - Cairo (RBC)
  - Dakar (RBD)
  - Johannesburg (RBJ)
  - Nairobi (RBN)
  - Panama (RBP)
- Legal Office (LEG)
- Inspector General and Oversight Office (OIG)
- Office of Evaluation (OEV)
- Office of the Ombudsman (OBD)
- Ethics Office (ETO)

Partnerships and Governance — AED
- Private Sector Partnerships (PGP)
- Government Partnerships (PGG)
- United Nations system, African Union and Multilateral Engagement (NYC)
- Executive Board Secretariat (PGB)
- Rome-Based Agencies and Committee on World Food Security (PGR)
- Partnership and Advocacy Coordination* (PGC)
- Washington Office (WAS)
- Brussels Office (BRU)

Chief of Staff
- Office of the Executive Director (OED)
- Cash-Based Transfers (CBTs)
- Innovation and Change Management (INC)
- Communications*
- Information Technology

* PGC Division will be mainstreamed within the organization as of 1 January 2018.
The Communications Division will be renamed as Communications and Advocacy Division.

Annex 10: WFP HR Division Organigram (2018)

HR Director

Deputy Director   **Deputy Director**

Staffing Coordinator

HR Division Rome HQ

| HRMO Operations | HRMOF Field Support | HRMTA/TD Talent Acquisition & Deployment | HRMTS/TC Performance Management & Capability Development | HRMTR Staff Relations |

HRMTP HR Policy & Compliance

HRMOI HR Technology & Analytics

Regional HROs

| Regional Bureau Bangkok | Regional Bureau Cairo | Regional Bureau Dakar | Regional Bureau Johannesburg | Regional Bureau Nairobi | Regional Bureau Panama |

Country Offices HR

Bangkok		Cairo		Dakar		Johannesburg		Nairobi	Panama	
Afghanistan	Laos	Algeria	Sudan	Benin	Guinea	Angola	Swaziland	Burundi	Bolivia	Honduras
Bangladesh	Myanmar	Armenia	Syria	Burkina Faso	Guinea Bissau	Congo	Tanzania	Djibouti	Colombia	Nicaragua
Buthan	Nepal	Egypt	Tajikistan	Cameroon	Liberia	DRC	Zambia	Eritrea	Cuba	Panama
Cambodia	Pakistan	Iran	Tunisia	Cape Verde	Mali	Lesotho	Zimbabwe	Ethiopia	Dominican Rep	Peru
Fiji	Philippines	Iraq	Turkey	CAR	Mauritania	Madagascar		Kenya	Ecuador	
India	Sri Lanka	Jordan	Ukraine	Chad	Niger	Malawi		Rwanda	El Salvador	
Indonesia	Thailand	Kyrgystan	Yemen	Cote d'Ivoire	Nigeria	Mozambique		Somalia	Guatemala	
Korea DPR	Timor Leste	Lebanon		Gambia	Sao Tome	Namibia		South Sudan	Haiti	
		Libya		Ghana	Senegal	South Africa		Uganda		
		Palestine			Sierra Leone					
					Togo					

WFP HRM Organigram *As at 5 Feb 2018*
Tot. HR workforce: 549*
Tot. WFP workforce: 16,218*

Annex 11: Additional information on the People Strategy (2014-2017) – broader context and implementation costs

Table 1: Key WFP events around the time of the approval and implementation of the People Strategy
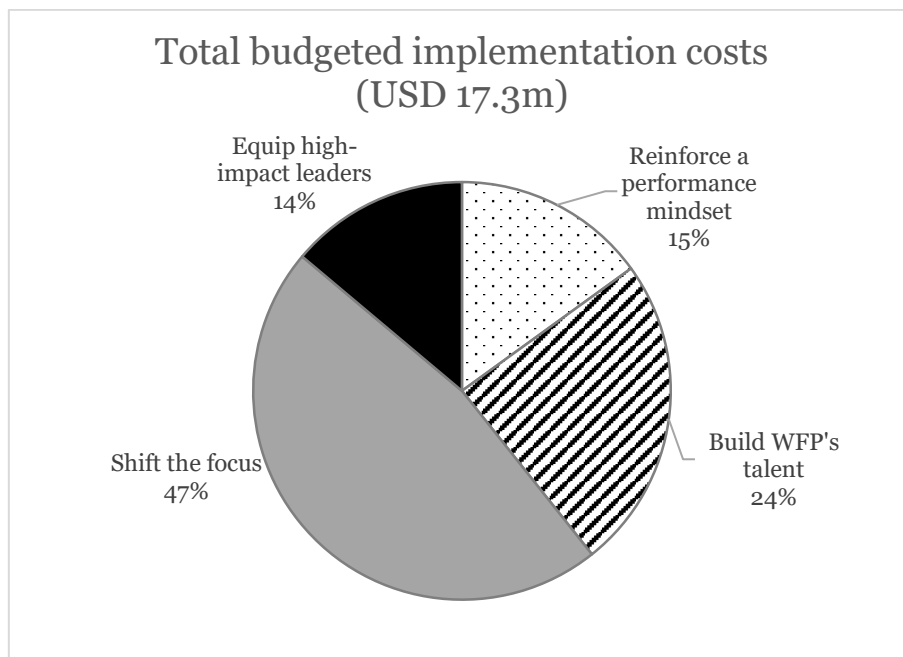
	HR Strategies	Key WFP events	Key HR-related facts
2008 -2011	"Preparing for tomorrow today: WFP Strategy for managing and developing human resources"		• October 2008: Policy approved
2012		• April 2012 – New Executive Director (E. Cousin) • April/May: Mc Kinsey Rapid Organizational Assessment "ROA" • June 2012: "WFP Framework for Action" (confidential) • June 2012 "WFP Fit for Purpose" review • August 2012: "Fit for Purpose: new organizational design" • August 2012: New Management Plan 2013-2015	• External Audit on HR strategy • 2015 Global Staff Survey out
2013			• February 2013 – New HR director joins from private sector
2014	People Strategy (2008-2011) "a People Management Framework for Achieving WFP's Strategic Plan 2014-2017"		• April 2014: first informal consultation with the Board for June 2014 Board –item moved out of June 2014 Board Agenda • June 2014: second information consultation • September 2014: Policy approved by the Board
2015		• December 2015: The Board asks Management for a road map showing the integrated development of interrelated work streams i.e. Strategic Plan 2017-2020; new Corporate Results Framework, the country strategic planning approach; the Financial Framework Review	• 2015 Global Staff Survey out
2016		• November 2016: Strategic Plan 2017-2020 approved -	• February 2016: update to the Board on the People Strategy • WFP HR Functional Strategy (2016-2018) comes into effect • Internal Audit on HR in country offices
2017		• April 2017 – new Executive Director (D. Beasley)	• February 2017: HR director rotates to another WFP post • July 2017: New HR director joins from within WFP: HRM prepares its own review of the "Fit for Purpose" initiative" • February 2017: Summary review of Fit for Purpose Organizational Strengthening Initiative (by Innovation and Change Management Director) presented to the Board • External Audit on HR Policy
2018			• July 2018: Global Staff Survey results out

Figure 1: Internal and external Stakeholders identified by Strategy

Figure 2: Total implementation costs budgeted for in Strategy

Total budgeted implementation costs (USD 17.3m)

- Equip high-impact leaders 14%
- Reinforce a performance mindset 15%
- Build WFP's talent 24%
- Shift the focus 47%

Figure 3: Total cost of implementation estimated for each pillar throughout Strategy period (USD million)
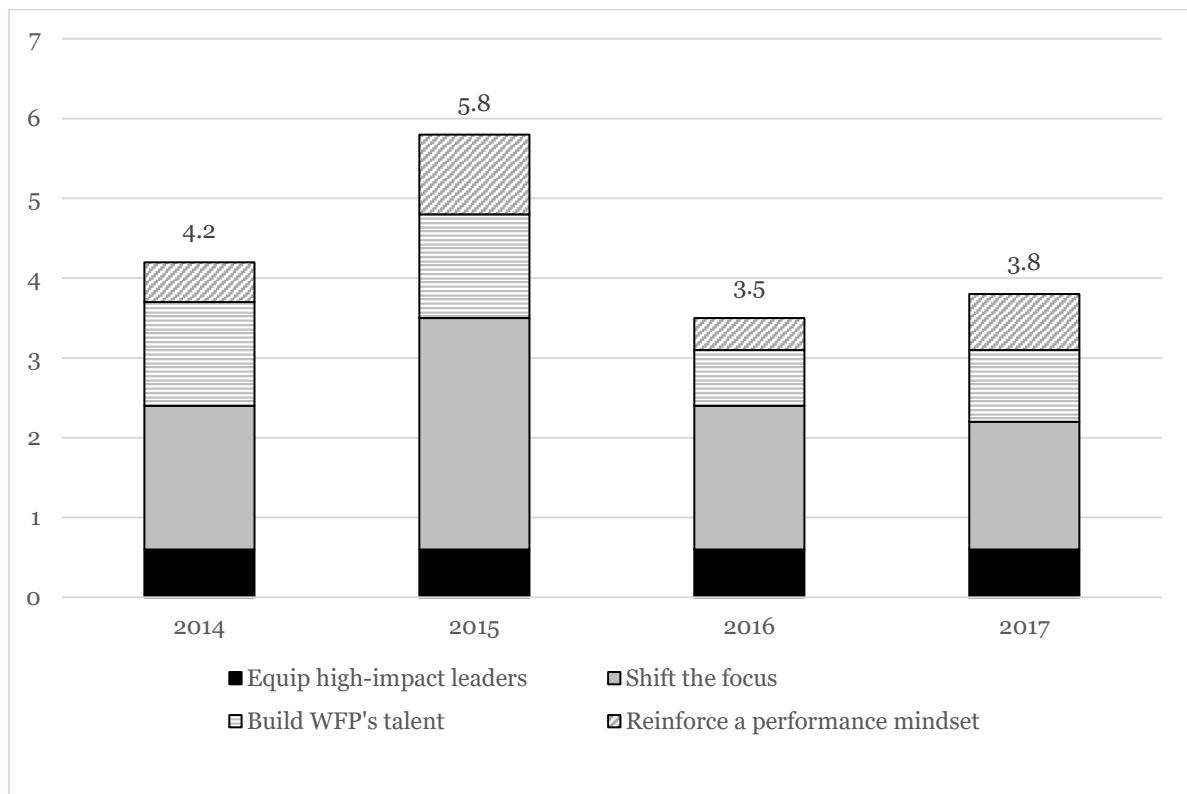
Source: People Strategy (2014-2017)

Figure 4: Actual expenditure on implementation as per Fit for Purpose Review
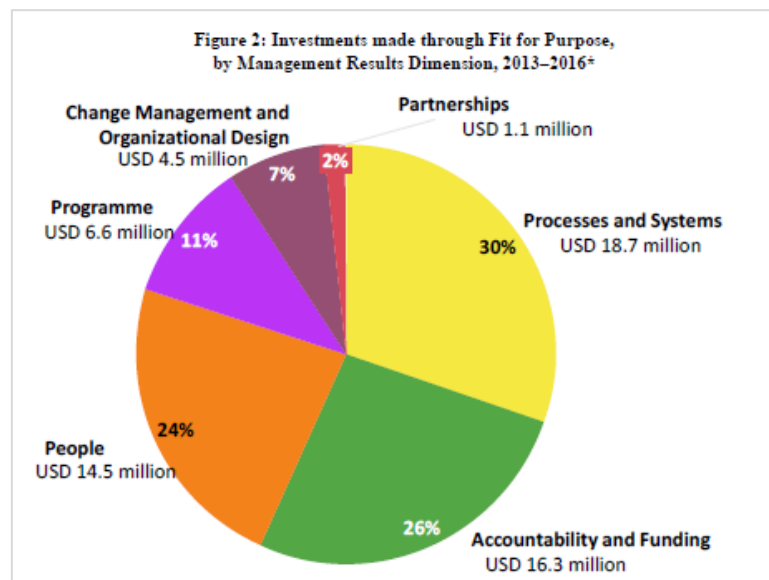
Source: Fit for Purpose Review[78]

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[78] Note that not all the funds related to the "People" were allocated to HR – some of the funds were allocated to specific units for HR-related matters.

Annex 12: Recommendations from Evaluations and External Audits on Human Resources

a. Overview of Evaluation Recommendations on the topic of HR

Year	Evaluations	Observations
2014	Cash and Voucher Policy[79]; the Purchase for Progress Pilot Initiative[80]	A key focus of 2014 was the ongoing organizational shift from food aid to food assistance. Two global evaluations reinforced the need for strong support systems to enable the effective mainstreaming of new approaches to food assistance. They found that significant new demands were being created on corporate functions (including HR), with a lack of adequate and appropriate staff and capacity requiring the organization to adjust its staffing strategies.
2015	Annual Evaluation Report (AER) of 2015; Synthesis Report of WFP's Emergency Preparedness and Response (EPR) activities (2012-2015)	The 2015 AER made note of multiple recommendations that year on: "i) ensuring that relevant staff profiles and deployments combine the necessary operational competence with strategic, partnership and analytical skills: and ii) providing staff with accessible guidance and skills development, notably in accountability to affected populations, gender, equity-focused programme and design and monitoring, and in rapidly evolving areas of knowledge such as cash-based transfers and nutrition programming"[81]. Despite emphasizing WFP's experienced and pragmatic staff, the EPR synthesis identified systemic staffing gaps as significant constraints on operational performance. This was especially the case in new areas such as the use of cash-based transfers in emergencies. The report recommended that EPR be given a central place in the People Strategy, and that HRM should "assume responsibility for developing a holistic, multi-functional approach that includes recruitment, career development, capacity, deployment, health and well-being, with special consideration for national staff and women"[82].
2016	Iraq Country Portfolio Evaluation (CPE)[83]; Ebola response in West Africa[84]; Annual Evaluation Report of 2016[85]	WFP's ability to deploy staff for EPR-related activities remained a concern in 2016, particularly with respect to the corporate emergencies. The Iraq CPE found that capacity had been undermined by the lack of skilled staff in vulnerability analysis and mapping (VAM) and monitoring and evaluation (M&E) functions. The report recommended a review of WFP's corporate human resources recruitment and deployment practices in Level 3 environments. In the evaluation of the Ebola response it also was found that Human Resources-related issues had impeded the rapid and flexible deployment of staff during the crisis. The report recommended that, "In line with its People Strategy (2014–2017).... WFP should invest further in its EPR capacity and in the technical capacity of (middle-/lower-ranking)

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[79] WFP Office of Evaluation, Evaluation of WFP's Cash and Voucher Policy (2008-2014).
[80] WFP Office of Evaluation, Strategic Evaluation of WFP's Purchase for Progress Pilot Initiative (2008-2013).
[81] WFP Office of Evaluation, Annual Evaluation Report 2015, p.2.
[82] WFP Office of Evaluation, Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response (2012 – 2015), p.12.
[83] WFP Office of Evaluation, Iraq Country Portfolio Evaluation (2010-2015).
[84] WFP Office of Evaluation, An evaluation of WFP's L3 Response to the Ebola virus disease (EVD) crisis in West Africa (2014– 2015), p.xii.
[85] Office of Evaluation, Annual Evaluation Report 2016.

Year	Evaluations	Observations
		staff, developing a sustainable long-term strategy for responding efficiently to the surge and scale-down staffing requirements of protracted emergencies (beyond the first wave)"[86]. Broader evidence suggested that the availability of skilled and rapidly deployable staff was a wider problem across the sector. OEV's 2016 AER refers to two inter-agency syntheses[87][88] covering the Level 3 responses to five concurrent crises, both of which reported staffing gaps and a heavy reliance on internal and external surge deployments as crucial challenges for UN agencies and humanitarian NGOs.
Evaluations noting lack of specialist skills throughout period (2013-2017)	Syntheses of Operation Evaluations, 2014-2017[89][90]; Evaluation of WFP's 2012 Nutrition Policy[91]; Annual Evaluation Report of 2015; Evaluation of WFP's Policy on Capacity Development	Findings from the annually conducted Syntheses of Operation Evaluations from the evaluation period confirm that the availability of skilled and rapidly deployable staff was a key issue. The Synthesis from 2015 found that nine operations had been significantly constrained by limited human resources, especially in the area of M&E. The 2016 synthesis found that performance had been constrained in five operations, with M&E and technical expertise in areas such as nutrition and livelihoods a particular issue. In 2017, it was reported that eight operations had suffered, "with effects including reduced technical expertise on nutrition, protection, gender and resilience and restricted ability to monitor performance, especially where operations were geographically dispersed"[92]. Evidence from other evaluations reinforced the conclusion that it is technical skills in specialist areas that were lacking the greatest. The evaluation of WFP's Nutrition Policy identified staffing as a major constraint to implementing the policy, a finding corroborated by a number of operation evaluations carried out the same year: according to the 2015 AER, in terms of WFP's nutrition efforts, "operational ambitions frequently outstripped WFP's human resource capacity," and "the skills and approaches required were not always matched by WFP's technical and human capacities"[93]. In the evaluation of WFP's Policy on Capacity Development it was similarly noted that the People Strategy "includes relatively little consideration of capacity development"[94], recommending the creation of a roster of experts in relevant thematic and geographic areas.

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[86] WFP Office of Evaluation, An evaluation of WFP's L3 Response to the Ebola virus disease (EVD) crisis in West Africa (2014– 2015), p.xii.

[87] Syria Coordinated Accountability and Lessons Learning (CALL) Initiative, Evaluation Synthesis and Gap Analysis.

[88] Synthesis of findings of inter-agency humanitarian evaluations (IAHEs) of Level 3 responses in the Central African Republic, in South Sudan and to Typhoon Haiyan.

[89] WFP Office of Evaluation, Operation Evaluations Synthesis 2014-2015, p.12.

[90] WFP Office of Evaluation, Operation Evaluations Synthesis 2015-2016, p.16.

[91] WFP Office of Evaluation, Evaluation of WFP's 2012 Nutrition Policy.

[92] WFP Office of Evaluation, Operation Evaluations Synthesis 2016-2017, p.18.

[93] WFP Office of Evaluation, Annual Evaluation Report 2015, p.10.

[94] WFP Office of Evaluation, Evaluation of the WFP Policy on Capacity Development (2009), p.xiv.

b. Update on the 2012 External Audit recommendations included in the 2017 External Audit report (Annex 1)

General comment: "We examined the status of implementation of previous recommendations of the External Auditor note that, out of 15 recommendations, 14 have been implemented. We also took into account the draft report of the Secretariat on the implementation of previous recommendations since the last Annual Session of the Executive Board. While 14 of the 15 recommendations are assessed as having been implemented, we find that some of them could be taken further, as indicated in the right-hand column of the table" [below].

No	Recommendations (as per original 2012 text)	Status	Observations made by the 2017 External Auditors
2012/1	Recommendation 1: The Structure and Staffing Review (SSR) must be integrated with the 5-year country strategy and with the staffing projections across individual project plans. Comprehensive SSRs encompassing non-staff requirements (including consultants) should guide the overall deployment in the field offices.	Implemented	i) HQ should consider a workforce planning project enabling it to define the target workforce, based on various crisis scenarios. ii) The reviews of workforce structure carried out locally, and which could become systematic/annual, could be used as inputs to this exercise.
2012/2	Recommendation 2: The RB should be equipped with the knowledge and skills to support the country offices in the SSRs and to assist the HR Division in periodically feeding the outcomes of SSRs into corporate HR planning through a structured mechanism.	Implemented	A job classification has in fact been put in place, but WFP is not able to demonstrate that assignments and recruitment are totally aligned with this matrix. Moreover, the training of human resources managers in the field will not be implemented until 2017.
2012/3	Recommendation 3: Corporate workforce plan must be supported by an assessment on the benefits and risks of high dependence on short-term contracts in relation to funding trends in country offices over a multi-year period. The controls that mitigate the risks should also be identified.	Implemented	
2012/4	Recommendation 4: WFP should set in place oversight to provide an assurance that the position grades approved in each project conform to the standard classification and that the decisions are not driven by funding projections alone.	Implemented	A precise methodology has been provided to field offices to support their decision-making on recruitment matters. However, WFP is not in a position to monitor and verify the quality of decisions.
2012/5	Recommendation 5: HR Division should establish key performance indicators on the health of HR management in the field offices and establish a threshold above which an on-site review would be conducted. A process to periodically inform the top management on the results thereon should also be put in place.	Implemented	
2012/6	Recommendation 6: A time-bound plan for expeditious completion of the corporate workforce plan and its implementation must be prepared.	Not Implemented	

No	Recommendations (as per original 2012 text)	Status	Observations made by the 2017 External Auditors
2012/7	Recommendation 7: Clear documentation that provides a trail, including justification for deviations, must support HR decisions.	Implemented	Human resources decisions are now better traced in the WFP information system. Nevertheless, as a decentralized organization, WFP has opted not to verify all decisions taken in the field closely.
2012/8	Recommendation 8: WFP should recognize the risks of following a closed loop in recruitment and identify the controls to mitigate the risks.	Implemented	
2012/9	Recommendation 9: We recommend that the PACE reports form the primary basis for identifying the pool of staff that must be considered by the PPP. This, in turn, will enhance the value of PACE, the quality of PACE evaluations and aid adherence to time schedules.	Implemented	The upgrading of the PACE platform has enabled it to become a key element in overall human resources decision-making (assignments, evaluations, promotions).
2012/10	Recommendation 10: A structured framework for feedback to staff on HR decisions, will enhance the credibility of the process.	Implemented	
2012/11	Recommendation 11: We re-iterate recommendation no: 17 of our Report on Somalia Operations on timeliness and quality of PACE evaluations.	Implemented	
2012/12	Recommendation 12: A 360 degree review which includes feedback from subordinates, should be included in the annual performance evaluation of executive level staff.	Implemented	The 360° evaluations of managers should be made a systematic annual procedure. So far it seems to have been carried out just once.
2012/13	Recommendation 13: WFP must develop a learning policy for continuous capacity-building of staff and its integration with work processes.	Implemented	Training policy has improved markedly since 2012. However, the issue of the budget allocated to training needs to be clarified.
2012/14	Recommendation 14: A knowledge management system will help WFP harness the knowledge that resides in disparate reports and in different divisions of the organization. Handing over of hard and soft copy of files should form an important item in the checklist before an employee moves out on reassignment/retirement.	Implemented	Tools intended to support employees who leave their post have been disseminated on the network. However, it is not currently possible to evaluate the effectiveness of the handover system and the extent to which it is effectively implemented by agents.
2012/15	Recommendation 15: Training Modules of all functional areas and offices should be linked to the LMS.	Implemented	Tools intended to support employees who leave their post have been disseminated on the network. However, it is not currently possible to evaluate the effectiveness of the handover system and the extent to which it is effectively implemented by agents.

c. Recommendations included in the 2017 External Audit Report together with Management Response presented to the Board

External Audit Recommendations	WFP Management Response (all recommendations addressed to the Human Resources Division)	Timeframe
Recommendation 1: The External Auditor recommends, in accordance with the recommendations of the United Nations Joint Inspection Unit, clarifying the criteria for recruiting each category of employee with a view to aligning practice with stated principles.	**Partially agreed.** Management stresses that operational realities requiring flexibility and the WFP funding model do not always fully support the strictest implementation of policy provisions. HRM is currently developing a formal staffing framework to remind hiring managers of options for meeting workforce requirements.	2017
Recommendation 2: The External Auditor recommends that remuneration for newly recruited consultants be thoroughly reviewed to better align it with market practices, while maintaining it slightly above market rates to attract the best candidates when needed.	**Agreed.** A full review is under way: a project plan, including proposed improvements and a remuneration review, is awaiting management approval; an interim proposal has been submitted to HRM management; and a number of alternative contractual modalities are being reviewed.	2017
Recommendation 3: The External Auditor recommends that, at regular intervals – for example quarterly – a synthesis of the main components of all WFP-financed payroll be made.	**Agreed.**	2018
Recommendation 4: The External Auditor recommends: a) that Headquarters and regional bureaux exercise greater supervision over staffing structure reviews, in particular to mitigate the significant disparities in the resources available for human resource management in the field; and b) that these reviews be made systematic for all country offices and regional bureaux every two or three years and that they lead to a concrete action plan with a set timetable.	**Partially agreed.** HRM has begun outreach to develop and update the resources available for staffing structure reviews (SSRs). Once a comprehensive workforce-planning methodology and tools are developed, WFP will shift focus to a consistent workforce-planning process addressing organizational changes proactively and reducing post-factum/reactive SSRs. However, while management agrees with the recommendation partially, Headquarters will not directly supervise SSRs in the field as the oversight function under the restructuring of country offices lies with the regional bureaux.	2017
	Partially agreed. The new Integrated Road Map (IRM) framework allows country offices to more systematically align strategic objectives with organizational structures, talent and skills. In terms of timing, such reviews should be conducted at the same time as any significant review of country strategic plans – more likely to be every 4–5 years than 2–3 years, to avoid placing unnecessary burden on country offices. More frequent reviews may be required in certain country offices to ensure any interim alignments occur as required to adjust the workforce profiles and close any emerging talent/skill gaps. HRM is planning to conduct comprehensive training in June 2017 on organizational design, job evaluation, SSRs and other IRM-related topics, such as performance, talent and learning, targeting field human resources professionals to better equip them to support country offices in implementing the people dimension of the IRM.	

External Audit Recommendations	WFP Management Response (all recommendations addressed to the Human Resources Division)	Timeframe
Recommendation 5: The External Auditor recommends the establishment of a framework for workforce and skills management planning closely linked to staffing structure reviews at the local level.	**Agreed.** WFP is developing a workforce-planning methodology and templates to give consistency to workforce planning and analysis, assist in identifying organizational/talent/skills gaps and ultimately provide robust support to major organizational alignments – SSRs. WFP has started developing a corporate workforce-planning framework, to be piloted in the nutrition function and country office by the third quarter of 2017.	2017
Recommendation 6: The External Auditor recommends the establishment of a procedure for recruiting consultants that includes an open call for applicants and a competitive selection process; exceptions would be made in an emergency but would require authorization.	**Agreed.** Management will review policy to this end. Implementation will require greater resources to support the effort.	2017
Recommendation 7: The External Auditor recommends that it be ensured that recruitment records contain all necessary documents to allow for the monitoring of compliance with procedures and the quality of procedures.	**Agreed.** The use of e-recruitment for all contractual modalities will make this a systemic response.	2017
Recommendation 8: The External Auditor recommends a medium-term analysis of the possibility of introducing partial performance-related pay for managerial staff.	**Partially agreed.** The analysis will form part of the 2018 work plan.	2018
Recommendation 9: In order to strengthen the performance assessment mindset among WFP employees, the External Auditor recommends that WFP continue its work communicating with and raising awareness among employees, especially line managers, to encourage them to implement this assessment procedure effectively. As such, performance indicators intended to measure the quality of the assessment carried out by line managers could be envisaged.	**Agreed.**	2018
Recommendation 10: The External Auditor recommends that a sample of Performance and Competency Enhancement (PACE) assessments regularly undergo internal audit to enable the Human Resources Division to carry out more qualitative monitoring and better target areas for improvement.	**Agreed.**	2017
Recommendation 11: The External Auditor recommends that the leadership roster be finalized swiftly in order to diversify the categories of staff deployed to the field and thereby ensure the effectiveness of emergency response operations.	**Agreed.** A draft proposal for a leadership roster has already been developed and presented to the Executive Management Group (EMG) in 2016. The conclusion of a review of corporate emergency response under way in the Emergency Preparedness and Support Response Division (OSE), will contribute to determining the way forward regarding leadership deployment in emergencies.	2017

External Audit Recommendations	WFP Management Response (all recommendations addressed to the Human Resources Division)	Timeframe
Recommendation 12: The External Auditor recommends that any change in status of a significant number of employees in a country office be made conditional on a rigorous and prudent assessment of the potential additional costs and relevant financing.	**Partially agreed.** Further work is required to determine how to best analyse potential costs and help feed such information into country-level decision-making, including through workforce-planning processes that contribute to the formulation of country strategic plans.	2017
Recommendation 13: The External Auditor recommends requesting country office directors to consider, during staffing structure reviews, whether certain international staff posts could be assigned to National Professional Officers.	**Agreed.** The staffing review trends indicate that country offices are devoting more attention to reducing the international professional footprint and to nationalizing posts where possible. The review of SSR materials and presentations to country offices include recommendations to assess whether certain positions can be nationalized. All SSRs scrutinize the use of contract modalities and the possibility of nationalizing international posts. IRM processes under way will support country-level workforce planning, including the analysis of the appropriate staff categories required to achieve the objectives of the country strategy.	2017
Recommendation 14: The External Auditor recommends exploring the possibility of improving the prospects for career progression for National Professional Officers by financing the creation of additional posts at higher levels through the elimination of international professional posts of equivalent level.	**Partially agreed.** (Relates to the response to recommendation 13.) The new Talent Pool will provide the opportunity for national officers to be considered for international professional positions, depending on their career aspirations. In parallel, as part of the IRM and SSRs, country offices are considering nationalizing a number of roles currently performed by international professional staff.	2018

Source: Management Response to the Report of the External Auditor on Changes in Human Resources, 2017

Annex 13: Mapping of People Strategy imperatives, initiatives and activities implemented

#	Actions to implement HR Strategy	Mentioned in People Policy as already in progress	Ref. in People Policy	Ref. in 2016 update to Board	I. Reinforce a performance mind		II. Build WFP's Talent					III. Shift the Focus				IV. Equip High Impact Leaders		
					Embed common WFP values and behaviours	Refresh the performance management process	Develop career framework and skills	Build succession planning	Refine WFP's employee value proposition	Develop a talent acquisition strategy including diversity and inclusion	Create strategic workforce planning	Develop national staff skills and capacity	Implement fit for purpose contractual arrangements	Ensure supportive and healthy workplace	Launch next Global Staff Survey	Mobilize senior leaders	Develop leadership and management capabilities	Conduct leadership talent review
	Number of Actions Mapped				3	2	3	0	1	3	8	3	1	2	1	1	3	3
1	"Leading for Zero Hunger" - leadership programme			para 27								X					X	
2	360 degree review of the Executive Management Group			para 36												X		
3	Career Framework	Yes	para 49	para 14; para 28			X					X						
4	Diversity and Inclusion Strategy	Yes	para 46	para 20						X	X							
5	Emergency Response Roster	Yes	para 44	para 24							X							
6	Employee value proposition								X									
7	Improved talent deployment process?	Yes	para 49															
8	INSPIRE - women leadership programme	Yes	para 47	para 32													X	
9	Job evaluation review: new job profiles	Yes	para 50	para 22							X							
10	Job evaluation review: new organizational structure	Yes	para 50															
11	Leadership assessment			para 31													X	
12	Local Staff Transfer Project: Transfer of locally recruited staff from UN staff regulations to FAO Staff rules and regulations	Yes	para 45	para 30									X					
13	New Global Staff Survey 2015														X			
14	New Guidelines to support Structure and Staffing Reviews			para 23							X							
15	New Staff Accommodation Policy			para 29										X				
16	Online career management page			para 15			X											
17	Online performance management portal			para 10		X												
18	On-the-job training		para 23															
19	Recruitment through Linkedin			para 13	X													
20	Reinforced appraisal system (PACE)	Yes	para 45	para 7	X	X												
21	Revision to JPO program	Yes	para 48	para 35						OEV								X
22	Staff Wellness Division established (staff counselling and medical services) following approval of Wellness Strategy in 2015			para 29										X				
23	Strengthened P1-P3 promotion process	Yes	para 45	para 33														X
24	Strengthened P5-D1 promotion process (Annual Talent Review)			para 34														X
25	Strengthening of re-assignment exercise	Yes	para 49	para 25							X							
26	Talent acquisition strategy		para 30-31								X							
27	Talent acquisition strategy toolkit			para 19							X							
28	Talent pool initiative			para 18							X							
29	Upgrade of the Learning Management Solutions portal (LMS)		para 12	para 13; para 16; para 26	X		OEV					X						
30	Use of specialised recruitment agencies to target women candidates									X								

Source: People Strategy (2014-2017) and Executive Board Update on People Strategy (2016)

Annex 14: Annual Performance Plan - Management Results Dimension 1 – People

| Key Performance Indicator	Evaluation period								2014 - 2017	
	2014		2015		2016		2017			
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Variance	%
1. Skills: Effective staff learning and skills development										
Number of LMS completions	n/a	9,026	n/a	31,825	31,825	46,684	46,684	94,504	85,478	947%
Number of unique users	n/a	3,936	n/a	8,799	8,799	11,630	11,630	15,109	11,173	284%
Number of unique users who are national staff	n/a	2,633	n/a	6,787	6,787	8,656	8,656	11,402	8,769	333%
2. Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability										
Gender representation: international professionals (%)	50%	41%	41%	42%	42%	43%	50%	43%	2%	5%
Gender representation: senior staff (%)	36%	38%	38%	39%	39%	40%	40%	40%	2%	5%
Geographic representation: senior staff (%)	29%	29%	29%	30%	30%	32%	32%	33%	4%	13%
3. Organization: Appropriately planned workforce										
Retention rate	n/a	97.4%	n/a	97.2%	97.2%	97.4%	n/a	n/a	n/a	n/a
4. Talent: Effective talent acquisition and management (attract, recruit, deploy)									**2015 - 2017**	
Total number of applications excluding talent pool applications (and average applications per position)	n/a	12,463 (114)	n/a	11,231 (144)	11,231 (144)	20,677 (172)	n/a	n/a	n/a	n/a
Total number of female applications excluding talent pool applications (%)	n/a	n/a	n/a	37.1%	n/a	34.3%	50%	30.4%	-7%	-18%
Total number of international professional female hires (%)	n/a	n/a	n/a	57%	54%	54%[2]	50%	38%	-19%	-33%
Percentage of total hires from developing countries	n/a	n/a	n/a	38%	44%	53%[4]	n/a	49%	11%	29%
Reassignment: number of positions with zero applications	n/a	n/a	n/a	20%	20%	12%	n/a	51%	31%	155%
Reassignment: percentage of positions filled	n/a	n/a	n/a	78%	78%	80%	n/a	72%	-6%	-8%
Reassignment: proportion of applications to D and E duty stations (%)	n/a	n/a	n/a	28%	28%	38%	n/a	24%	-4%	-14%

Source: WFP Annual Performance Reports

Annex 15: Global Staff Survey results (2012 and 2015)

In addition to the KPIs referred to in Annex 14, the 2015 Annual Performance Plan also includes the detailed results of the 2015 staff survey and the comparable information from the 2012 survey.

As Figure 1 below shows, whilst some areas directly related to the HR dimension of the survey appear to need improvement (only 57% of staff indicated that they were satisfied "staff growth and development" in WFP), a very high percentage of staff are proud to work for WFP.

Figure 1 – Global Staff Survey Results
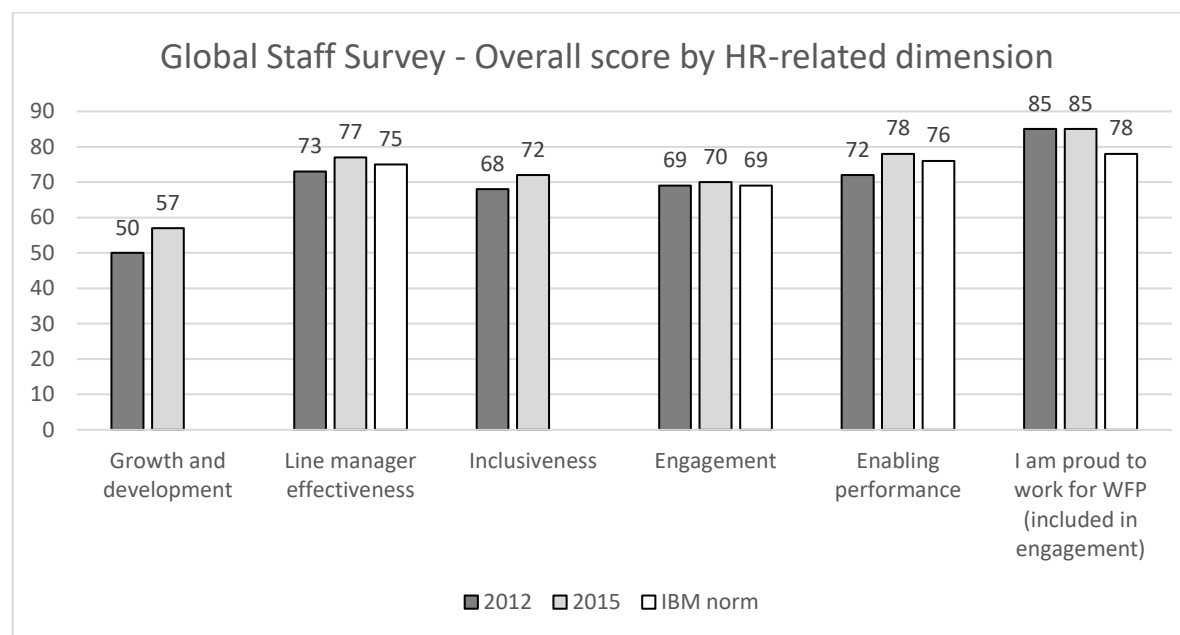
Source: WFP 2015 Annual Performance Report

Annex 16: Field visits

The table below summarizes the key information on the proposed field visits and desk reviews of WFP country offices and regional bureaux.

	Region/Country	Inception	Data Collection – field visit	Data collection – desk top	Size of office in H1 2018**	Staff trend 2014-H1 2018	Emergencies 2014-2018 ***	Type of activities	HR structure on site	HDI category
Eastern & Central Africa										
1	Kenya *	✓			Large	Downsizing	Part of the Horn of Africa Emergency: Level 3 from 20/07/2011 to 02/08/2012; then Level 2 until 31/01/2016; currently in Level 2 since 06/02/2017	Mixed activities	HR National Officer	Medium
2	Kenya (RB)	✓			Medium	Growth above WFP Average (14%)	n/a	Regional Bureau	HR International Officer	Medium
3	Somalia (Nairobi Hub)	✓			Large	Growth above WFP Average (14%)	Same as for Kenya	Mixed activities	HR International Officer	n/a
4	Uganda*	✓			Small	Growth above WFP Average (14%)	-	Mixed activities	HR Admin staff, UNV or consultant	Low
Asia										
5	India		✓		Small	Growth above WFP Average (14%)	-	Mainly Capacity Strengthening	HR National Officer	Medium
6	Nepal		✓		Medium	Growth above WFP Average (14%)	L2 emergency following the earthquake (25/04/2015 to 15/10/2015)	Mixed activities	HR Admin staff, UNV or consultant	Medium
	Philippines		(back-up)		Small	Downsizing	-	Mixed activities	HR Admin staff, UNV or consultant	Medium
7	Thailand (RB)		✓		Medium	Growth above WFP Average (14%)	n/a	Regional Bureau	HR International Officer	High
Latin America & Caribbean										
8	Guatemala		✓		Small	Downsizing	-	Mixed activities	HR Admin staff, UNV or consultant	Medium
9	Honduras		✓		Small	Downsizing	-	Mixed activities	HR Admin staff, UNV or consultant	Medium

	Region/Country	Inception	Data Collection – field visit	Data collection – desk top	Size of office in H1 2018**	Staff trend 2014-H1 2018	Emergencies 2014-2018 ***	Type of activities	HR structure on site	HDI category
10	Panama (RB)		✓		Small	Growth between 0% and 14%	n/a	Regional Bureau	HR International Officer	High
11	Peru			✓	Small	Growth above WFP Average (14%)	-	Mainly Capacity Strengthening	HR Admin staff, UNV or consultant	High
Middle East, North Africa, Eastern Europe & Central Asia										
12	Kyrgyzstan*		✓		Small	Growth above WFP Average (14%)	-	Mixed activities	HR Admin staff, UNV or consultant	Medium
13	Sudan		✓		Very large	Growth between 0% and 14%	-	Mixed activities	HR International Officer	Low
	Tajikistan		(back-up)		Small	Downsizing	-	Mixed activities	HR Admin staff, UNV or consultant	Medium
Southern Africa										
14	Madagascar*		✓		Medium	Growth above WFP Average (14%)	Level 3 drought-related emergency (12/01/2016 to 13/03/2017)	Mixed activities	HR Admin staff, UNV or consultant	Low
15	South Africa (RB)		✓		Medium	Growth above WFP Average (14%)	n/a	Regional Bureau	HR International Officer	Medium
16	Tanzania		✓		Medium	Growth above WFP Average (14%)	-	Mixed activities	HR National Officer	Low
West Africa										
17	Burkina Faso*			✓	Medium	Growth above WFP Average (14%)	Part of the pre-emptive Sahel Level 3 emergency (29/05/2018 – ongoing)	Mixed activities	HR International Officer	Low
18	Guinea*		✓		Medium	Downsizing	Part of the Ebola L3 emergency (14/08/2014 to 23/12/2015)	Mixed activities	HR National Officer	Low
19	Mauritania			✓	Medium	Growth above WFP Average (14%)	Part of the pre-emptive Sahel Level 3 emergency (29/05/2018 – ongoing). Also affected by the Mali L2 emergency of 2012	Mixed activities	HR National Officer	Low

Sources: Various WFP documents, UN documents and UNDP Human Development Index

Legend:
* Countries which are part of the "One UN" initiative
** Size categories: Very Large: Over 500 employees; Large: between 200 and 500 employees; Medium: between 100 and 200 employees; Small: between 40 and 100 employees; Very small: below 40 employees
*** WFP Emergency Level definitions:

- *Level 2 Response: Emergency Response operations requiring regional augmentation of country level response capability.*
- *Level 3 Response: Emergency Response operations requiring mobilisation of WFP global response capabilities in support of the relevant country offices and/or regional bureau i.e. a Corporate Response.*

Annex 17: Members of the Internal Reference Group (IRG)

The following units will be asked to identify members for the IRG.

	Office of the Executive Director
1	Legal Office (LEG)
	Office of the Deputy Executive Director
2	Office of the Deputy Executive Director
3	Human Resources Division (HRM)
4	Gender Office (GEN)
5	Regional Bureau Bangkok (RBB)
6	Regional Bureau Cairo (RBC)
7	Regional Bureau Dakar (RBD)
8	Regional Bureau Johannesburg (RBJ)
9	Regional Bureau Nairobi (RBN)
10	Regional Bureau Panama (RBP)
11	Selected Country Office representatives (to be confirmed after country selection has been finalized)
	Operations Services
12	Emergency Preparedness and Support Response Division (OSE)
13	Supply Chain Division (OSC)
14	Policy & Programme Division (OSZ)
15	Nutrition Division (OSN)
	Resource Management
16	Enterprise Risk Management Division (RMR)