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Evaluation of the WFP People Strategy (2014-2017)

Evaluation Report: Volume II (Annexes)

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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-centered 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[6]), key statistics on WFP and its workforce[7,] 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[8]

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 Managing and Developing Human Resources"[9] and was prepared in support of the WFP Strategic Plan 2008–2011 (SP), which articulated

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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 information, 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] Annexes noted in the TOR have not been included in this report.

[7] In this document, unless stated otherwise, the term "workforce" covers all the following categories: national and 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".

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

[9] 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=2.197791082.452563645.15359591 96-1676586892.1530688783

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"[10] (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 t0 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"[11] (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[12], which set out to "provide the framework for WFP's operations and its role in achieving a world with zero hunger"[13][14]. This Strategic Plan identified 'People' as one of the key dimensions of the Management Results Framework[15] 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:

- 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;

- Respond to complex emergencies, strengthen capacity, and transition programmes to national or local ownership and control; and,

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[10] WFP Strategic Plan 2008–2011, p.5.

[11] WFP Management Plan 2014-2016, WFP/EB.2/2013/5-A/1, p.121-123.
https://docs.wfp.org/api/documents/88b565539ada4496915ff44971a0171e/download/

[12] WFP Strategic Plan (2014-2017) https://docs.wfp.org/api/documents/1d753ab4ae074b0eb20ba49d5776a71f/download/

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

[14] 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".

[15] 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.

- *Evaluate results and demonstrate evidence of impact through monitoring and evaluation against established metrics".[16]*

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)[17], the Policy on Country Strategic Plans[18], the Financial Framework Review[19] and the Corporate Results Framework (2017-2021)[20].

- **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.[21]

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 Preparedness and Response (EPR) activities (2012-2015)[22] 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

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[16] WFP Strategic Plan 2014-2017, para 62.

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

[18] WFP/EB.2/2016/4-C/1/Rev.1*, https://docs.wfp.org/api/documents/47634eca-1bc6-444e-8ea3-53cd372c3bab/download/.

[19] WFP/EB.2/2016/5-B/1/Rev.1, https://docs.wfp.org/api/documents/b4f767d0-8d07-457a-a88d-ed17569149fc/download/.

[20] WFP/EB.2/2016/4-B/1/Rev.1*, https://docs.wfp.org/api/documents/d727f05c-479e-474a-91ee-6c076329c0db/download/.

[21] A revised Corporate Results Framework is currently being prepared and will be submitted to the Board in November 2018 for approval.

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

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". 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-centred 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 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

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[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.

[29] A/RES/71/243, http://undocs.org/A/RES/71/243

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.

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%

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[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.

[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.

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)
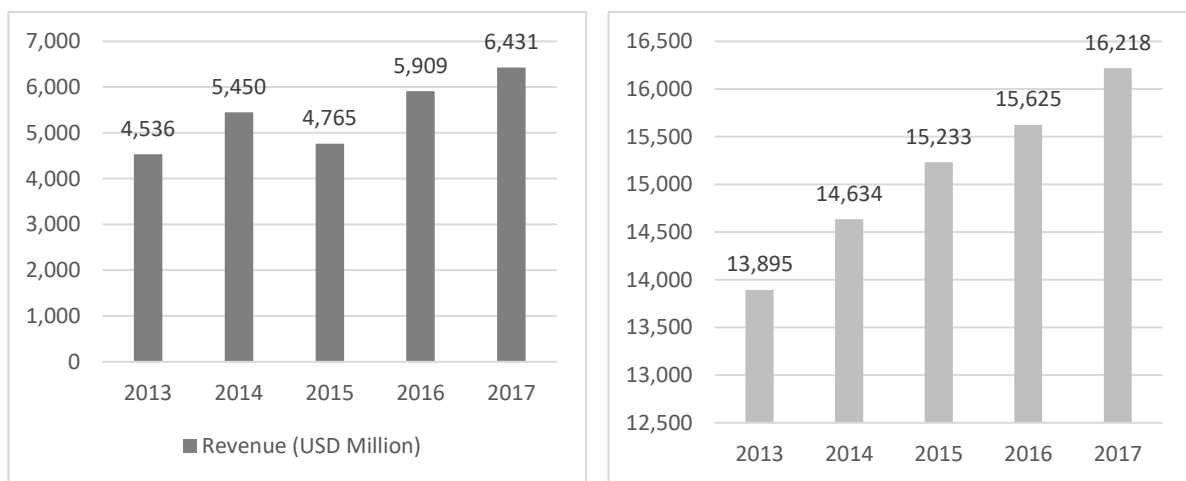
Source: Annual Audited accounts and WFP HR database

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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[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)
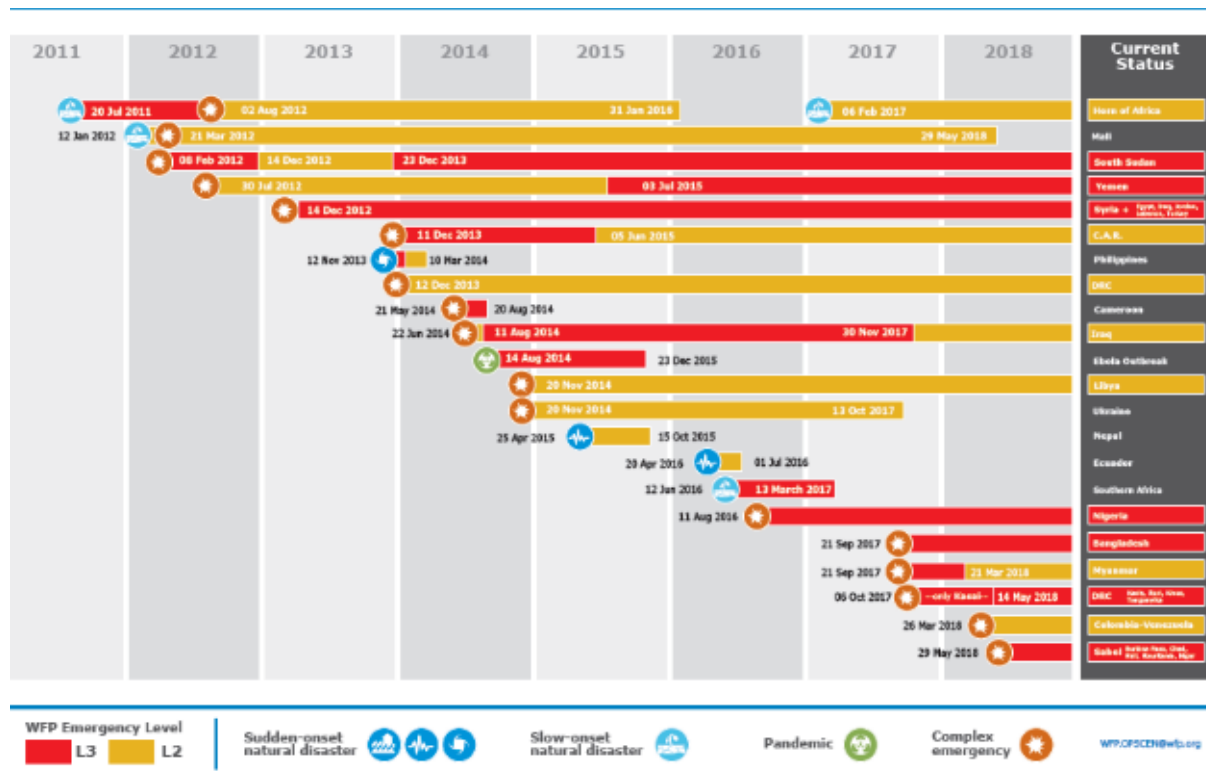
Source: WFP Internal Database. Note: L3 indicates a Global Emergency and L2 a Regional Emergency.

26.   The organization 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.
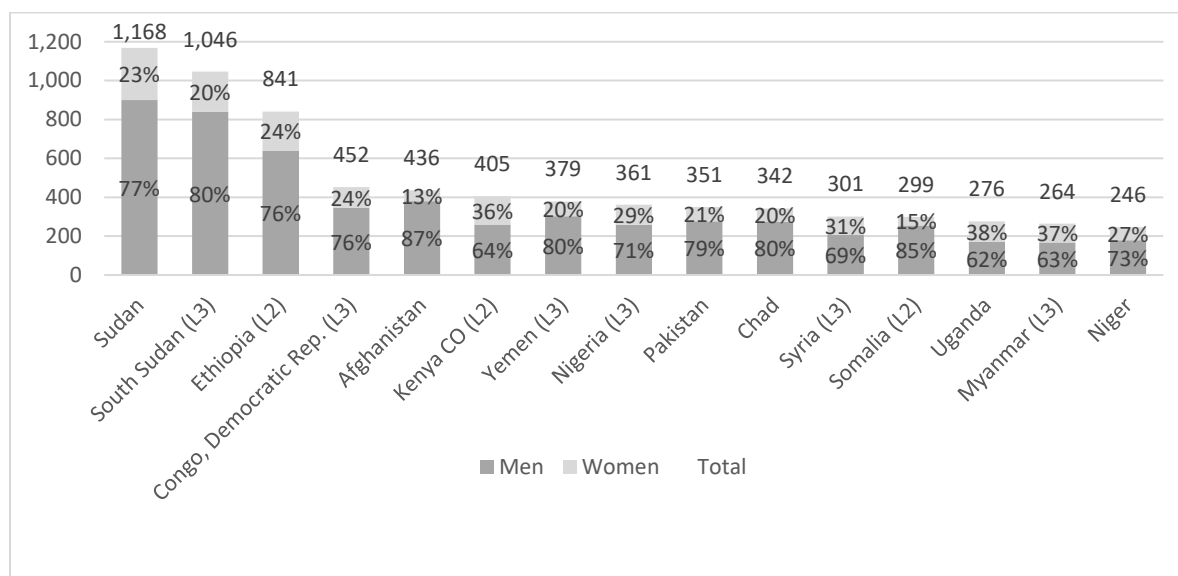
Source: WFP HR database as of December 2017.

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

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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

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.

Figure 4   Gender composition of WFP workforce by type of office (2014 - 2017)
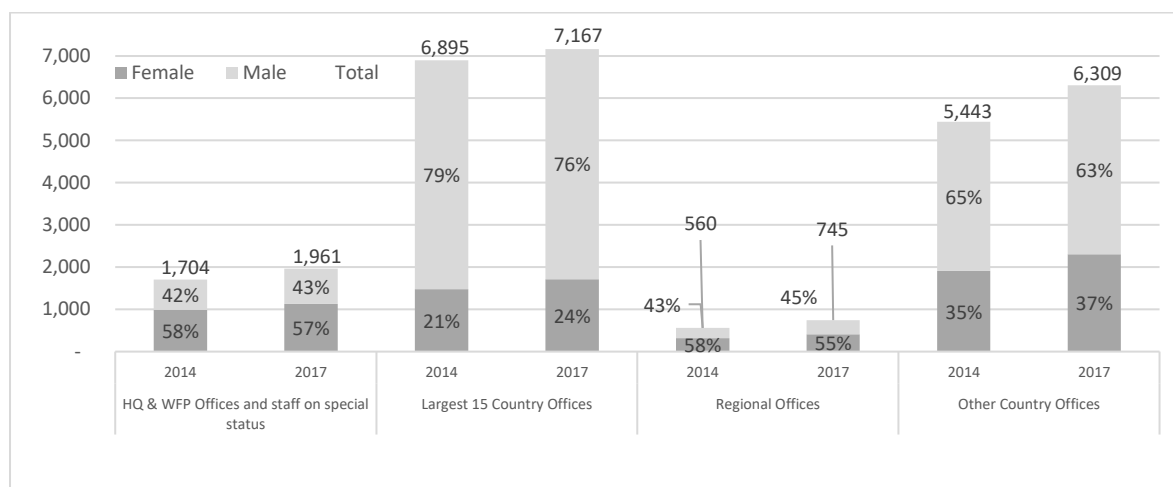
Source: WFP HR database

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

Policy evaluations serve the dual objectives of accountability and learning.

- **Accountability –** The evaluation will assess and report on the quality and 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

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

34.   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 all 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.

35.   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].

36.   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.

37.   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)

38.   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-centred organization that focuses on the development and welfare of its employees, so they can better serve its beneficiaries."[49]

39.   The Strategy aimed 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 centres 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.

40.   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]

41.   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.

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.

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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.

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

42.　　　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]

43.　　　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).

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

People		Initiatives	Implementation status as per 2016 Update to the Board	2014		2015		2016		2017	
Imperatives				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

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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.

44.   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]

45.   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].

46.   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

47.   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]

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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 Functional Strategy (2016-2018)

[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.

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)
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

48.   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

49.   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.

50.   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.

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[60] On-line Learning Management System (LMS)

[61] Duty stations with difficult living conditions

51.　　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.

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.

52.　　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).

53.　　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

54.　　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.

55.　　**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 organizations (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.

56.　　**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.

57.   **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).

58.   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

59.   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]

60.   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

- 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

61.   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 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.

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

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

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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.

Table 4   Field missions

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

64.   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.

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).

65.   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.

66.   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.

67.   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

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

69.   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.

70.   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.

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

[68] Only the team leader will be expected 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/

[70] Minimum criteria: validity, consistency and accuracy

5. Organization of the Evaluation

5.1 Phases and Deliverables

71.　　Table 5 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 4a　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

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

73.　　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.

74.　　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

75.   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.

76.   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]

77.   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.

78.   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

79.   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 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.

80.   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.

81.   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.

82.   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.

83.   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.

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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.

84.	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..

85.	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.

86.	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.

87.	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.

88.	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.

89.	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.

Annex 2   Evaluation Methodology

1.   This section draws on Section 3, "Evaluation Methodology", of the final inception report for this evaluation, as approved by the Office of Evaluation on 17 April 2019. The section has been updated to reflect additional information that became available during the course of the evaluation. The main methodology outlined in the inception report was followed during the course of the evaluation.

Methodological approach

2.   This evaluation was summative in nature and focused on assessing the relevance of the People Strategy within its evolving internal and external contexts, as well as on an assessment of its results and the factors that influenced them.

3.   The guiding framework for the evaluation was the evaluation matrix presented below. The full evaluation matrix in Annex 4 indicates how the various lines of inquiry with their respective data-collection methods and tools were used and triangulated to respond to the evaluation questions and sub-questions from the ToR.

4.   The evaluation team's overall approach had three dimensions: (i) it was theory-driven and used elements of contribution analysis, (ii) it was guided by principles of gender equality and equity, and (iii) it took standard OECD Development Assistance Committee (DAC) and Active Learning Network for Accountability and Performance (ALNAP) evaluation criteria into account. These three dimensions are further described below.

Theory driven using elements of contribution analysis

5.   The reconstructed overview theory of change (see Annex 3) informed the evaluation questions, sub-questions and indicators in the evaluation matrix to ensure that the evaluation gathered detailed evidence on the change processes and results outlined in the theory of change and on the likely validity of the main underlying assumptions described in Annex 3. In doing so, the evaluation applied elements of contribution analysis, a theory-based, iterative approach to evaluation, which is designed to identify the contribution a programme, strategy or (series of) interventions is making to observed results through an increased understanding of why observed changes have occurred (or not occurred) and the roles played by the intervention(s) and by other internal and external factors respectively.[73] A report derived from applying contribution analysis does not provide definite proof, but rather provides an evidence-based line of reasoning from which plausible conclusions can be drawn on the types and reasons for contributions made by the programme/intervention in question.

6.   The structure and terminology used to depict the constructed theory of change for the People Strategy draws on the COM-B-theory of change model put forward by Mayne (2017) based on the work on behaviour change conducted by Michie, Stralen and West (2011). It is based on the understanding that individual behaviour change (B) occurs as the result of interaction between three necessary conditions: capabilities (C), opportunities (O) and motivation (M). "Capability" is defined as individuals' psychological and physical capacity to engage in the activity concerned, including having the required knowledge and skills. "Motivation" refers to those brain processes that energize and direct behaviour, not just goals and conscious decision-making, but also habitual processes and emotional responding. "Opportunity" is defined as all the factors that lie outside the individual that make a behaviour possible or prompt it, such as positive or negative incentives or changes in the overall organizational culture. Together, the three elements of capability, opportunity and motivation form what is referred to as "capacity".

7.   The evaluation focused on activities/outputs for strategy implementation and on resulting changes in WFP staff capacity (capability, opportunity, motivation) and/or behaviours. It did not strive to systematically verify assumed links between capacity and behaviour and measurable changes in overall WFP performance in serving its partners and beneficiaries.

8.   The theory-based approach was an iterative one. The theory of change provided a framework for interpreting evaluation data in terms of assumed logical links between interventions, contexts and results, while at the same time the elicited data was used to test the theory of change. The theory of change thereby

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[73] See, for example: Mayne 2011 and Mayne 2015.

contributed to answering the overarching evaluation questions, specifically focusing on the assessment of the quality of the People Strategy and the analysis of factors influencing results in People Strategy priority areas. Insights deriving from this process were reflected in the evaluation findings, conclusions and recommendations. In addition, Annex 10 provides a broad overview on the extent to which the evaluation found evidence on different elements of the theory of change holding true/having been achieved to date.

Guided by principles of gender equality and equity

9.　　As per the Evaluation Quality Assurance System (EQAS) Technical Note on Gender and United Nations Evaluation Group (UNEG) guidelines, the evaluation team undertook a gender-responsive evaluation as appropriate given the subject-matter of the evaluation. Within the evaluation matrix, the evaluation team has identified several indicators that explore the extent to which the People Strategy design and the approach of WFP to people-management supports, hinders or is neutral in relation to WFP efforts to mainstream gender equality in its work and achieve United Nations-wide targets for gender parity. This perspective in line with WFP Gender Policy (2015-2020) and the 2018 Gender Parity Action Plan.

10.　　In alignment with the EQAS Technical Note on Gender, the evaluation team ensured that the stakeholders consulted during the field missions represented diverse perspectives based on gender, ethnicity, geographic locations, and their roles and contract types.74 Adhering to the principles of gender and human rights responsive evaluations, the team sought to respectfully, systematically and constructively engage with the various stakeholders to ensure that conclusions and recommendations to be formulated following data collection were useful and reflected the broad range of perspectives of WFP stakeholders. During consultations, evaluation team members stated to all participants that their individual responses would be confidential and offered to meet with respondents separately should they wish to raise sensitive issues that they may not feel comfortable discussing in a group setting. Where consulted staff or managers raised sensitive issues (for example, misconduct, abuse or retaliation), the evaluation team members directed them to the appropriate mechanisms/units within WFP to address the respective issues, based on a process agreed-upon with the Office of Evaluation during the inception phase of the evaluation.

11.　　The evaluation team was gender balanced, culturally and linguistically diverse, and included local consultants/note-takers to support data collection in the field.

Evaluation criteria

12.　　Standard OECD DAC evaluation criteria, as indicated in the ToR and as included in the EQAS technical note on evaluation criteria, were applied as follows:

- The relevance criterion was used in relation to Evaluation Question 1 to assess the extent to which the objectives of the People Strategy were, and have remained to be, consistent with WFP organizational needs and priorities

- The effectiveness criterion was applied in relation to Evaluation Questions 2 and 3, which address the results of the People Strategy and factors that have contributed to results achievement

- The efficiency criterion was used – to the extent possible based on available data – to assess the relationship between inputs (funds, expertise, time) and outputs of developing and implementing (selected elements of) the People Strategy

- The criterion of sustainability was considered when assessing the results of the People Strategy as regards its ability to affect lasting organizational (culture) change within WFP.

13.　　The criterion of impact refers to the wider effects of the People Strategy on individuals within WFP as well as on the overall organization. It was considered to capture, where applicable and feasible, changes in individual and collective behaviours and practices, organizational culture, or (likely) effects on WFP organizational performance. Unintended impacts of the People Strategy were noted as applicable.

Evaluation matrix

14.　　The evaluation team drew on the draft theory of change and on its understanding of issues from the inception phase to develop a full evaluation matrix, presented in Annex 3. The sub-evaluation questions

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74 The extent to which this was possible varied based on the composition of the WFP workforce in different offices.

related to each of the three main evaluation questions are shown in Table 5. The full matrix further elaborates sub-questions, indicators, data sources and methods of data collection. .

Table 5   Main evaluation questions and sub-questions

Main evaluation questions	Evaluation sub-questions
1. How good is the People Strategy?	1.1. Does the strategy communicate a clear understanding of WFP conceptional and strategic vision on its staff ("people")? 1.2. Does the strategy set clear and measurable expectations to internal and external stakeholders? 1.3. How does the strategy compare with (i) strategic human resource-related documents of relevant comparator organizations and (ii) evolving (global) good practice? 1.4. Has the strategy remained relevant in face of: (i) changes in the WFP Strategic Plan (2017-2021); (ii) is it consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks and (iii) UN reform and specific initiatives such as on gender?
2. What were the results of the People Strategy?	2.1. What have been the results of the strategy in relation to "refreshing performance-management processes" (Imperative 1)? 2.2. What have been the results of the strategy in relation to "building WFP talent" (Imperative 2)? 2.3. What have been the results of the strategy in relation to "shifting the focus to increase attention to national staff" (Imperative 3)? 2.4. What have been the results of the strategy in relation to "equipping high impact leaders" (Imperative 4)? 2.5. What (if any) have been unplanned (positive and negative) consequences of implementing the strategy?
3. Why has the People Strategy produced the results that have been observed?	3.1. What internal factors have influenced (positively or negatively) implementation of the strategy? 3.2. What external factors have influenced (positively or negatively) implementation of the strategy?

Data-collection methods

Overview

15.   The evaluation used the following methods of data collection: (i) retrospective construction of a theory of change underlying the People Strategy (Annex 3); (ii) a full evaluation matrix (Annex 4); (iii) extensive reviews of internal and external documents and relevant literature; (iv) field missions to ten country offices (CO)[75] and to the regional bureaux (RB) in Johannesburg and Panama;[76] (v) key informant interviews and focus groups with WFP headquarters staff based in Rome; (vi) a review of four comparator organizations - Klynveld Peat Marwick Goerdeler (KPMG), the United Nations Children's Fund (UNICEF), and the United Nations High Commissioner for Refugees (UNHCR) - using document review and interviews. .

16.   The various data-collection methods are described in greater detail below.

Document and literature review

17.   A preliminary review of relevant documents and literature was conducted as part of the inception phase. Additional corporate documents were then systematically analysed to address the questions and sub-questions in the evaluation matrix. The document, literature and database reviews complemented the detailed work conducted during the field missions. They enabled a contextualization of the People Strategy,

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[75] COs in Afghanistan, Algeria, Burundi, Chad, the Republic of the Congo, Nicaragua, India, Senegal, Sudan, and Tanzania.

[76] Visits to COs lasted between two and three days, and visits to RBs two days. Follow-up consultations via telephone, Skype or email were conducted as necessary. In addition to the noted locations, the RB in Nairobi, as well as the country offices for Kenya, Somalia and Uganda were visited as part of the evaluation inception phase.

an assessment of its quality, and an identification of results deriving from its implementation. The reviews supported the comparative analysis for answering Evaluation Question 1, "How good is the People Strategy"?

18.   A bibliography is found in Annex 8. The main types of documents and literature covered included:

19.   Documents relevant to the genesis of the People Strategy, for example, relevant Board meeting documents and minutes, the People Strategy, the Human Resources Functional Strategy, the WPF strategic plans in place during the period under review (2014-2017 and 2017-2021), including their respective strategic and management results frameworks (2014-2017)/corporate results framework (2017-2021), progress reports and performance reviews

- Other relevant WFP policies (for example, gender policy; country strategic plan policy; previous human resources policy 2008-2011)

- WFP human resource-related materials generated after 2014 (for example, human resource manuals and guidance, capacity development materials such as those available through "WeLearn") as well as documents illustrating the organization of the Human Resource Division and annual WFP Human Resources Division (HRM) reports

- Documents illustrating employee performance review, promotion and staffing processes (for example, ToR for relevant panels/committees; meeting minutes; anonymized staff performance reports)

- Overview and office/region-specific summary reports on the results of the general staff surveys conducted in 2012, 2015 and 2018, including, at global level, survey data disaggregated by sex and contract type

- Regional bureaux/country offices and headquarters unit workplans/priorities

- Relevant centralized and decentralized evaluations conducted during the period 2014-2018, as well as internal and external audits of the human resource function

- Relevant documents on the people/human resource strategies and practices of comparator organizations (see also review of comparator organizations below)

- Selected literature on key elements of people/human resource management addressed in the People Strategy, including reinforcing a performance culture, talent acquisition and workforce planning, staff well-being, and effective leadership and leadership development. Stakeholder consultations during the inception phase indicated that the WFP People Strategy is widely perceived to have been strongly influenced by private sector experiences. As such, it was important for the evaluation to gain an understanding of whether and, if so, how, the global discourse on good practices had evolved in this sector since 2014

- Other relevant documents, as occasionally shared by stakeholders met in countries, regions or at headquarters.

20.   The document review was also forward looking and included documents relevant to WFP future strategic orientation and internal organization (for example, the draft Update on the WFP Management Plan (2019-2021)). The review process was guided by a document review framework based on the questions and indicators in the evaluation matrix.

Review of databases

21.   Various data sets were accessed and analysed (both quantitatively and qualitatively) primarily in relation to answering Evaluation Question 2 on the results of the People Strategy and related sub-questions that relate to each of the four imperatives of the People Strategy. This is illustrated in Table 6.

Table 6   Data sets and their relevance in relation to People Strategy imperatives

Data sets	People Strategy imperative
Data on trends in employee performance management e.g. in PACE completion and ratings, probation and separation trends, promotion trends and use of PIPs	Reinforce a Performance Mindset
Data on changes in the composition and distribution of WFP workforce at global, regional and country levels	Build WFP Talent
Data on FIT Pool applications	Build WFP Talent
Data on use of online and in-person capacity development opportunities for staff and managers, e.g. WeLearn online platform, INSPIRE women's leadership programme, Leading for Zero Hunger and Supervising for Zero Hunger programmes	Build WFP Talent Equip High-Impact Leaders
Data on Wellness Fund budget allocations	Shift the Focus
WFP staffing statistics (by gender, by contract type/level)	Shift the Focus (but also other imperatives)
Data summarizing GSS results (2012, 2015, 2018) at global, regional and national level, as well as by sex and contract type	All four imperatives
HRM website statistics (e.g. providing information on most/least popular HR tools)	All four imperatives

22.   The review and analysis of available data sets were guided by a dedicated framework deriving from the questions and indicators in the evaluation matrix. Most existing data sets were available disaggregated by various categories including by sex, staff categories and geographic location. Decisions on which disaggregation categories were the most relevant in relation to different evaluation (sub-)questions were informed by an iterative process involving triangulation of the evaluation's various lines of enquiry.

Field missions

23.   The evaluation team collected data on WFP experience in implementing the People Strategy and the approach to people management taken in regional bureaux and country offices. Field missions focused on key changes in people management that had occurred since 2014 under, or related to, the four imperatives outlined in the People Strategy. The aim was to capture relevant activities and outputs, resulting changes in staff and managers' capacity (capabilities, motivation, opportunities) and – to the extent possible – behaviours, as well as to identify key factors that either supported or posed challenges to results.

24.   The evaluation team conducted field missions to ten country offices (Afghanistan, Algeria, Burundi, Chad, the Republic of the Congo, India, Nicaragua, Senegal, Sudan, and Tanzania) and two regional bureaux (Johannesburg and Panama). In addition, one regional bureau (Nairobi) and three country offices (Kenya, Uganda, and Somalia) were visited during the inception phase. Countries identified for data collection missions were chosen based on the following criteria: geographic balance; including both regional bureaux and country offices; balance of different office sizes and staffing trends (downsizing/growing); reflecting different types of activities; reflecting different types of human resource structures on site; avoiding overlap with other already planned field missions related to other evaluations, audits or the organizational realignment process; including at least one "delivering as one" country (Chad, Kenya and Tanzania) ; including at least one country that had an L2 and/or L3 emergency during the review period (Chad); and including a mix of countries with different levels of government effectiveness.[77] The selected field mission sites are presented in Table 7, which also illustrates how the different selection criteria apply in each case.

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[77] Government effectiveness captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressure, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. Source: http://info.worldbank.org/governance/wgi/#home

Table 7   Selection of field mission countries

	Region/country	Size of operations category[78]	Staff trend 2014-2018[79]	Emergencies 2014-2018[80]	Type of activities[81]	HR structure on site[82]	HR org realignment missions[83]	Mission "burden"[84]	Government effectiveness[85]: (-2.5 (weak) 2.5 (strong))
RBN									
Inception	RBN	Regional bureau	Growth above WFP average (14%)	n/a	Regional bureau	HR int'l officer			
	Kenya	Medium	Downsizing		Mixed activities	HR nt'l officer			
	Somalia	Large	Growth above WFP average (14%)		Mixed activities	HR int'l officer			
	Uganda	Large	Growth above WFP average (14%)	-	Mixed activities	HR Int'l Officer			
1	Burundi	Small	Growth above WFP average (14%)		Mixed activities	HR int'l officer		Hum principles and access - FM	-1.34
RBB									

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[78] OEV, based on WFP 2017 implementation plan by transfer modality (Food, CBT,CS)

[79] HRM staffing data, employee trend, December 2018

[80] WFP Emergency Preparedness and Support Response Division (OSE), December 2018

[81] OEV, based on WFP 2017 implementation plan by transfer modality (Food, CBT,CS)

[82] HRM staffing data, employee trend by country, December 2018

[83] HRM information provided during the inception phase, February 2019

[84] OEV data, January 2019

[85] Worldwide Governance Indicators, World Bank Group: http://info.worldbank.org/governance/wgi/#home

	Region/country	Size of operations category[78]	Staff trend 2014-2018[79]	Emergencies 2014-2018[80]	Type of activities[81]	HR structure on site[82]	HR org realignment missions[83]	Mission "burden"[84]	Government effectiveness[85]: (-2.5 (weak) 2.5 (strong))
2	India	Very small	Growth above WFP average (14%)	-	Mainly capacity strengthening	HR nt'l officer		Cap dev - DR	0.09
3	Afghanistan	Medium	Downsizing		Mixed activities	HR int'l officer		Hum. prot. – FM	-1.33
RBP									
4	Nicaragua	Very small	Downsizing	-	Mainly food	HR admin staff, UNV or consultant			-0.64
RB	RBP	Regional bureau	Growth between 0% and 14%	n/a	Regional bureau	HR int'l officer		CSP pilots – FM cap dev - FM	0.01
RBC									
5	Algeria	Small	Growth between 0% and 14%	-	Mainly food	No HR			-0.60
6	Sudan	Large	Growth between 0% and 14%	-	Mixed activities	HR int'l officer		CSP pilots - DR	-1.41
RBJ									
RB	RBJ	Regional bureau	Growth above WFP average (14%)	n/a	Mainly capacity strengthening	HR int'l officer		CSP pilots- FM; Corp Partnership Strategy (CPS) PE	0.28
7	Tanzania	Medium	Growth above WFP average (14%)	-	Mixed activities	HR national officer		CSP pilots- FM	-0.63
8	The Republic of the Congo	Very small	Growth between 0% and 14%		Mixed activities	No HR		-	-1.19
RBD									
9	Chad	Medium	Downsizing	L3	Mixed activities	HR international officer	-	CPS PE– FM; Hum. principles and access - DR	-1.46

	Region/country	Size of operations category[78]	Staff trend 2014-2018[79]	Emergencies 2014-2018[80]	Type of activities[81]	HR structure on site[82]	HR org realignment missions[83]	Mission "burden"[84]	Government effectiveness[85]: (-2.5 (weak) 2.5 (strong))
10	Senegal	Very small	Downsizing	-	Mixed activities	HR admin staff, UNV or consultant	-	Cap. dev. - FM	-0.32

25.   Field missions took place between April and June 2019. Each mission was led by one senior international consultant who was supported by a local consultant. Regional bureaux visits were scheduled to last two working days each, and country office visits were scheduled to last up to three working days each. In practice, dates were discussed with the respective regional bureau or country office and adjusted if and as required.

26.   The field missions were organized and undertaken according to the following steps:

- With the Office of Evaulation in consultation with the respective country office/regional bureau, tentative dates for field missions were agreed upon and a preliminary agenda was developed by the respective offices based on a template provided.

- Prior to each field visit, the evaluation team conducted an in-depth review of available documents and data on WFP staff in the respective office or bureau. This included a review of staffing trends since 2014, global staff survey (GSS) summary reports for the respective office and/or region, and any relevant evaluations.

- Also prior to the field mission, the international team member leading the mission conducted a telephone or Skype interview with the human resources officer (or HR assistant) in the respective country office or regional bureau to obtain a preliminary briefing on key human resource-related and contextual issues specific to the respective office. The call was also used to discuss logistical questions around the field mission.

- The evaluation team conducted in-country data collection through individual and small group interviews with (i) WFP managers and staff based in the capital city and in field offices, (ii) at least one donor representative (if and as feasible), (iii) the United Nations resident coordinator, and (iv) the local human resources officer(s) of UNICEF and/or UNHCR. Interview protocols for different stakeholder groups had been tested at headquarters, country office and regional bureau levels during the inception mission and were revised based on insights and feedback received during these initial visits.

27.   As necessary, the evaluation team conducted additional virtual interviews following field missions in case key WFP employees or external partners (United Nations comparators, donors) were not available during the visit.

28.   Given the relatively short duration of each visit and the intent to consult with as many staff and managers as possible, it had been agreed with the Office of Evaluation that the evaluation team would not be conducting formal exit debriefs at the end of the mission (as usually expected as per EQAS). If required and time permitting, the team sought clarification of any human resource matters raised during the visit through a last meeting with the respective human resource officer/advisor and/or regional bureau/country office director or deputy director (depending on availability) towards the end of each visit.

Interviews with headquarter-based staff

29.   Headquarter-based employees were interviewed to provide insights on their experiences with and views on the WFP approach to people management. Senior managers of different thematic functions within WFP were consulted regarding implementation of the People Strategy, including on issues related to guidance, incentives and resources, and the extent to which resulting changes have equally benefited all WFP employees (including locally and internationally recruited ones, as well as both men and women).

30.   Data collection was conducted through small group and individual interviews during a three-day mission led by one of the evaluation team's human resource management experts and one evaluation consultant. This headquarters visit took place in early June.

Review of comparator organizations

31.   The evaluation team conducted an analysis of three comparator organizations: UNICEF, UNHCR, and Klynveld Peat Marwick Goerdeler (KPMG) in order to set the People Strategy and its implementation activities in a wider context.

32.   To conduct the comparison, the evaluation team reviewed: (i) relevant corporate documents of the organizations (policies, actions plans, strategic plans, guidance notes, etc.) that illustrate each organization's understanding of, and priority assigned to, managing their people/staff, (ii) information on approaches to

managing people/staff and (iii) information on related results/changes over the past five years. This document review was complemented by telephone, Skype or email consultations with one representative from each of the organizations (directors of human resource functions and/or senior human resource managers at headquarters). For UNICEF and UNHCR, the evaluation team also conducted in-person consultations with human resource officers/advisors of (one or both of) these organizations during field missions if and as feasible given their availability (see above).[86]

33.   The selection of the comparator organizations was based on considerations that were informed by the draft criteria suggested in the evaluation ToR and refined based on consultations with stakeholders and the Office of Evaluation during the inception phase. Thus the comparison focused on organizations that: i) have large and diverse workforces; ii) have a global mandate and/or presence; and iii) operate in a variety of countries including in fragile settings. In addition, the set of four comparator organizations is intended to provide insights from a variety of contexts, namely the United Nations system (UNICEF and UNHCR) and the private sector (KPGM).[87]

Data analysis, checking/cleaning and reporting

34.   To maximize the quality of data and mitigate the risks and constraints inherent in each individual data-collection tool, the evaluation team used several processes to check and clean the data. These included: (i) during field missions, the respective senior evaluator leading individual and group interviews reviewed the notes taken by the local/junior consultant and, if applicable, corrected or identified areas requiring clarification or follow up; (ii) all interview notes were recorded against appropriate templates and systematically reviewed, classified and coded by a team member not present in the interviews themselves, for quality-assurance and subsequent analysis purposes (see below on the use of "Dedoose" software); and (iii) document/desk review data was excerpted as much as possible directly from the respective sources to ensure accuracy. Data aggregation was be guided by clear questions and criteria and was quality controlled by senior team members.

35.   The whole evaluation team gathered at regular intervals for analysis meetings (in person and via video-conference and/or email) to discuss and cross-reference the results of each line of inquiry, identify patterns and outliers, and start drafting emerging summary findings in response to the evaluation questions and sub-questions.

36.   To analyse data, the evaluation team employed qualitative (descriptive, content, comparative) and quantitative techniques:[88]

- Descriptive analysis was used as a first step, to understand the contexts in which WFP and its staff and managers work and operate, before moving on to more interpretative approaches.

- Quantitative analysis was used to capture and analyse relevant information and trends, for example, related to staffing patterns, human resource-related resources or changes in global staff survey results over time. Additionally, quantitative analysis was used, where applicable, to produce evidence on data gathered through interviews (see text box below).

- Qualitative analysis included the following approaches:
  - Content analysis, which was used across the different lines of inquiry documents and interview data to analyse and identify common trends, themes, and patterns in relation to the evaluation questions. Content analysis was further used to flag diverging views or evidence on certain issues. Emerging issues and trends deriving from this analysis constituted the raw material for crafting preliminary observations that were then refined to feed into the final evaluation report.

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[86] At the time of submitting the zero-draft report (early July 2019), the evaluation team, despite repeated efforts to establish contact, has not yet been able to interview or obtain documents from KPGM and DfID.

[87] As noted in the inception report, the evaluation team had originally envisaged also including a government entity, namely the United Kingdom's Department for International Development (DfID) as a fourth comparator. Despite repeated efforts to establish contact with the organization the team was, however, unable to identify a representative to interview or obtain documents from. See also sub-section on limitations below.

[88] Contribution analysis is not listed here as it does not constitute a method of data collection but, rather, an evaluation approach that encompasses descriptive, quantitative and qualitative data analysis.

– Comparative analysis, which was used to position the People Strategy and WFP approach to human resource management in relation to global good practice and the strategic documents and human resource management practices of relevant other organizations.

37.   Given the several hundreds of interviews conducted for this evaluation, the evaluation team used the qualitative data analysis software Dedoose, which allows for classification and coding of text by themes as well as according to various "descriptors" (for example, by stakeholder type, and by country). The process of coding and analysis is further described in the text box. This systematic treatment of interview data facilitated the coherent management of large quantities of qualitative input, and enabled the evaluation team to easily retrieve, analyse and synthesize the perspectives of sub-groups of stakeholders on given thematic issues related to the People Strategy, and ultimately, to the evaluation questions and sub-questions.

38.   Triangulation was used to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions. As is illustrated in the triangulation and evidence matrix (Annex 9), the evaluation team based individual findings on several lines of inquiry and data sources.

Process to code and analyse qualitative interview data

The following process was used to collect, classify, code and analyse interview data, using the mixed methods analysis software Dedoose:

(1) Notes from interviews (key points, not full transcripts) were recorded against pre-determined templates organized around key evaluation questions and sub-questions, and quality-assured by the senior team member who led the interview

(2) All interview notes were passed on to a third team member who did not attend the interview, but who validated use and content of the template

(3) Interview notes were then uploaded into Dedoose (in a password-protected, encrypted account)

(4) Interview notes were associated with the relevant "descriptors" of the persons interviewed (location, sex, contract type, number, agency, etc., without recording individuals' names)

(5) Interview notes were "coded" for key topics, meaning that elements of text were recorded as being associated either with an evaluation question, and/or with one of the four imperatives of the People Strategy, and/or with sub-initiatives or other emerging and recurring themes (a given text passage can be coded as being relevant to none, one, or several topics). Codes were largely determined at the inception phase based on evaluation questions and key strategy initiatives, but some codes for issues arising from data collection were added during the evaluation, in which case interviews already coded were revisited to apply any new codes, if applicable

(6) Coded text passages were "rated", as either positive, negative, or mixed/neutral,[89] based on tone, content, and context (for instance, a paragraph where an interviewee discussed the use of PACE was rated based on whether the views expressed were rather favourable, rather unfavourable, purely descriptive (neutral), or a mix/balance)

(7) Finally, the resulting database of ratings, codes, descriptors and associated text passages was analysed to understand, for instance: whether on average one group of stakeholders felt more/less positive about a given topic than another group of stakeholders; what the key perspectives on a given topic were, disaggregated if and as relevant by a given descriptor; and how often key topics were raised and by whom. Insights from this analysis were triangulated against

39.   Throughout the evaluation process, the evaluation team engaged with the Office of Evaluation to request access to relevant WFP stakeholders and documents where additional data needs/gaps were identified as the evaluation progressed.

40.   Draft findings, conclusions and emerging themes for recommendations were presented in a participatory workshop attended by key WFP stakeholders. At the workshop, participants were asked to discuss the findings and engage in group discussions around potential recommendations to ensure utility.

41.   The reporting phase focused on presenting clear and understandable messages. The evaluation report presents key data and findings for each question and relegates data from some sub-questions to annexes to facilitate a coherent narrative in the main report. For each of the four imperatives of the People Strategy, the report included a "mini case study" to focus attention on (i) the revised underperformance framework of WFP; (ii) improvements to the "WeLearn" learning management system, (iii) establishment of the Staff Wellness Division; and (iv) the Leading for Zero Hunger leadership programme. See the textbox entitled "Mini case studies".

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[89] In relation to EQ1, the coding of responses to questions around whether the People Strategy was known to staff were coded based on whether the strategy was known or unknown to the group, or whether at least part of the group knew it.

42.   Where appropriate, the report utilizes visual tools, such as graphics and diagrams to enhance clarity and readability.

Quality assurance

43.   The robust internal quality assurance system that was presented and agreed to in the long-term agreement between Universalia and WFP applied to this assignment. It specifies that the evaluation team leader carries overall responsibility for quality assurance, ensuring rigorous data collection, analysis and synthesis that is based on triangulation and verification of data.

> **"Mini case studies"**
>
> The purpose of the mini case studies was to explore selected examples of actions taken during the review period in more depth to assess their contributions to capacity and/or behaviour changes, and to identify key factors that have supported or hindered progress. One case study topic was selected for each imperative from among the initiatives outlined in the People Strategy, in consultation with the Office of Evaluation, and based on the likelihood of data availability.
>
> The themes selected for these mini case studies guided data collection during document and literature review, field missions and other key informant interviews. They also constituted key foci for data analysis, including the coding and analysis of interview data using the software Dedoose.
>
> Insights deriving from the four mini case studies are incorporated and reflected in the findings and supporting evidence presented in the evaluation report. In addition, short summaries of relevant data on the four topics are provided in Annex 14.

44.   While internal measures are essential to assure quality, an external review is also necessary to provide outside expert quality assurance. This function was added to those set out in the long-term agreement and the

function of an external quality assurance was assumed by Ms. Mariane Arsenault and Ms. Margot Rothman. Neither of these individuals contributed to data collection, analysis or report writing, but exclusively focused on autonomous quality assurance of key evaluation deliverables and directly advised and reported to the evaluation team leader.

45.   WFP has developed EQAS based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. EQAS was systematically applied during this evaluation and relevant documents were provided to the evaluation team.

46.   No evaluation team member had any potential conflict of interest with the evaluation object or WFP.

Limitations

47.   The main limitations of the evaluation as well as related mitigation strategies, where applicable, were: (i) the originally planned field visit to the Madagascar country office had to be cancelled as the timing of the evaluation was not convenient. There was no mitigation strategy as no alternative country office with the same characteristics could be identified. The evaluation team and the Office of Evaluation therefore decided to reduce the number of visited country offices from 11 to 10. Given the diversity of the remaining sample of visited regional bureaux and country offices and the large number of stakeholders consulted, this change did not significantly limit the scope or nature of data collection; (ii) the absence of an explicit overall results framework or theory of change for the People Strategy and resulting lack of clarity over envisaged changes in workforce capacity and behaviours. To address this issue, the evaluation team constructed a theory of change based on the strategy document and consultations with HRM; (iii) despite various efforts, the evaluation team was not able to consult with members of one of the four originally intended comparator organizations (DfID) or obtain relevant documents from this organization. As such, the comparator review has been limited to UNICEF, UNHCR and KPMG. There was no mitigation strategy available to address this limitation; (iv) only two members of the WFP Executive Board were available for consultations, thereby limiting the extent to which the evaluation team was able to gather information from this stakeholder group; and (iv) the focus group approach to data collection in countries allowed for disaggregation of findings by categories of staff but limited the team's ability to disaggregate data by gender. Wherever possible the team

used gender disaggregated data from the global staff survey and other WFP sources to inform and nuance its findings.

Annex 3   Theory of Change Underlying the People Strategy

1.   Figure 5 was developed by the evaluation team and provides a high-level overview illustrating the (implicit) overall logic of the People Strategy and its assumed relevance in relation to WFP organizational performance and results.

Figure 5   Overview of the theory of change

Improved well-being: WFP responds quickly to emergencies, is efficient in providing maximum benefit at lowest cost, and effective in achieving the best possible outcomes for people it serves

Well-being assumptions

Direct benefits: WFP achieves its organizational outputs due to capable people deployed in the right roles at the right time who perform effectively

Direct benefit assumptions

Behaviour change, e.g.:
- managers consistently recognize high performers and reward them through career opportunities.
- Staff regularly update their knowledge/skills to meet evolving WFP needs

Behaviour change assumptions

Capacity change:
- Capabilities – e.g. staff and managers acquire new knowledge and/or skills
- Motivation – e.g. shared performance mindset; clear incentives for high performance for staff and managers
- Opportunities – e.g. resources made available to develop innovations

Reach and capacity change assumptions (including on extent to which related inputs – money, time, staff -were appropriate and sufficient)

Activities/outputs – e.g.: New learning management system launched; underperformance policy launched; PACE system improved

2.   Table 8 elaborates on the expected capacity and behaviour changes under the People Strategy and formulates related underlying assumptions that are logically implied.

Table 8   Explicitly and implicitly envisaged capacity and behaviour changes under the People Strategy and related assumptions[90]

Imperative	Initiatives[91]	Key expected changes in capacity (capabilities, opportunities, motivation)	Key expected changes in behaviours/practices	Key underlying assumptions
Reinforce a performance mindset	• Refresh performance-management processes • Embed common WFP values and behaviour	Capabilities: All managers and staff are aware of and know how to use: • The revised Performance and Competency Enhancement (PACE) system • The online resource centre for performance management • The WFP value proposition Motivation: Managers and staff have incentives to meaningfully apply new/revised tools and systems (e.g. to use the full scale of rating options in PACE) Opportunities: Managers and staff have sufficient time to engage in performance management conversations/processes	• Staff and managers demonstrate a culture of open and honest performance feedback • Managers recognize high performers and reward them through career opportunities • Managers and staff identify performance issues and address them promptly through tailored improvement plans	Reach and capacity change assumptions: • Critical mass of staff reached/aware of new systems • Staff and managers have incentives to engage in open feedback Behaviour change assumptions: • Enough time has passed for behaviour change to have occurred
Build WFP talent	• Develop career frameworks and skills • Establish an overall workforce planning capability • Refine the WFP employee value proposition and	Capabilities: Staff and managers are aware of and know how to use: • Offers in the enhanced learning management system (LMS) • The new WFP career framework and related career development tools and guidance materials • The new organization-wide framework for workforce planning • Guidelines for country office structure and staffing reviews	• WFP staff drive their own career development (e.g. by working to gain specific capabilities or experience) • Supervisors provide guidance on staff career development • WFP decision-makers forecast expected future staffing needs proactively and timely, and respond in line with insights deriving from structure and staffing reviews	Reach and capacity change assumptions: • Critical mass of employees reached/aware of available tools • Learning opportunities (perceived to be) relevant to key gaps in employee capacity Behaviour change assumptions: • Staff/managers have opportunities to apply, practice and hone new knowledge/skills

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[90] The reference to "explicitly and implicitly" envisaged changes reflects the fact that the People Strategy includes very few explicit references to specific changes in WFP staff/leaders' capacity or behaviours. As is common in the use of a theory of change-based approach, in compiling this preliminary theory of change the evaluation team therefore reverted to formulating key types of behaviour changes that (i) were indicated by WFP staff during preliminary consultations during the inception phase, and (ii) in our view, are logically implied by the priorities and related initiatives for change described in the People Strategy.

[91] As defined in the People Strategy.

Imperative	Initiatives[91]	Key expected changes in capacity (capabilities, opportunities, motivation)	Key expected changes in behaviours/practices	Key underlying assumptions
	talent acquisition strategy	Motivation: Staff and managers have incentives to use the above-noted tools/framework (e.g. due to a perceived clear link between enhancing ones' skills and career development) Opportunities: • Staff and managers' workloads allow them to engage in professional learning • WFP organizational culture/social norms value learning and various paths of career development	• Decision-makers consider at least one female candidate for each vacant mid- to senior-level post	• Enough time has passed for behaviour change to have occurred
Shift the focus to increase attention to national staff	• Create a supportive and healthy workplace • Enhance skills and capacities of national staff • Adapt and implement fit-for-purpose contractual arrangements for national staff	Capabilities: (National) staff are aware of and know how to use: • Available counselling and medical services • WFP policy/position on different types of misconduct and related channels and processes to report incidents as well as request protection from retaliation • Improved learning opportunities through LMS • The career framework for national staff • WFP human resource policies and guidance materials Motivation: • National staff see individual or collective benefits deriving from using counselling/medical services • Staff have incentives to improve their professional skills through formal learning opportunities (e.g. WeLearn) • National staff trust that reported cases of misconduct will be followed up without repercussions for whistle-blowers Opportunities: • National staff have contracts under the WFP/Food and Agriculture Organization of the United Nations (FAO) administrative framework	• National staff actively manage their career development (including through gaining relevant capabilities or experience) • Staff access available counselling and medical services • Staff report incidents of alleged misconduct/abuse/harassment/retaliation to appropriate channels • Staff stay longer with WFP and take fewer sick days/have fewer injuries • Managers take appropriate action to address dangers to the health or safety of staff	Reach and capacity change assumptions: • Counselling and medical services are offered in culturally/contextually appropriate ways. • Offers in LMS are relevant to (perceived) interests and professional needs of national staff Behaviour change assumptions: • Staff do not fear repercussions if they report cases of alleged misconduct/abuse/retaliation • Managers have incentives to address issues of alleged misconduct/ abuse/retaliation and do not fear negative consequences for themselves • Managers have incentives to support staff career development

Imperative	Initiatives[91]	Key expected changes in capacity (capabilities, opportunities, motivation)	Key expected changes in behaviours/practices	Key underlying assumptions
		• WFP RB/COs have sufficient human and financial resources to offer adequate medical/counselling services to staff • WFP overall and/or office-specific culture and social norms value using proper channels for reporting alleged abuse/misconduct/retaliation		
Equip high impact leaders	• Mobilize senior leaders • Develop leadership and management capabilities • Review leadership talent	Capability: Staff in leadership roles, emerging leaders and supervisors (men and women): • Gain a clear understanding of what "good leadership" means in WFP/in specific positions • Have access to tools/support such as coaching to build their leadership and/or supervision capabilities Motivation: Staff in leadership roles, emerging leaders and supervisors (men and women): • Perceive the WFP promotion processes to be fair and transparent and that good leadership is being rewarded • Are aware of WFP criteria and processes for promotion at professional levels Opportunity: • Measures for supporting/enhancing the skills of staff in leadership roles are offered in sufficient numbers, in appropriate formats, and at times that are suitable given people's workloads	• Leaders consistently apply appropriate people-management strategies/values • WFP leaders demonstrate accountability for what their staff deliver • Line managers are accountable for decisions related to talent management • More women apply for leadership positions within WFP	Reach and capacity change assumptions: • A critical mass of (emerging) leaders is reached Behaviour change assumptions: • Organization and office-specific contexts allow leaders to apply new/improved leadership skills • Leaders have incentives to improve their skills including in relation to people management

Annex 4   Full Evaluation Matrix

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
1. Evaluation question 1: How good was the People Strategy?					
1.1 Does the strategy communicate a clear understanding of WFP conceptional and strategic vision on its staff ("people")?	• Extent to which the strategy is clearly written • Extent to which the strategy is coherent and comprehensive in light of its overall vision[92] • Extent to which the strategy provides guidance on resources, timelines and institutional arrangements for its implementation • Perceptions on clarity, comprehensiveness and relevance of the strategy	Documents: • People Strategy • Previous HR Policy (2008-2011) • HR Functional Strategy • Previous evaluations and HR audit reports, Reviews of Fit for Purpose People (primarily senior managers at HQ, and HRM staff at HQ, RB, and CO levels)	Document review Individual and group interviews	Triangulation: Comparison among interviews and documents	Strong
1.2 Does the strategy set clear and measurable expectations to internal and external stakeholders?	• Existence of a results and accountability framework • Existence of (an) implementation plan(s) and/or of guidance for different parts of the organization • Perceptions regarding clarity of expectations for stakeholders set forth in the People Strategy and existence/usefulness of guidance for strategy implementation	Documents: • People Strategy • HR Functional Strategy • Guidance for strategy implementation (e.g. memos, emails, videos) People (primarily senior managers at HQ, and HRM staff at HQ, RB, and CO levels)	Document review Individual and group interviews	Triangulation: Comparison among interviews and documents	Strong

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[92] This vision is formulated as "To build an engaged workforce, with the right skills, in the right roles to enable WFP to continue fulfilling its humanitarian response role while simultaneously building its capabilities to address the longer-term goals of the Secretary-General's Zero Hunger Challenge". WFP 2014c.

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
1.3 How does the strategy compare with (i) strategic human resource-related documents of relevant comparator organizations (in particular UNICEF and UNHCR) and (ii) evolving (global) good practice?	• Similarities and differences between the People Strategy and relevant strategies of comparator organizations? • Perceptions of relative strengths and weaknesses of respective approaches • Extent to which the People Strategy reflected good practice on people/human resource management at the time of its development	Documents: • People Strategy • People/HR strategies or comparable documents of comparator organizations Literature: • Selected recent literature on emerging good global and/or UN practice around HRM People: • WFP HRM officers/staff (HQ, RB, CO) • HR managers/senior leaders in comparator organizations (HQ and field) • Donor representatives, UN resident coordinators (in countries selected for field missions)	Document and literature review Individual and group interviews	Triangulation: Comparison among interviews, documents and literature	Strong

1.4 Has the strategy remained relevant to:
(i) changes in the WFP Strategic Plan (2017-2021);
(ii) is it consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks and
(iii) UN reform and specific initiatives such as on gender?
	• Degree of alignment of the strategy with the WFP Strategic Plan (2017-2021)
	• Degree of alignment with:
	   • UN reform/Agenda 2030
	   • UN System-Wide Strategy on Gender Parity (SWAP)
	   • The "new way of working" across the humanitarian-development-peace nexus
	   • Changes in UN staff rules and regulations
	   • Degree of consistency, coherence and complementarity between the strategy and:
	   • WFP Gender Policy (2015-2020)
	   • The Policy on Country Strategic Plan and other elements of the Integrated Road Map
		Documents:
		• WFP People Strategy
		• WFP Gender Policy (2015-2020)
		• WFP Strategic Plan (2014-2017)
		• WFP Integrated Road Map elements (Strategic Plan (2017-2021), Policy on Country Strategic Plans, Financial Framework Review, Corporate Results Framework)
		• WFP annual performance reports
		• Documents related to WFP organizational realignment, restructuring
		• Benchmarks and progress report on UN SWAP, UN reform/Agenda 2030, the "new way of working", Joint Inspection Unit reports
		• Relevant UN documents e.g. staff rules and regulations, inter-agency framework for rest and recuperation, UN duty station classification, QCPR (2017-2020)
			Document review
			Individual and group interviews
				Triangulation- comparison among interviews and documents	Strong

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	• Evolving WFP organizational priorities and changes in structure since 2014 • Perceptions regarding consistency, coherence and complementarity among WFP stakeholders	People: • WFP senior managers at HQ • WFP HR staff at HQ, RB, CO levels			
2. Evaluation question 2: What were the results of the People Strategy?					

2.1 What have been the results of the strategy in relation to "refreshing performance-management processes" (Imperative 1)?	• Extent to which (intended) activities under this imperative have been completed and envisaged outputs achieved
	• Evidence of capacity changes (capabilities, motivation, opportunities) during review period. E.g.:
	  − Capabilities: Managers and staff aware of and know how to use new/revised tools and systems such as PACE, the online resource centre for performance management, and the policy on under-performance.
	  − Motivation: Managers and staff have incentives to meaningfully apply new/revised tools and systems (e.g. to use full scale of rating options in PACE)
	  − Opportunities: Managers and staff have sufficient time to engage in performance-management conversations/processes.
	• Evidence of behaviour changes among WFP staff and managers at all levels (HQ, RB, CO) likely resulting from/influenced by the noted capacity changes. E.g.:
	  − Staff and managers demonstrate culture of open/honest performance feedback
		Documents:
		• People Strategy, Update on the People Strategy and annual HR reports
		• HR manual, tools and guidance materials including policy on under-performance, materials/information shared as part of PACE capacity development, probation framework
		• WFP annual performance reports; management plans, annual evaluation reports, relevant operation evaluation synthesis reports; HR audit reports
		• Review(s) of the Fit-for-Purpose Initiative (both overall review and HRM review)
		• Examples of individual (anonymized) PACE reports reflecting different rating levels
		• Examples of individual (anonymized) performance improvement plans
		• Documents/frameworks related to staff promotion processes and criteria
		Data sets:
		• HRM website user data
		• PACE completion and rating trends
		• Statistics on use of individualized performance improvement plans
		• Probation trends since 2013
			Document and dataset review
			
			Individual and group interviews
				Triangulation-comparison among documents, data sets and interviews
				
				"Mini case study"
					Fair to strong

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	− Managers recognize high performers and reward them − Managers and staff identify and address underperformance issues as outlined in the underperformance policy • Perceptions regarding clarity, transparency, fairness/equity, and relevance of performance-management practices and of related changes in workforce capacity/behaviours.	• Promotion trends since 2013 • Global staff survey results (2012, 2015, 2018) People: • WFP HRM staff (in particularindividual performance strengthening and technology & analytics) • WFP staff and managers at HQ, RB and CO levels (as users of performance-management systems and tools)			
2.2 What have been the results of the strategy in relation to "building WFP talent" (Imperative 2)?	• Activities completed under this imperative and extent to which envisaged outputs have been achieved • Evidence of capacity changes (capabilities, motivation, opportunities) during the review period. E.g.: − Capabilities: − Staff and managers aware of and know how to use the enhanced learning management system − Staff and managers aware of WFP employee value proposition, career framework and related career development tools − Managers aware of and using new framework for workforce planning − Motivation: − Staff and managers have incentives to use the above-noted tools/framework (e.g. due to a perceived clear link between enhancing one's skills and career development)	Documents/online platforms: • People Strategy, Update on the People Strategy and annual HR reports • WFP career framework • Talent acquisition strategy • Documents on criteria and processes around talent pool/FIT Pool/emergency response roster • Framework for workforce planning • Guidelines for country office structure and staffing reviews • WeLearn guidance, user interface, learning materials/courses and modules available. • Global staff survey results (2012, 2015, 2018) Data sets: • HRM website user data • WeLearn/LMS user statistics by contract type, course and status (started/completed) since 2014 • Entries/CVs in various WFP talent pools/rosters (talent pool, FIT Pool, emergency roster) • EB Statistical reports	Review of documents, online platforms and data sets Individual and small group interviews	Triangulation-comparison among documents, data sets and interviews "Mini case study"	Fair to strong

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	− Opportunities: − Staff and managers' workloads allow them to engage in professional learning − WFP organizational culture/social norms value learning and various paths of career development • Evidence of behaviour changes among WFP staff and managers at all levels (HQ, RB, CO) likely resulting from/influenced by the noted capacity changes; e.g.: − WFP employees drive their own career development − Supervisors provide guidance on career development − WFP decision-makers forecast expected future staffing needs proactively and timely − Decision-makers consider at least one woman candidate for each vacant mid- to senior-level post • Evidence of changes in the composition and sourcing of the WFP workforce in terms of: − gender parity − national/international staff balance − contract types − recruitment channels • Perceptions regarding: − Relevance and effectiveness of capacity development opportunities in WFP and related capacity/behaviour changes	• HRM staffing data • Career mapping paths by function/position • # of staff separated during the review period • Data on nutrition workforce planning pilot testing • Trends in number of women applying for/considered for mid- to senior-level posts People: • WFP HRM staff (in particular, global talent acquidition, capability development, technology & analytics) • WFP staff and managers at HQ, RB and CO levels • Donor and/or comparator organization (UNICEF) representatives at field level			

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	– Relevance, effectiveness and efficiency of WFP workforce planning and talent acquisition and related capacity/behaviour changes				
2.3 What have been the results of the strategy in relation to "shifting the focus to increase attention to national staff" (Imperative 3)?	• Activities completed under this imperative and extent to which envisaged outputs have been achieved (including change of national staff contracts to the WFP/FAO administrative framework) • Evidence of capacity changes (capabilities, motivation, opportunities) during the review period, e.g.: – Capabilities: – National staff aware of and know how to access counselling and medical services – National staff aware of WFP policy on misconduct and of channels for reporting cases – National staff aware of WFP policy on protection against retaliation – Motivation: – National staff see individual or collective benefits deriving from using counselling/medical services – Staff have incentives to improve their professional skills through formal learning opportunities – National staff trust that reported cases of misconduct will be followed up on without repercussions for whistle-blowers – Opportunities:	Documents: • People Strategy, Update on the People Strategy and annual HR reports • Wellness Strategy • HR Gender Parity Strategy • Data sets • EB statistical reports • HRM staffing data • Wellness division investments per year/office • Survey on access to services by national staff • Global staff survey results (2012, 2015, 2018) • WeLearn/LMS user statistics by contract type, course and status (started/completed) since 2014 People: • WFP HRM staff (HRMTC, HRMTS, HRMTR, HRMOG, HRMOF, HRMOC, HRMTP) • WFP national staff at HQ, RB and CO levels • Staff/managers of the staff wellness division • Staffing officers	Review of documents, online platforms and data sets Individual and small group interviews	Triangulation-comparison among documents, data sets and interviews "Mini case study"	Fair to strong

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	− WFP RB/COs have enough human and financial resources to offer adequate medical/counselling services to staff − WFP overall and/or office-specific culture and social norms value using proper channels for reporting abuse/misconduct or requesting protection against retaliation • Evidence of behaviour changes among WFP staff and managers at all levels (HQ, RB, CO) likely resulting from/influenced by the noted capacity changes, e.g.: − National staff using enhanced learning opportunities under WeLearn − (National) staff use counselling and medical services − (National) staff report incidents of misconduct/abuse to appropriate mechanisms − (National) staff request protection against retaliation to appropriate mechanisms • Perceptions on extent to which WFP has 'shifted the focus' since 2014, on relevance and effectiveness of related changes on national staff well-being, performance and career-development				
2.4 What have been the results of the strategy in relation to "equipping high impact leaders" (imperative 4)?	• Activities completed under this imperative and extent to which envisaged outputs have been achieved • Evidence of capacity changes (capabilities, motivation, opportunities) during the review period, e.g.:	Documents: • People Strategy, Update on the People Strategy and annual HR reports • HR reports on Practice in disciplinary matters • Documents, course materials related to leading/supervising for Zero Hunger and INSPIRE	Review of documents, online platforms and data sets	Triangulation-comparison among documents, data sets and interviews "Mini case study"	Fair to strong

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	− Capabilities*:* − (Emerging) leaders, both men and women, access tools/support to build leadership and/or supervision skills − Emerging women leaders access tailored support − Motivation: − Staff in leadership positions perceive WFP criteria and processes for promotion (at professional levels) as fair, equitable and transparent − "Good" leadership is being rewarded − Opportunities: − Number of available measures for (emerging) leaders permits reaching critical mass of individuals − Their workload allows (emerging) leaders to acquire and practice new skills • Evidence of behaviour changes among WFP managers at all levels (HQ, RB, CO) likely resulting from/influenced by the noted capacity changes, e.g.: − WFP leaders consistently demonstrate leadership skills, including in relation to people management − Line managers are accountable for decisions related to talent management − More women apply for/access leadership positions • Perceptions regarding:	• Memos, reports, evaluations (if available) on relevance, effectiveness and efficiency of leadership programmes Data sets: • Leadership programmes participant data and participation satisfaction ratings • Course attendance data for INSPIRE, CDC and Leading for Zero Hunger (LFZH) by contract type and office • Trends in uptake of coaching opportunities for senior managers • Global staff survey results (2012, 2015, 2018) People: • HRM managers in charge of leading for zero hunger/supervising for zero hunger/INSPIRE programs (HRMTC) and individual performance management (HRMTS) • Mentors/coaches involved in one or several leadership development programs • WFP staff/managers at HQ, RB and CO levels who have participated in one or more of the programmes • WFP staff at HQ, RB and CO levels (perspective on changes in leadership skills of WFP managers)	Individual and small group interviews		

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	– Transparency and fairness of promotion processes in WFP – Clarity of WFP expectations of what constitutes "good leadership"				
2.5 What (if any) have been unplanned (positive and negative) consequences of implementing the strategy?	• Types of unintended negative consequence under each of the four imperatives and related initiatives • Types of unplanned positive consequences under each of the four imperatives and related initiatives	Documents and data sets: same as for sub-questions 2.1-2.4 People: same as for sub-questions 2.1-2.4	Document and data set review. Individual and small group interviews	Triangulation of documents, datasets and interviews	Fair to weak (as unplanned results often not well documented, thus limited to perception data)
3. Evaluation question 3: Why has the People Strategy produced the results that have been observed?					
3.1 What internal factors have influenced (positively or negatively) the implementation of the strategy and results achieved?	• Demonstrated buy-in, support and political will by key stakeholders at all levels • Types of incentives for staff/managers at HQ, RB, CO levels to engage in/support strategy implementation • Strengths and weaknesses of/gaps in skills set, competencies, organizational structure within the HR Division • Strengths and weaknesses of/gaps in skills set, competencies, and reporting lines of the interfaces between HR and the operating units (e.g. staffing coordinators, HR-related committees) • Strengths and weaknesses of extent to which authority in relation to HR decisions has been delegated at all levels	Documents: • Executive Board transcripts relevant to development/approval/monitoring of the People Strategy • Integrated Road Map documents/tools • Memos, emails, presentations from WFP Executive Director and other senior managers on the People Strategy/HRM issues more broadly • Documents illustrating HRM position in the WFP organizational structure over time, and HR staffing at HQ, RB and CO levels • Information on financial resources available for strategy implementation (HRM regular budget, investment cases) • People-related KPIs and related progress reports/evaluations • Documents on developments or changes within the specific RB or CO	Document review Individual and small group interviews	Triangulation of documents and interviews	Fair

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
	- Explicit targets in relation to gender and diversity defined and related initiatives funded - Resources available for strategy implementation (total value per imperative/specific initiative, predictability and patterns over time) - Extent to which KPIs selected to measure the results of the strategy were suitable for capturing most relevant outputs and behaviour changes under each imperative and help identify areas for improvement - Effects of changes in the overall WFP and/or the specific RB/CO/HQ context that have influenced strategy implementation (e.g. new country strategic plans; changes in leadership) - Perceptions on supportive and hindering internal factors (including on corporate culture/norms, senior leadership support)	People: all of those consulted for evaluation questions 1 and 2			

Sub-questions	Indicators of progress	Main sources of data	Data-collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability
3.2 What external factors have influenced (positively or negatively) the implementation of the strategy and results achieved?	• Effects of UN reform at HQ, RB and CO levels • Effects of competing employers at HQ, RB and CO levels • Effects of changes in the respective regional/country context on strategy implementation (e.g. new/evolving conflict; natural disaster; change in political context or mix of humanitarian actors) • Perceptions on supportive and hindering external factors (including on competition from other employers and influence of broader UN context)	Documents: • Region/country specific reports, articles or other documents illustrating relevant contextual developments • UN-wide reports/evaluations illustrating system-wide changes in relation to people/HRM that likely affected WFP People: all of those consulted for evaluation questions 1 and 2	Document review. Individual and small group interviews	Triangulation of documents and interviews	Fair to weak

Annex 5   List of Stakeholders

Inception Phase

Total consulted stakeholders = 192 (31 at Rome HQ, 161 in the field)

Headquarters Rome Visit (individual interviews)

NAME	TITLE
Andrea COOK	Director of Evaluation
Ariam ABRAHA	President of the Executive Committee, Professional Staff Association
Bartolomeo MIGONE	General Counsel and Director of Legal Office
Bonnie GREEN	Director, Ethics Office
Gabrielle KLUCK	Director of the Ombudsman and Mediation Services
Jacqueline PAUL	Senior Gender Advisor
Jo PILGRIM	Staffing Coordinator, Supply Chain Division
Kathryn ALESSANDRINI	Staff Representative, Union of General Service Staff
Patricia Kiko HARVEY	Inspector General
Liljana JOVCEVA	Staffing Coordinator, Policy and Programme Division
Mads LOFVALL	Head of Global Change Team, Innovation & Change Management Division
Nicole VAREIL	Senior Legal Officer, Chief of Administrative and Employment Law Branch
Valerie GUARNIERI	Assistant Executive Director, Operational Services
Vladimir JOVCEV	Currently Head of Logistics, Somalia, designated future HQ-based Staffing Coordinator, Supply Chain Division

Headquarters Rome Visit (theory of change group discussions)

NAME	HRM BRANCH
Sune KENT Shelleyanne EASTON Catalina MINOTTAQUEBRADAS Alessandro NAPOLI Noeky LENSELINK Andreas PRIESTLAND	HR Performance Management & Capability Development
Pilar CORTES Sonalika AHUJA Domenico TAVERNA	HR Talent Acquisition and Deployment
Andrew PATTERSON Upasana PANDE	HR Policy & Compliance
Giulia PECORARO	HR Staff Relations
Mirjana KAVELJ Tressan O'DONOGHUE Christopher ROUGE Maria SHIRKOVA	HR Technology & Analytics

NAME	HRM BRANCH
Flavia SCARNECCHIA	HR Field Support

Regional Bureau Nairobi (RBN) Total of 39 stakeholders consulted

NAME	TITLE
Regional Director and Deputy Regional Director	
Erika JOERGENSEN	Regional Director
Adrian van der KNAAP	Deputy Regional Director
HR unit	
Stella ATELA	Senior Strategic HR Business Partner (Head of HR Unit)
Fabiola PALUZZI	HR Officer (TDY)
Fedelis KERRE	HR Assistant
Geoffrey MBUCHI	HR Assistant
Sophie MACHIO	HR Officer
Sophie OUMA	HR Officer
Vincent OGOLLA	HR Assistant
Internationally recruited employees[93]	
Evelyn ETTI	Senior Finance Officer (Head of Finance, Compliance Unit & Admin)
Krishna PAHARI	Head of VAM/M&E Unit
Marco LOPEZ	Aviation Safety Officer
Matthew MCILVENNA	Senior Programme Policy Officer
Abdirisak IBRAHIM	Finance Officer
Ana FERNANDEZ-MARTINEZ	Senior Programme Policy Officer (Head of Programme & Planning Services)
Antonio SALORT-PONS	Government Partnerships Officer (Head of Partnership Unit)
Ernesto GONZALEZ	Programme Policy Officer (C&V)
Josefa ZUECO	Senior Budget & Programming Officer (Head Budget & Programming Unit)
Mary MUREITHI	Food Technologist
Michele PICT	Budget & Programming Officer
Roberto BORLINI	Evaluation Officer
Emma RAVEN	JPO/SC Officer – Cash Based Transfers
Lorena BRAZ	JPO
Thea YDEJENSEN	JPO
Julian FLOREZ	Special Assistant to the RD
Locally recruited employees[94]	
Faith AWINO	National Programme Policy Officer
Francis OPIYO	National Programme Policy
Josphat MUIRURI	Budget & Programming Officer

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[93] International professional staff, international consultants and JPOs

[94] National professional officers, general service staff, SC and SSA holders and interns.

NAME	TITLE
Margaret KEAH	Budget & Programming Officer
Martin NJIRU	National Aviation Safety Officer
Wacheke BOBOTTI	Programme Policy Officer
Wambui MBUGUA	National Procurement Officer
Elizabeth KIMOTHO	Finance Assistant
George-Peter ONSOMU	Senior Finance Associate
John MUNENE	Senior Program Associate
Margaret KINYANJUI	Senior Logistics Associate
Virginia NJIIRI	Security Analyst
Susan NJERE	Business Support Assistant

Kenya Country Office Total of 35 stakeholders consulted

NAME	TITLE
Country Director and Deputy Country Directors	
Annalisa CONTE	Country Director
Brenda BEHAN	Deputy Country Director
Lara FOSSI	Deputy Country Director
HR unit	
Mary MKAMBURI	Head of HR
Albert BOSIRE	HR Officer
Alice MWANGI	HR Assistant
Beverly OHAHONYO	HR Officer
Lydiah WANJIKU	HR Assistant
Internationally recruited employees	
Shaun HUGHES	Head of Resilient Livelihoods and Nutrition
Angjelin MINGU	Logistics Officer
Clara SILVA	Head of Liner Unit
Diana KLEIN	Head of IT
Helen ELANGUE	Head of Finance/Admin
Izzeldin ABDALLA	Logistics Officer
Joseph M. MUGISHA	Supply Chain Officer
Zaid ABBASI	Finance Officer
Locally recruited employees	
Allan KUTE	Programme Officer
Christine ADIEMA	Deputy Head of Field Office
Christine OMONDI	Programme Officer
Daniel NJENGA	Logistics Officer
David KAMAU	Programme Officer
Josphat WAFULA	Head of Field Office
Mary WAWERU	Programme Policy Officer

NAME	TITLE
Olive WAHOME-MUGO	Logistics Officer
Aisha MAULID	Senior Procurement Assistant
Anne KIBURI	Business Support Assistant
Jamleck MWANGI	Senior Finance Assistant
Lucy KIGERA	Finance Assistant
Regina MWANIKI	Senior Finance Assistant
John MUSYIMI	Logistics – Field Support
Charity KAMATEI	Business Support Assistant
Doreen KITUYI	Procurement Assistant
Mary WANJOHI	Programme Assistant
Ngetich BONFIX	IT Assistant
William ORLALE	Graphic Artist

Somalia Country Office Total of 44 stakeholders consulted

NAME	TITLE
Country Director and Deputy Country Directors	
Laurent BUKERA	Country Director
Emmanuel BIGENIMANA	Deputy Country Director
Ilaria DETTORI	Deputy Country Director
HR unit	
Camilla DUPONT	Head of HR
Abdulkadir ABDULLAH ALI	Senior HR Associate
Anna TATOV	HR Officer
Carol M. MWASHIMBA	HR Officer
Ivy KINUTUIA	HR Officer
Jeremiah O. RIOBA	HR Officer
Mary MANSI	HR Officer
Miraj HAJI	HR Specialist
Said WARAME	HR Officer
Wanjiku MWANGI	HR Business Support
Internationally recruited employees	
Delphine DECHAUX	Head of Programme
Franklin FRIMPONG	Head of UNHAS
Patrick MERGEY	Head of Logistics
Almudena SERRANO	Head of VAM and M&E
Bernard de WOUTERS	Aviation Officer
Emmanuel ODONGO	Programme Policy Officer
Amor ALMAGRO	Communications Consultant
Bernard MREWA	Programme Policy Consultant
Fatima MOHSIN	Partnerships Consultant

NAME	TITLE
Julia HENDERSON	Programme Policy Consultant
Marlies LENSINK	Programme Policy Consultant
Meity KADARWATI	Procurement Consultant
Ramatoulaye SECK	B&P Consultant
Simoun SCOTTI-FERRERIA	Information Management Consultant
Locally recruited employees	
Mercy KAMAU	Staff Counsellor
Abdikafi ABDULLAHI IBRAHIM	Programme Officer
Abdulkadir DAHIR MOALIM	Logistics Officer
Ali Yackub HASSAN	Logistics Officer
Anne NYOKABI	Logistics Associate
Ben AGUNDA	Logistics Assistant
Caroline MINAYO	Procurement Associate
Haroun WATIKILA	Business Support Associate
Michael WAWERU	Aviation Assistant
Shadrack ADERO	Programme Associate
Thomas WAVERU	Logistics Assistant
Paul GOL	Programme Officer
Dineo DODO	Business Support Assistant
Isaac	Business Support Assistant
[Female employee][95]	

Uganda Country Office Total of 43 stakeholders consulted

NAME	TITLE
Country Director and Deputy Country Directors	
El Khidir DALOUM	Country Director
Julie MACDONALD	Deputy Country Director
Ryan ANDERSON	Deputy Country Director
HR unit	
Tanvirnur RAHMAN	Head of HR
Gerald KAKOOZA	HR Assistant
Jacqueline KIKOMEKO	HR Officer
Robinah MIREMBE	HR Officer
Stella KISAKYE	HR Officer
Victoria NABYONGA	HR Officer
Zamzam NAZZIWA	Business Support Assistant
Internationally recruited employees	
Anders PETERSSON	M&E Officer

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[95] One additional female employee attended whose name and job title the evaluation team unfortunately was unable to confirm.

NAME	TITLE
Mohamed Abdelgadir SATTI	Head of Field Office
Oleh MASLYUKOV	Supply Chain Officer
Robert DEKKER	Programme Policy Officer
Daniella NKAMICONIYE	Head of Procurement
Fuyuki KAWASAKI	JPO, Programme & Policy
Julius KAESS	Programme Policy Consultant
Shariq ANEES	Procurement Consultant
Srijana NAKERMI	Procurement Consultant
Locally recruited employees	
Joyce[96]	Peer Support Volunteer
Tom	Staff Association Committee Member
Davinah NABIRYE	Communications Officer
Lydia WAMALA	Communications Officer
Olivia KIWANUKA	Administration Officer
Richard Sewava MUBIRU	Programme Policy Officer
Caroline AGUTI	Business Support Associate
George Miika KALIISA	Finance Associate
Irene KAKAI	Business Support Assistant
Jonathan NKOSA	Procurement Associate
Lilian AWORO	Business Support Associate
Livingstone MULUMBA	Logistics Assistant
Adong Christine OBITA	Logistics Officer
Isaac OBAI	Programme Policy Officer
Lamex ODOKONYERO	Logistics
Silas Kirunda SEBUNYA	IT Operations
Fred Opio MANI	IT Officer
Kalanzi EVANS. W.	Finance Officer
Rachel KENTENYINGI	Reports Officer (Biometrics)
Mary SSENTONGO	Business Support Assistant
Irene Nabukenga	Administration Assistant
Harriet Nakutended	BSA Reception
Donor representatives	
Ernest ACHTELL	Humanitarian Advisor, DFID

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[96] The evaluation team apologises but we did not capture the last names of these two colleagues.

Data-Collection Phase

Total stakeholders consulted = 587 (282 women and 305 men); 537 in the field and 50 in Rome headquarters

Afghanistan Total consulted stakeholders 66 (25 women, 41 men)

NAME	TITLE	GENDER (W/M) [97]
Regional/Country Office Director and Deputy Director		
Naoko FUKUNAGA	Deputy Country Director	W
HR unit		
Chantal TOUSIGNANT	Head of HR	W
Internationally recruited employees		
Ayad NAMAN	Supply Chain	W
Belkacem BENZAZA	Supply chain	W
Chandar Kumar SHRESTHA	Finance Admin	W
Himadri Kumar THAPA	Security	W
Mohamed Abdullahi SHEIKH	Operation	W
P2 and P3 staff [international]		
Ahamd ALOUSAILY	Security Officer	M
Ibrahim IBRAHIM	Supply Chain Officer	M
Mohammed ADIL	Supply Chain Officer	M
Van Hoan NGUYEN	Supply Chain Officer	M
Consultants [international]		
Monika OLTARZEWSKA	Supply Chain	W
Naruty PHADUNGCHAI		M
Stephane Luis MORAN VAN HIMBEEK	Engineer	M
Locally recruited employees		
Hafizurahman NASIRI	Programme Officer	M
Mirwais SHINWARY	Head of IT	M
Mohammad Zabi AHMADI	Head of Budgeting and Programming	M
Sayed Jamshid ZEWARI	Programme Officer	M
Abdul Hadi NOORZAD	Procurement Officer	M
Abdul Rahman RAHMAN	Programme Officer	M
Ahmad Ramin MAHMOODZAI		M
Habib RAHMAN	Repots Officer	M
Maliha DANISH	Programme Officer	W
Meerzia MAHBOUB	Administration Officer	M
Mohammad Adil ZAHED	Programme Officer (SCOPE)	M
Mohammad Haleem LABIBPUR	Programme Officer	M

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[97] Given that most interviews were held in a group setting, the evaluation team was not in a position to determine whether some staff members identified in a non-binary way. As such, the numbers captured here are approximations based on interviewees' names and how they presented in the meeting. This approach also reflects the fact that WFP itself generally uses only the distinction "male/female" (e.g. in the GSS).

NAME	TITLE	GENDER (W/M) [97]
Mohammad Humayun HARIS	Logistics Officer	M
Mustafa Kamal YOUSUFZAI	Driver	M
Shereen Mohammad NOORI	Programme Officer (CBT)	M
Shershah WAHIDI	Logistics Officer	M
Wahidullah AMANI	Communication Officer	M
Mansoor AFRIDI	IT Operations Associate	M
Mohammad Akram ROSHAN	Procurement Associate	M
Mohammad Ashraf AMIRI	Field Monitor Assistant	M
Mohammad Rafi TABIBZADA	Administration Assistant	M
Mujeeb Rahman SALIHY	Driver	M
Nabila HABIBI BAHRAMI		W
Najibullah HAMIDI	Driver	M
Obaid Ur Rahman RAHMANI	Logistics Associate	M
Roohullah SARWARY	Security Assistant	M
Sultan Mahmood HAMDARD	Administrative Assistant	M
Wahida AZIZI	Senior Programme Associate (VAM)	W
Hamida MOHAMMADI	Business Support	W
Hayatullah RASOLI	Programme Policy	M
Heela BANAYEE	Business Support	W
Lema SIDIQ	Business Support	W
Mohammad Akbar HAKIMI	Finance Associate	M
Munira AIMAQ	Business Support	W
Sanam ARGHISTANI	Business Support	W
Sodaba RAHMATY	Business Support	W
Waheeda YAQUBI	IT Operations	W
Wajhia RUSTAMI	Business Support	W
Abdul Marouf HASHIMI	Administrative Assistant	M
Abdul Qayum NIAZI	Finance Assistant	M
Abdul Razaq GULLESTANY	Programme	M
Abdul Saleem HAKIMZADA	Senior Programme Assistant	M
Ahmad Fawad STANIKZAI	Staff Assistant	M
Hamidullah AZIZI	Business Support	M
Manizha FARHAT	Security Assistant	W
Mari FOLAD	Staff Assistant	W
Mohammad Mashal NAIM	Driver	M
Mohammad Tamim AYOUBI	Travel Assistant	M
Nafisa RESHTIN	Field Monitor Assistant	W
Rona INAYAT	Programme	W
Shafiqullah SHAFIQ	Site Maintenance Assitan	M
Comparator organizations (UNICEF, UNHCR) and United Nations resident coordinator		

NAME	TITLE	GENDER (W/M) [97]
Immaculate CHEPKONGA	HR Resource officer	W
Donor representatives		
N/A for security reasons		

Algeria Total consulted stakeholders 17 (10 women, 7 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Romain SIROIS	Country Director	M
Armand NDIMURUKUNDO	Deputy Country Director (Tindouf Head of Sub-Office)	M
HR unit		
Radia BOUZIDI	Head of HR	W
Internationally recruited employees		
Katharina MEYER-SEIPP	Communications/Reporting	W
Locally recruited employees		
Lyes KAOUADJI	Finance/Administration Officer	M
Lynda MATOUGI	Supply Chain/Logistic/Procurement	W
Abdelmalek KESSASRA	Driver	M
Athmane SAHRAOUI	Logistics Associate	M
Fazila GACEM	Finance Assistant	W
Nadia CHEROUATI	Administration Associate	W
Hadjer BOUCEDRA	BSA Assistant	W
Waafa SOUSSI	M&E	W
Athmane SAHRAOUI	PSV ALGIERS	M
Comparator organizations		
Fatima Zohra GABBOUR	UNICEF HR Manager	W
Imene BENRABAH	UNHCR HR Coordinator	W
Khaled HALOUANE	UNICEF Ops Manager	M
Donor representatives		
Soumeiya AMRAOUI	DG ECHO	W

Burundi Total consulted stakeholders 61 (31 women, 30 men)

NAME	TITLE	GENDER (M/W)
Country Office Director and Deputy Director		
Virginia VILLAR ARRIBAS	Country Director	W
Martin KABALUAPA	Deputy Country Director	M
HR unit		
Antoinette NBIGIRA	HR Associate	W
Geneviève MERCEUR	Human Resources Officer	W

NAME	TITLE	GENDER (M/W)
Marceline GAKOBWA	National HR Officer	W
Nadine NDAYISABA	Business Support Assistant	W
Yvette MANIRAKIZA	Business Support Assistant	W
Internationally recruited employees		
Severine GIROUD	Head of field-office, Ngozi	W
Benjamin FROWEIN	Consultant Programme Policy	M
Delphin DIASOLOUA	Consultant Programme Policy	M
Jean CEZARD	Consultant Logistics	M
Zaoro TOUAORO	Consultant Programme Policy	M
Locally recruited employees		
Anatole NTAMAGIRO	Budget & Programming Officer	M
Dieudonné NDABARUSHIMANA	Programme Policy Officer	M
Emmanual TWAGIRUMUKIZA	Programme Officer	M
Gaston NESHIMANA	Programme Officer	M
Jean MAHWANE	Programme Policy Officer	M
Marceline GAKOBWA	HR Officer	W
Monique BARIHUTA	Programme Officer	W
Rémy NAHIMANA	Logistics Officer	M
Athanase KAHENGA	Logistics Assistant (warehouse)	M
Béatrice SONNEVILLE	Procurement Assistant	W
Claver Salim NKESHIMANA	Assistant Storekeeper	M
Damien SINDIHEBURA	Programme Associate	H
Eliane HABONIMANA	Programme Business Support	W
Eric NTWARI	Chauffeur	M
Ernest NGENDAKURIYO	Chauffeur	M
Herman BAMPAMIRUBUSA	Monitoring Assistant	M
Ildephonse NGENZEBUHORO	Telecommunications Assistant	M
Jean de Dieu NKESHIMANA	IT Operations Associate	M
Laetitita NZEYIMANA	Procurement Assistant	W
Laurent KAMULETE	Programme Assistant	M
Lucie UWIMANA	Business Support Assistant (Admin.)	W
Maria-Goretti MINANI	Monitor Assistant	W
Yassin HARUNA	Administration Assistant	M
Divine KANYANGE	Programme Assistant	W
Jacques NDAYISABA	Logistics Assistant	M
Lorraine GIRINKA	Programme Assistant	W
Lydia GAHIMBARE	Programme Assistant	W
Marlène Pascale BUKURU	Programme Assistant	W
Alice NIBITANGA	Monitoring Assistant	W
Claver KARIKUNZIRA	Monitoring Assistant	M

NAME	TITLE	GENDER (M/W)
Clovis NDAYEGAMIYE	Chauffeur	M
Divine MUNEZERO	Logistics Assistant	W
Donatien NDAYIKEZA	School Feeding Associate	M
Emile UWEZOWAMUNGU	Programme Assistant	M
Hervé NGANJI	IT Operations Assistant	M
Jeanine NDUWAYEZU	Business Support Assistant	W
Odette MUREKERISONI	Storekeeper	W
Euloge HAYIKOU	Logistics officer UNV – Ngozi field office	M
Aurore ISHIMWE	Communications Intern	W
Evrard NGANJI	Administrations Intern	M
Patience IRAKOZE	Programming Intern	W
Rosine BWITONZI	Finance Intern	W
Aline UWIMANA	Budget & Programming Associate	W
Laetitia RUHAYA	Finance Business Support Assistant	W
Monique BARIHUTA	Programme Policy Officer	W
Shadia NSHIME	Finance Officer	W
Comparator organizations		
Alixe NDIBURERWA	Human Resources Assistant, UNICEF	W
Flora KAMONGE	Human Resources Assistant, UNHCR	W
Donor representatives		
Yves NINDORERA	Office of the Belgian Ambassador	M

Chad Total consulted stakeholders 61 (25 women, 36 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Nancy WALTERS	Country Director	W
HR unit		
Denadji NEB	HR officer	W
Don-Nodji MENG NGONIRI	Assistante aux opérations /HR	W
Falamata ADAM	HR Assistant	W
Guy Sanodji ALLAH-ASRA	HR Associate	M
Ludovic KONAN	Human Resources Officer	M
Internationally recruited employees		
Moise BALLO	Head of Programme Unit	M
Alio ABDOULAYE	Admin. Officer	M
Cyridion USENGOMUREMY	Head of Abeche office	M
Georges OGOTO	Aviation Officer Abeche	M
Helen KAMAU	Head of Finance admin.	W
Isaac MATHE	Logistic Officer	M
Jacqueline NYIRASAFOU	Risk Compliance Advisor	W

NAME	TITLE	GENDER (M/W)
Mohammed SAMARA	Head of sub-office Gorée	M
Muanza KANDA	Head ICT	M
Pascal DIRO	Programme Officer	M
Levke RICKERS	JPO Programme	W
Denise HABA	Head of Sub-Office Mao	M
Gaspard TIRHALWIRWA	Head of Sub-Office	M
Mahamed LEVRAC	REACH Officer	M
Maria GALLAR	Chargé de communication et rapports	W
Locally recruited employees		
Delphine GANGNOU	Programme Officer	W
Djimadoumadji ALLAINGAR	M&E Officer	M
Etienne KISSISSOU	Programme Officer	M
Fidèle MI-NETACKDI	Logistics officer	M
Gerard NDOUBATAR MBAIADJIM	Programme Officer	M
Nadege HOUATOU	Programme Officer	W
Naibe MAIFEO TEMOUA	National Finance Officer	W
Ndeingar TOUTOADOUM	Programme Officer	M
Ngarassemta NGAOR	Procurement Officer	M
Rimtebaye RIANGAR	Programme Assistant	M
Thiery SARINGARI	IT Operations Officer	M
Aichetou NGUERAMOUSSI	Finance Associate	W
Emmanuel NGABA	Logistics Associate	M
Fotina MRATEMADJI	IT Associate	M
Koubra KADJA	Administration Assistant	W
Oular KADY WANY	Logistics Associate	M
Viviane TANGADOUAL N.	Procurement Associate	W
Augustin MBAIWASSEMNODJI	Logistics Assistant	M
Bakoï ABEL PINA	Consultant VAM	M
Estelle NAOUNTAM	ATI Nutrition Monitoring Officer	W
Foteh YOUSSOUF	Monitoring and Evaluation Assistant	W
Aimon RODAI	Programme Associate	W
Allarabaye MADJIOUDAL	Programme Officer VAM	M
Amedi GOTOUMTA DJODIMADJI	Assistant Logistics	M
Amina ALLAH-RAMADJI	Fin / Admin Assistant	W
Assane DOPIDY TEDEBAYE	Magasinier / Storekeeper	M
Beatrice TAMSENGAR	Admin. Assistant	W
Bienvenue GABZOUNE	Programme Assistant	W
Djasra NGOLDOUM	Programme Associate	M
Fatime ASSIDICK MAHAVIP	CFM Manager	W
Neoumta BEDOUMDJE	Administration Assistant	W
Robert NODJITOLOUM	Office Assistant	M

NAME	TITLE	GENDER (M/W)
Victoire MOBELE D	Logistics Assistant	M
Victoria NGAMBE	Admin Assistant	W
Lebah EBNOU	UNV Logistics officer Abeche	M
Tawanda GAPARA	UNV Logistic Officer	M
Comparator organizations		
Leila ABDOULHACENE	Human Resources Manager, UNHCR	W
Philomène MEKOLO	Human Resources Manager, UNICEF	W
Donor representatives		
Hossein MADAD	Technical Assistant, ECHO	M
Olivier BROUANT	Head of Office, ECHO	M

India Total consulted stakeholders 41 (18 women, 23 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Hameed NURU	Country Director	M
Erik KENEFICK	Deputy Country Director	M
HR unit		
Promita CHADHA	HR Officer (Head of Unit)	W
Kriti KHANNA SARIN	HR Assistant (Deputy Head of Unit)	W
Locally recruited employees		
Abhay KUMAR	Monitoring and Evaluation	M
Ankit SOOD	Programme Policy Officer - NOB	M
Aradhana SRIVASTAVA	Gender Officer	W
Divya TIWARI	Programme Policy Officer - NOB	W
Dr SHRUTI	Government Partnerships - NOA	W
Jyotsna BHATNAGAR	Private Sector Partnership – HoUnit NOB	W
Mil ASRANIi	Programme Policy Officer - NOA	W
Naha SABBAHARWAL	Programme Policy Officer	W
Narinder KUMAR	Logistics Officer	M
Nishant AGGARWAL	Programme Policy Officer - NOA	M
Pradnya PAITHNAKAR	SDG Manager - NOC	W
Shariqua Yunus KHAN	Nutritionist – HoUnit- NOB	W
Siddarth WAGHULKAR	Programme Policy Officer - NOA	M
Simerjeet KAUR VASDEV	Finance Officer	W
Sree Jumar K.NAIR	Programme Policy Officer - NOA	M
Ambati KRISHNAMURTY	Programme Associate	M
Anurag TUTI	Sr IT Operations	M
Gulshan MASIH	Driver	M
John ARAKAL	Sr Administration Associate	M
Kriti KHANNA SARIN	HR Assistant	W

NAME	TITLE	GENDER (M/W)
Nabin DUTTA	IT Operations	M
Niwas	Driver	M
Rambir	Helper	M
Ratna SINGHAL	Business Support Assistant	W
Suni KUMARI	Driver	M
Anurag TUTI	Sr IT Operations Ass.	M
Nisha JACOB	Business Support Associate	W
Aradhana SRIVASTAVA	Gender and Inclusion Officer	W
Nilesh GANGAWARE	Sr Programme Associate	M
Nitish PATNAIK (Odisha)	Programme/Monitoring Assistant	M
Rafi (Kerala)	Programme Policy Officer	M
Renjith BABU (Lucknow)	Programme Policy Officer	M
Surbhi NEGI	Food Technologist	W
Comparator organizations		
Biju PAPPACHAN	National HR Officer, UNHCR	M
Liliana LONESCU	Head, HR, UNHCR	W
Bandjougou MAGASSA	Chief of Human Resources, UNICEF	M
Amita NAVNISH	National Human Resources Officer, UNICEF	W

Nicaragua Total consulted stakeholders 30 (18 women, 12 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Antonella, DAPRILE	Country Office Director	W
Hebert LÓPEZ	Deputy Director	M
HR unit		
Laurie CABRERA	Human Resources Associate	W
Internationally recruited employees		
María Victoria TASSANO	Consultant	W
Locally recruited employees		
Marcela MAYORGA	Focal point of Contact on Gender	W
Lorena CAMACHO	Asistente de Representante Adjunto	W
Carolina Marian CASTELLÓN	Asistente Principal de Finanzas	W
Ada Francis VELÁSQUEZ	Logistics Assistat	W
Orelia MERCADO	Finance Assistant	W
Wiliam GUTIERREZ	Driver	M
Alejandro PÉREZ ALONSO	Senior TEC Associate	M
Mariela BARRETO	Senior Finance Associate	W
Sandra TORRES	Senior Logistics Associate	W
Valerie CÓRTEZ	Senior Procurement Associate	W

NAME	TITLE	GENDER (M/W)
Adolfo REYES	Jefe de Oficina de campo, Bilwi	M
Eliseo Araúz	Programme Associate	M
Enrique PEREIRA	Técnico de Campo, Oficina de campo Jinotega	M
Erby FRANKLIN	Asistente Administrativa, Oficina campo Bilwi	M
Flor TORRES	Jefa de Oficina de campo, Ocotal	W
Gloria PÉREZ	Administrative Assistant, Oficina campo Jinotega	W
Joaquín TORRES		M
Juana PINELL	Adminisstrative Assistant, Oficina campo Ocotal	W
Karla ESTRADA	Administration Assistant	W
Karla SOMARRIBA QUIROZ	Asociado Principal de Programa	W
Liz ÚBEDA	Jefa de Oficina de campo, Jinotega	W
Manuel VARGAS	Logistics Assistant	M
Mignon CHAPIDEAU	Administration Assistant	W
Néstor Javier LÓPEZ LEAZA	Asociado de Programa- Soluciones IT	M
Wilfredo JEREZ		M
Donor representatives		
Armin ULLMAN	Deputy Resident Director, Swiss Cooperation Office in Central America	M
Francisco PÉREZ	Advisor of Cooperation in Productive Development and Environment, Delegation of the EU in Managua	M

The Republic of the Congo Total consulted stakeholders 26 (6 women, 20 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Jean-Martin BAUER	Country Director	M
HR unit		
Fracoise Dibala PEMBA	Senior HR Associate	M
Internationally recruited employees		
Liljana JOVCEVA	Senior program Policy Officer/ Staffing Coordinator	W
Daniel HAM	M&E Officer	M
Rina UCHIDA	IOM Reporting Officer	W
William VU	Consultant M&E	W
Locally recruited employees		
Angele LOEMBE	Programme Officer	W
Meldale BIBINBOU	Supply Chain Officer	M
Yoan LUDEVIC	Admin and Finance Officer	M
Bienveny Espoir Nikingoula HAMA B	Travel Assistant	M

NAME	TITLE	GENDER (M/W)
Brunelle SEHOLO	Field Monitoring Assistant	M
Bruno BINDOUMNO	Programme Assistant	M
Daniel LUNGWA	Logistics Associate G6	M
Gautier Josias MASSAMOUMA	Programme Assistant	M
Jean Didier MBEDI	Programme Assistant	M
Piyols AMBOU	Logistics Assistant	M
Priwat MOWSSONGO	Logistics Assistant	M
Raphael BOUEMMUSSA	IT Assistant	M
Ronwald MIKOUNGUI NGOUACA	Logistics Assistant	M
Rorolylie OKOMBO-JMOMGUE	Programme Assistant	M
Thibault Gildas ACKONDJO	Budget and Programming Associate	M
Vaneche MBASSA GOMO	Manager Assistant	M
Xenia NKOUAH-MACKTYA	Business Support Assistant/ National Staff Representative	M
Frank THOMAS	Special Service Agreement G	M
Neema ALMASI	Business Support Special Service Agreement G	W
Solange ONGOLYGOMA	United Nations Volunteer	W

Senegal Total consulted stakeholders 29 (13 women, 16 men)

NAME	TITLE	GENDER (M/W)
Internationally recruited employees		
Desiree ZWANCK	Programme Officer Resilience/Gender	W
Wilfred NKWAMBI	Head of Programme	M
Locally recruited employees		
Abodoulaye FAYE	National Policy Proramme Officer- School Feeding	M
Aminatra SECK	JPO	W
Diaba BA	VAM Officer	M
Issabelle CONFESSOW	M&E Officer	W
Moussa SIDIBE	Budget and Programming Staff Member	M
Sidou DIA	National Logistics Officer	M
Boubacar DIEME	M&E Associate	M
Icitorait Fall DIOUF	Procurement Associate	M
Marie Moori GIOVH	Logistics Associate	W
Meimoune ASSE	Programme Associate	W
Moussa DIOUF	IT Operation Assistant	M
Ndye Fatou DIOUF	Procurement Associate	W
Salimou GASSAMA	Chauffeur	M
Signata Namadoy CSMME	Chauffeur	M
Sis BABACAN	Chauffeur	M
Sodo Diaw DIOUF	Finance Associate	W

NAME	TITLE	GENDER (M/W)
Suedjou LANSANA	Programme Associate	M
Oialta Seydou SIAT	Chauffeur	M
Fatou Sy TOURRE	Administration Staff Member	W
Asristou DIALLO	Logistics Staff Member	W
Toune SALIF	Monitoring Associate	M
Mame Diarra Boussa DIA	Business Support Assistant- Protocol	W
Jung YUNJI	CAM and Partnership United Nations Volunteer	M
Waly SEYE	VP of Staff Association / Finance Associate	M
Comparator organizations		
Beatrice AFFOUE AMANI	Senior Regional Human Resources Officer, UNHCR	W
Priya GAJRAJ	UN Resident Coordinator	W
Donor representatives		
Kisma WAGUE	Food Security Specialist, Regional office of Food for Peace USAID	W

Sudan Total consulted stakeholders 60 (29 women, 31 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Cheryl HARRISON	Deputy Country Director (Support)	W
HR unit		
Ali MAKAWI	HR Assistant	M
Bishr ELZUBAIR	Senior HR Associate	M
Hasna IDRIS	HR Associate	W
Khalid El KHAZINA	HR Officer	M
Lilian NJEGA	HR Officer	W
Manal MAKRAM	HR Assistant	W
Mary ANTON	Business Support Assistant	W
Nourelgalil ABDALLAH	HR Officer	M
Nuha ABDALLAH	HR Assistant	W
Osman WIDAD	HR Associate	W
Razam MAHGOUB	Business Support Assistant	W
Sahwa MOHAMMED	Business Support Assistant	W
Steven SSAMBA	HR Officer	M
Suhair HUSSEIN	HR Associate	W
Internationally recruited employees		
Marleen BUELINCKX	Head of Human Resources	W
Samson MWANGI	Head of UNHAS	M
Umesh PRADHAN	Head of Finance	M
Ami NAGAMUNE	Programme Officer	W

NAME	TITLE	GENDER (M/W)
Aramayis ALOJANTS	Head of Infrastructure and Business Support	M
Ashraf ALHOURANI	Security Officer	M
Alba COLLAZOS	Monitoring and Evaluation Officer	W
Belinda ROPOVSKA	External Relations Officer	W
Mesfin TESFAYE	Procurement Officer	M
Rohit SATIJA	Finance Officer	M
Serene PHILIP	Programme Officer – Resilience and Safety Nets	W
Isadora DAIMMO	Consultant	W
Manuel MARTINEZ-ESPOSITO	Consultant	M
Pamela ONYANGO	Consultant	W
Pardie KARAMANOUKIAN	Consultant	W
Locally recruited employees		
Abdulaziz ADBDULMOMIN	Communications Officer	M
Iyas DIYAB	ICT Officer	M
Nada AHMED	Logistics Officer	W
Nazar AHMED	ICT Officer	M
Siddig MOHAMMED	Finance Officer	M
Badria BASSI	Booking Assistant	W
Eissa Abdalla MOHAMED	Admin Assistant	M
Georgette SEFERI	Senior Business Support Associate	W
Hamza MUSTAFA	Finance Assistant	M
Ibrahim GIASMALLA	ICT Associate	M
Nahla Yassein ABDALLA	Senior Booking Associate	W
Mohamed MALIK	Finance Assistant	M
Mohammed SOLIMAN	ICT Assistant	M
Razan MAHGOUB	Business Support Assistant	W
Tariq BADRI	ICT Assistant	M
Abdellatif MAKEEN	ICT Assistant	M
Abuagla Ibrahim Ismail ALI	Finance Assistant	M
Arwa KHOGALI	Programme Officer	W
Basha IBRAHIM	Programme Officer	M
Esra EDRES	Programme Officer	W
Hassan GIHA	Programme Officer	M
Mohamed ALYAMANI	ICT Assistant	M
Nadia BUSHARA	Admin Assistant	W
Sahar MAHGOUB	Finance Assistant - UNHAS	W
Sara HASSAN	Budget & Programme Assistant	W
Mutaz ELAWAD	Programme Officer VAM	M
Comparator organizations		
Tom DELRUE	Head of RCO	M

NAME	TITLE	GENDER (M/W)
Zsuzsanna NOVAK	Human Resources Officer, UNHCR	W
Donor representatives		
Olivier BROUANT	Head of Office, ECHO	M
Hossein MADAD	Technical Assistant, ECHO	M

Tanzania Total consulted stakeholders 44 (19 women, 25 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Michael John DUNFORD	Country Director	M
Wendy Christine BIGHAM	Deputy Country Director	W
HR unit		
Orestes SOTTA	HR Officer	M
Rosemary TIRWESHOBWA	HR Associate	W
Internationally recruited employees		
Hamid ABOUDOU	Finance Officer	M
Riaz LODHI	Logistics Officer	M
Tiziana ZUCCHEDDU	Programme Policy Officer	W
Beatriz FEBRES-CORDERO	Consultant Monitoring & Evaluation	W
Christof HAWLE	Consultant Programme Policy	M
Elianne PHILIBERT	Consultant Programme Policy	W
Elyse Marie BATTISTELLA	Consultant VAM	W
Sarah HULBERT	Consultant Programme Policy	W
Locally recruited employees		
Domina KAMBARANGWE	Programme Policy Officer	W
Evalyn MKANDA	Procurement Officer	W
John MSOCHA	National IT officer	M
Mahamud MABUYU	Logistics Officer	M
Masasa MAKWASSA	Programme Policy Officer	M
Nyanzobe MALIMI	Programme Policy Officer	W
Octavian MUSHI	Programme Policy Officer	M
Zavery NJOVU	IT Operations Officer	M
Benetson KAMBUGA	Business Support Assistant	M
Betilda NGELEJA	Logistics Associate	W
Carolyne Sylvia WASLEY	Administration Associate	W
Daniel LUNGWA	Logistics Associate	M
Daudi KABLIKA	Senior IT Operations Associate	M
David MBONIKA	Logistics Assistant	M
Felister MASSAWE	IT Operations Assistant	W
Fidel MAZOBE	Administration Assistant	M
Lydia SEKO	Business Support Assistant	W

NAME	TITLE	GENDER (M/W)
Marcus FALINZUNGU	IT Operations Associate	M
Mdathiru RUSHAKA	Programme Associate	M
Meshack MANASE	Budget & Programme Business Support Asst	M
Neema URASSA	Administration Assistant	W
Semanga NGOSINGOSI	Programme Associate	W
Frank THOMAS		M
Neema ALMASI	Business Support Staff Member	W
George KISSE	Logistics Staff Member	M
Ibrahim SIRAJI	Monitoring Staff Member	M
John KITYABA	Driver	M
Joseph VALERIAN	Monitoring Staff Member	M
Lisa NTALIKA	Intern	W
Comparator organizations		
Conira KOROMA	Human Resources Specialist, UNICEF Tanzania	W
Donor representatives		
Alistair BURNETT	Humanitarian Advisor, DFID Tanzania	M
Hamisi BABU	Senior Programme and Compliance Manager, DFID Tanzania	M

Johannesburg Regional Bureau Total consulted stakeholders 45 (23 women, 22 men)

NAME	TITLE	Gender (M/W) [98]
Regional/Country Office Director and Deputy Director		
Lola CASTRO	Regional Director	W
Margaret MALU	Deputy Regional Director	W
Internationally recruited employees		
Brian BOGART	Regional Programme Advisor	M
Christine Abura MENDES	Senior Supply Chain Officer	W
Muhammad TARIQ	Senior Finance Officer	M
Rita Ifeoma AMURE	Senior Human Resources Officer	W
Francisco MENDES	Programme Policy Officer	M
Charles IMWANI	Programme Policy Officer	M
Grace Kagendo IGWETA	Evaluation Officer	W
Rufaro MUSVAIRE	Nutritionist	M
Tobias ONGREN	Communications Officer	M
Aimad El OUARDANI	Consultant Security	M
Drake Karen KATAAHA	Consultant Logistics	M

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[98] Given that most interviews will be held in a group setting, the evaluation team will likely not be in a position to determine whether some staff members identify in a non-binary way. As such, the numbers captured here are approximations based on interviewees' names and how they presented in the meeting. This approach also reflects the fact that WFP itself generally uses only the distinction male/female (e.g. in the GSS).

NAME	TITLE	Gender (M/W) [98]
Janvier RUGIRA	Consultant Health & Wellness	M
Jyothi Buylappa MARALENAHALLI	Consultant	M
Locally recruited employees		
Elra DE JAGER	Logistics Officer	W
Trixie-Belle NICOLLE	Programme Policy Officer	W
Nkosinati MAHLANGU	Food Technologist	M
Teboho MHLAMBI	Human Resources Officer	W
Bessie ZIMBA	Administration Associate	W
Claudia ALTORIO	Senior Communications Associate	W
Jeffrey MOSOATLHE	Driver	M
Isaac KOOZA	Senior Driver	M
Mphitso PETLELE	Finance Associate	W
Norma NHLAPO	Logistics Assistant	W
Portia OMOWELE	Logistics Associate (and peer support volunteer/staff wellness committee)	W
Shaneera BRIDGEMOHAN	Logistics Assistant	W
Shawn CRATOR	Human Resources Associate	M
Teererai MLAMBO	Business Support Assistant	M
Warren LUDICK	Senior Logistics Associate	M
Monga Mutoke Hegel BALAYANGA	Programme Policy Staff Member	M
Hein ZEELIE	Programme Policy Staff Member	M
Tebogo NGOMA	Monitoring & Evaluation Staff Member	W
Atang KGAJE	Logistics Staff Member	M
Clyde Lithole	IT Operations Staff Member	M
Khanyisa MLATI	Programme Staff Member	W
Mammetja MOGOTHIANE	Business Support Staff Member	W
Mighty TLADI	Business Support Staff Member	M
Mpho MIYEN	Administration Staff Member	W
Shannon ECKSTEIN	Procurement Staff Member	W
Silindile MBAMBO	Administrative Assistant	W
Thembinkosi MNGXALE	Human Resources Staff Member	M
Zibusiso NKOMO	Business Support Staff Member	W
Busisiwe TSHABALALA	Intern	W
Bongiwe MAZIBUKO	Intern	W

Panama Regional Bureau Total consulted stakeholders 56 (35 women, 21 men)

NAME	TITLE	GENDER (M/W)
Regional/Country Office Director and Deputy Director		
Miguel BARRETO	Director Regional	M
Kyung-nan PARK	Deputy Director Regional	W
HR unit		

NAME	TITLE	GENDER (M/W)
Aileen ABU	Human Resources Consultant	W
Aitor MAGUNA	Head of Human Resources	M
Gina AGÜERO RODRÍGUEZ	Senior Associate- Human Resources	W
Pamela DÍAZ	Business Support Assistant	W
Xochitl PÉREZ	Human Resources Officer	W
Internationally recruited employees		
Alessandro DINUCCI	Regional Programme and Policy Officer-Resilience	M
Antonio BÁEZ	Regional Finance Officer	M
Iván TOUZA	Regional Evaluation Officer	M
Marc REGNAULT DE LA MOTHE	Senior Company Officer	M
Marc-André PROST	Regional Nutrition Advisor (with functions of a Programme Manager)	M
Angela MONTOYA	Private sector association officer (Oficial de asociación del sector privado)	W
Gloria MENDOZA	Finance Officer	W
Rosella BOTTONE	Regional Officer VAM/M&E	W
Sofiane ESSAYEM	Regional Procurement Officer	M
Thomas GEORGI	Budget and Programming Officer	M
Ana SOLÓRZANO	Social Protection Consultant	W
Chiara DARA	Programme Official	W
Elena GANAN	Gender Consultant	W
Erica DEMURU	Programme Official	W
Sangeeta GRADEPALLI	Supply Chain Consultant	W
Veljko MIKELIC	Protection and AAP Advisor	M
Yasmin SWIDAN	Programme Officer- Strategic Planning	W
Locally recruited employees		
Ariel BELIZ	National Procurement Officer	M
Bianca HUC MAZZA	Logistics Officer	W
Carlos CRUZ	EPR / CBT Officer	M
Edwin CASTILLO	VAM Officer	M
Elio RUJANO	National Communications Officer	M
María Gabriela JAÉN	National Resource Mobilization Officer	W
Betsy SÁNCHEZ	Finance Assistant	W
Edgar LARGAESPADA	Finance Assistant	M
Elsy ROJAS	Procurement Assistant	W
Gina AGÜERO RODRÍGUEZ	Senior Associate- Human Resources	W
Jasmine CHAN	Business Support Assistant- Procurement	W
Lithabell DE GONZÁLEZ	Logistics Assistant	W
Luis VERGARA	Chauffeur	M
Michelle CAMINOS	PPM Assistant	W

NAME	TITLE	GENDER (M/W)
Gamal QUIJADR	Warehouse Assistant	M
Heissel CARVAJAL	Communications Assistant.	W
Annette CASTILLO	GIS Programme Associate (VAM – M&E)	W
Anya L. GUTIÉRREZ	Business Support Assistant	W
Diana MURILLO	Nutritionist	W
Marie L. BELANGER	Senior Programme Associate	W
Ricardo DUNCAN	Asistente administrativo de bodega	M
Aisha SHERROD	Business Support Assistant	W
Ariel NAVALO	IT Operations Assistant	M
Cynthia SAAVEDRA	Programme Assistant	W
Janielly GÁLVES	Senior Administration Assistant	W
Leica COUSIN	Senior SPT Business Assistant	W
Luis CASTRO	Chauffeur	M
Nivia QUIRÓS	Logistics Assistant	W
Pamela DÍAZ	Business Support Assistant	W
Rose NICHOLSON	Business Support Assistant	W
Carmen SERRANO	Staff Counsellor RBP	W
Comparator organizations		
Jorge BALLESTEROS	Regional Head, RRHH UNICEF	M

HQ Rome Total consulted stakeholders Rome HQ and global 50 (29 women, 21 men)

NAME	TITLE	GENDER (M/W)
Executive management (current and former)		
Amir ABDULLA	Deputy Executive Director	M
Ertharin COUSIN	Former Executive Director	W
Valerie GUARNIERI	Assistant Executive Director	W
HR unit (HRM HQ)		
Aitor MAGUNA	Senior Human Resources Officer	M
Alessandro NAPOLI	Learning Specialist (HRMTC)	M
Andrew PATTERSON	Chief, HR Policy & Compliance (HRMTP)	M
Alex MARIANELLI	Deputy Director HRM	M
Christophe ROUGE	Senior Project Manager (HRMOI)	M
Fetlework ASSEGED	Deputy Director HRM	W
Flavia SCARNECCHIA	Chief, HR Field Support Branch (HRMOF)	W
Giulia PECORARO	Human Resources Officer, Staff Relations (HRMTR)	W
John AYLIEFF	Director, HRM	M
Joyce LUMA	Director, DED (upcoming Director, HRM)	W
Pilar CORTES	Chief, Talent Acquisition (HRMTA)	W
Shelleyanne EASTON	Capability Development Specialist (HRMTC)	W

NAME	TITLE	GENDER (M/W)
Sune KENT	Chief, Individual Performance Strengthening (HRMTS)	M
Internationally recruited employees consulted during group interviews		
Edgardo YU	Chief Beneficiary Services (HQ), TECB	M
Gabrielle Mary DUFFY	Senior Evaluation Officer, OEV	W
Mads LOFVALL	Head of Global Change Team, Innovation & Change Management Division	M
Susan Jane PEARCE	Director, RMP	W
Tahir NOUR	Director, OSZIC	M
Emma GILSON	Business Transformation Officer, TECF	W
Li XIONG	Programme Policy Officer, OSZSF	W
Sarah Katharina Stefanie COLBOURNE	Programme Officer (EB Officer), PGB	W
Song Jin YUN	Programme Policy Officer, OSF	M
Takako KANEDA	Supply Chain Officer, OSC	W
Carlo Enrico VILLA	Consultant Information Technology, TECM	M
Claudio SIDDI	Consultant Information Technology, TECB	M
Julius Ceasar Awory DRANIA	Consultant Information Technology, TECM	M
Roberto DI CARLO	Consultant Administration, RMMI	M
Diana EL SAID FOUDA	Consultant Logistics, OSCL	W
Florian LUCKNER	Consultant Logistics, OSCLS	M
Halcyon GARRETT	Consultant Partnerships, PGP	W
Lukita ASTRI SUSANTO	Consultant Engineer, RMMI	W
Rudhayaini MUKANE	Consultant Communications, OSZSF	W
Internationally recruited employees consulted individually[99]		
Anita HIRSCH	Director, Internal Audit	W
Fabio BUONOMO*	Ethics Officer	M
Gabrielle KLUCK	Director, Office of the Ombudsman and Mediation Services	W
Harriet SPANOS*	Director, Executive Board Secretariat	W
Jacqueline PAUL*	Senior Gender Advisor	W
John LEVINS	Senior Finance Officer, RMFC/Participants' Rep. FAO/WFP (Joint) Staff Pension Board	M
Liljana JOVCEVA	Senior Programme Policy Officer and Staffing Coordinator, OSZ	W
Marianne WARD	Deputy Representative, Iraq Country Office Formerly HQ, Office of the Executive Director (OED, Executive Secretariat) Formerly Staff Association President (interviewed remotely by Skype)	W
Sergio ARENA*	Director, Wellness Division	M
Tjitske DE JONG	Officer, Office of the Ombudsman and Mediation Services	W

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[99] Those marked with an asterix (*) were consulted via telephone.

NAME	TITLE	GENDER (M/W)
Locally recruited employees		
Kathryn Sarah BELL	Business Support Associate, OEV	W
Sanja SAVIC	Business Support Assistant, RMMI	W

WFP Board

NAME	TITLE	GENDER (M/W)
Angelica JACOME	Executive Board Member (Panama)	W
Elizabeth Petrovski	Executive Board Member (USA)	W

Comparator Organizations

NAME	TITLE	GENDER (M/W)
Eva MENNEL	UNICEF Human Resources Director	W
Lorenzo PASQUALI	UNHCR Deputy Director Division of Human Resources Management	M

Annex 6   Interview Protocols

**Evaluation of the WFP People Strategy (2014-2017*)*

Data Collection at WFP HQ, RBs and COs
May-June 2019

Evaluation of the People Strategy

- Scope of the evaluation: 2014 – 2018
- Examination of the People Strategy and the processes/initiatives used to operationalize it
- 3 main evaluation questions
  - How good was the Strategy?
  - What results were achieved?
  - What factors influenced the results achievement?
- Data collection includes visit to RBJ and RBP, visits to 10 Country Offices and interviews at HQ in Rome.
  - During inception phase: visits to RBN, Kenya CO, Somalia CO, Uganda CO as well as HQ briefing.

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How good is the Strategy?

- To what degree are you aware of the People Strategy?
  - *Were you consulted during its development?*
  - *What (other) documents or frameworks guide your (people-related) work?*
- What are strengths and weaknesses of the People Strategy?
  - *Does it do what you would expect from a HR strategy?*
  - *Is it comprehensive? Is it clearly written?*
  - *Is realistic (including resource allocations, timelines)?*
  - *Is it still relevant within the WFP context?*
  - *How well does the strategy align with overall UN reform priorities?*
- How well has implementation of the People Strategy been monitored and reported upon?
  - *What are key performance indicators? Do these work?*
  - *What is being monitored and reported upon by whom and when?*
  - *What, if any, elements under the strategy are not well captured? (activities, outputs, behaviour/practice changes…)*

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What have been results of the Strategy?
What factors influenced these results?

Reinforce a Performance Mindset

Build WFP's Talent

Shift the Focus

Equip high-impact Leaders

Reinforce a Performance Mindset

People Strategy initiatives under this imperative:

- **Refresh performance management processes**
- **Embed common WFP values and behaviour**

Key activities for implementation included:
- Reinforced appraisal system (PACE)
- Revised under-performance framework
- Online performance management portal
- Employee value proposition
- New performance rating scale
- Online tool for monitoring and assessing staff probation period

Questions:
- What has changed in the last few years?
- In your office, do people receive feedback that helps them improve performance?
- Do people feel accountable for doing their job well?
- What actions are taken to deal with performance problems?

Build WFP's Talent

People Strategy initiatives under this imperative:
- **Workforce Planning**
- **Career Framework and skills**
- **Refine Talent Acquisition strategy**

Key activities for implementation included:
- Career framework, career development tools and guidance materials developed
- Online career management page
- Enhanced Learning Management System
- Emergency response roster
- Talent pool initiative
- Gender parity strategy
- Talent acquisition strategy
- Recruitment through LinkedIn

Questions:
- What has changed in the last few years?
- In your office, do supervisors invest in staff members' growth and development?
- Do people receive adequate training to do their job well?
- Do people have opportunities at work to learn and grow?
- Is staff recruitment effective and transparent?

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Shift the Focus

People Strategy initiatives under this imperative:

- **Create a supportive and healthy workplace**
- **Enhance skills and capacities of national staff**
- **Adapt and implement fit for purpose contractual arrangements for national staff**

Key activities included:
- GSS staff surveys (2015, 2018)
- Wellness strategy
- Staff wellness division
- Awareness raising on protection from abusive conduct and/or retaliation
- Leading for Zero Hunger
- Learning opportunities for national staff through LMS
- Harmonized conditions of service (local staff transfer project)

Questions:
- What has changed in the last few years?
- Do locally recruited staff have better contractual arrangements in place than in past?
- Do locally recruited staff have better opportunities for developing their capacity?
- Is there a supportive, safe and healthy working environment for everyone?

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Equip High-Impact Leaders

People Strategy initiatives under this imperative:

- **Mobilize senior leaders**
- **Develop leadership and management capabilities**
- **Review leadership talent**

Key activities included:
- 360-degree review of the Executive Management Group
- Leading for Zero Hunger programme
- Induction programme for country directors
- INSPIRE women's leadership program
- Strengthened P5-D1 promotion process
- Talent Pool to integrate JPOs into talent pipeline

Questions:
- What has changed in the last few years?
- Do supervisors/managers lead effectively?
- Do leaders (men and women) receive training and support to enhance their skills?
- Are people with leadership talent effectively identified and supported?

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Overall…

- What, if anything, should a new Human Resource/People Strategy do differently than the current one?
  - What are your key areas of concern?
  - What is working well/where does WFP excel in terms of people management?
- Would you like to raise any additional issues?
  - *Please feel free to contact us after this session if you would like to raise any sensitive topics*

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Annex 7   Summary of Interview Trends on Selected Questions (Quantitative Analysis)

DEDOOSE – Overview of interview/focus groups results (trends)

1.   This annex provides a high-level summary of the main trends emerging from stakeholder consultations at headquarters, regional bureau and country office levels. Please note that most consultations were carried out as semi-structured group interviews. While generally covering the same topics, the results deriving from individual interviews are very different from, for example, written survey results in that they tend to be "fuzzy", that is, not always clearly addressing only one specific topic and often combining both positive and negative insights on a particular issue. Therefore, interview data enabled coding of insights only at a relatively broad level as is described below. This also means that the quantitative data deriving from the analysis should be taken as indicative of emerging trends rather than constituting precise measures.

2.   In addition to the quantitative analysis presented below, interview data captured in Dedoose were also analysed using content analysis to identify the main topics, achievements and areas for improvement repeatedly noted across visited locations. This analysis is reflected in the findings presented in the main report.

Awareness and knowledge of the People Strategy

3.   Stakeholder responses in relation to questions around their knowledge of/familiarity with the People Strategy were coded as follows: 0 if participants had no knowledge of the strategy, 1 if at least one person in the group had knowledge, and 2 if the majority of the group knew about the strategy. Figure 6 shows the resulting level of awareness of staff according to employee categories.

Figure 6   Field mission interviews: Awareness/knowledge of the People Strategy (n=213 interviews with WFP employees)[100]

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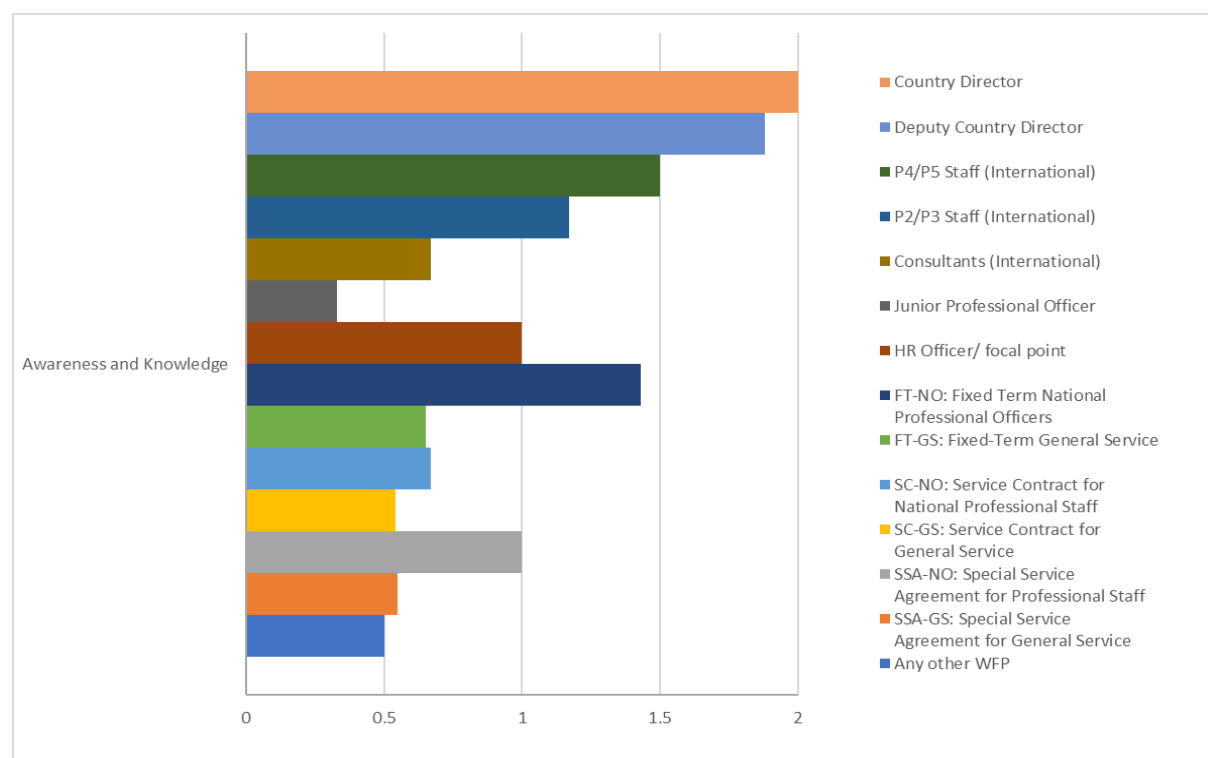
[100] From 88 individual and 125 group interviews.

Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Views on progress of main elements of the People Strategy

Methodology

Based on tone, content, and context, relevant interview passages were rated, as either, (1) negative (i.e. primarily noting weaknesses/gaps), (2) balanced/neutral (noting both improvements and weaknesses), or (3) positive (primarily noting improvements). On that account, a value below 2 is interpreted as negative and a value above 2 is interpreted as positive.

PACE tool and performance management

Figure 7   Perceptions of PACE and performance management overall (overview) (n=213 interviews with WFP employees)
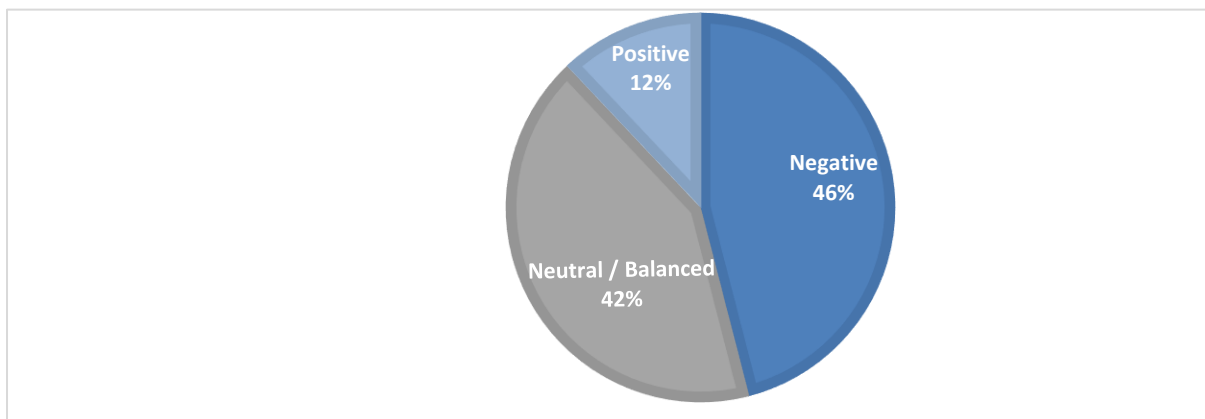
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Figure 8   Perceptions of PACE and performance management overall (by employee category) (n=213 interviews)
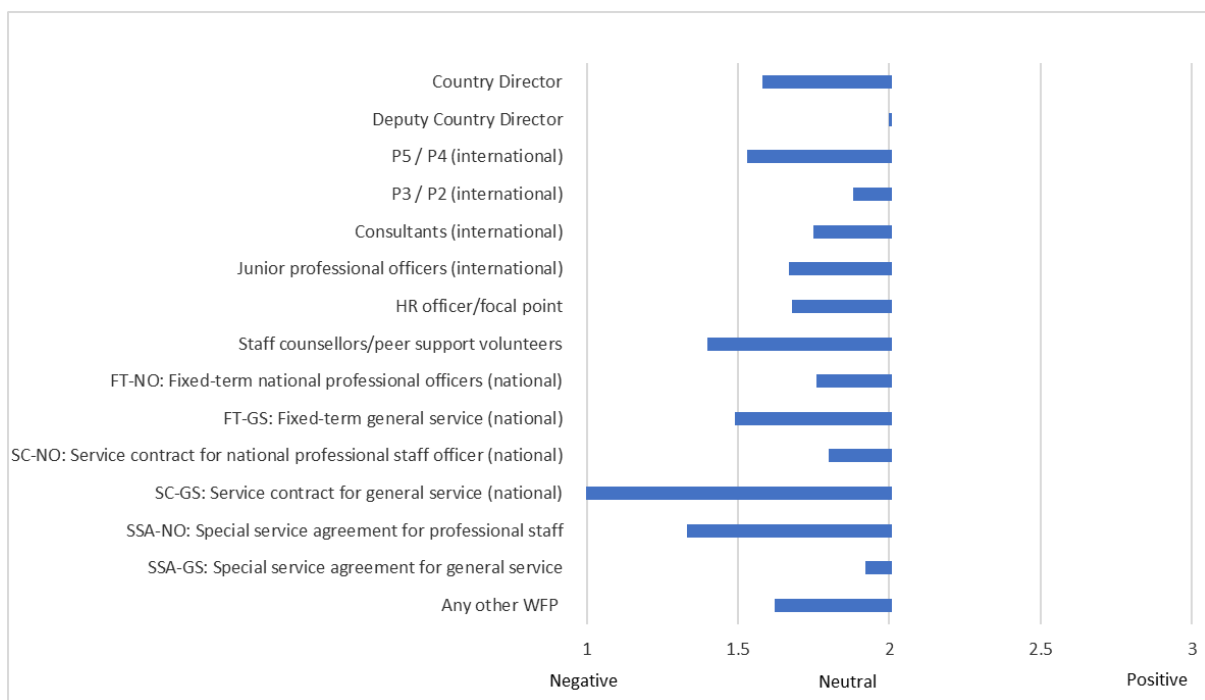
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Dealing with underperformance

Figure 9   Perceptions of how effectively WFP deals with underperformance (overview) (n= 213 interviews)
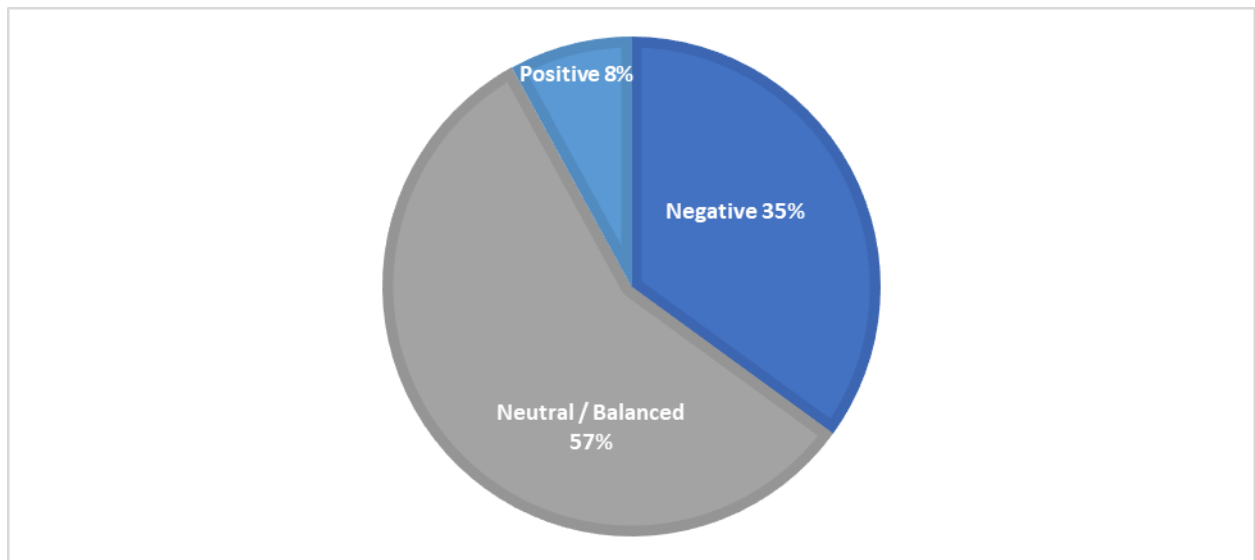
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

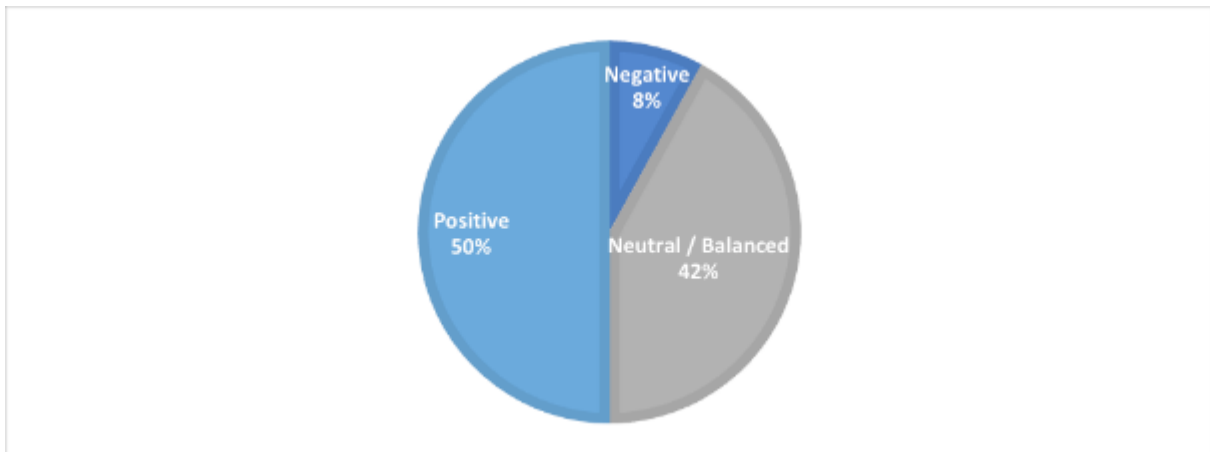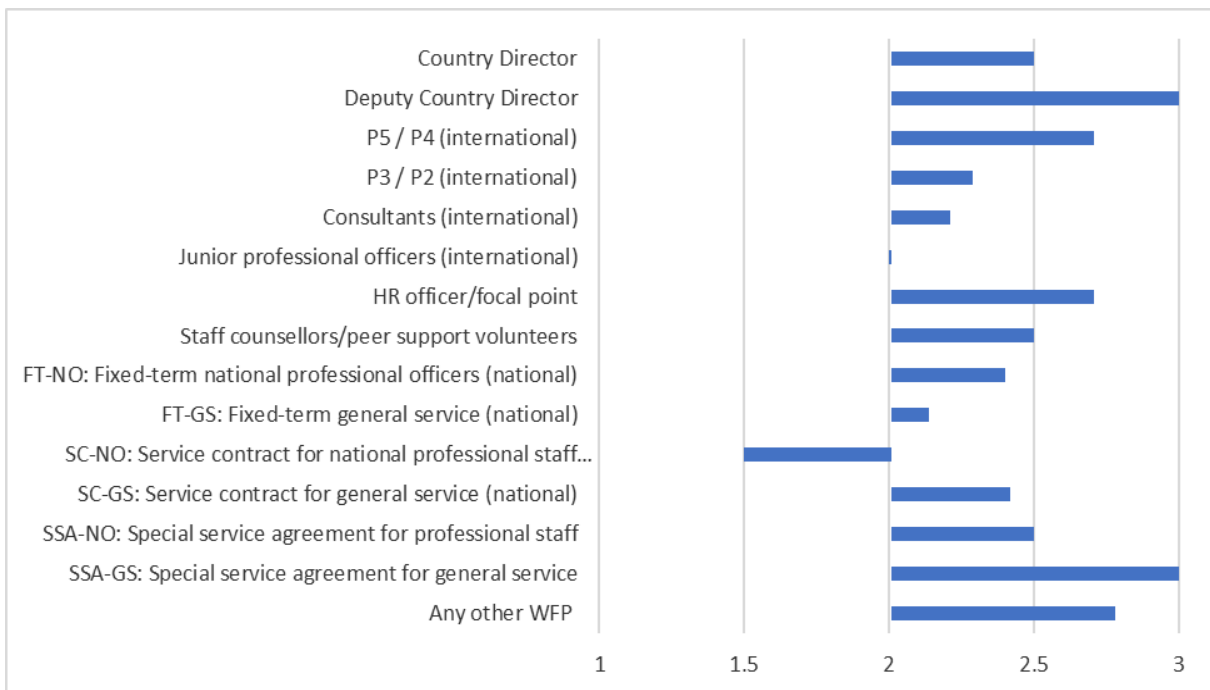**Figure 10 Perceptions of how effectively WFP deals with underperformance (by category) (n= 213 interviews).**
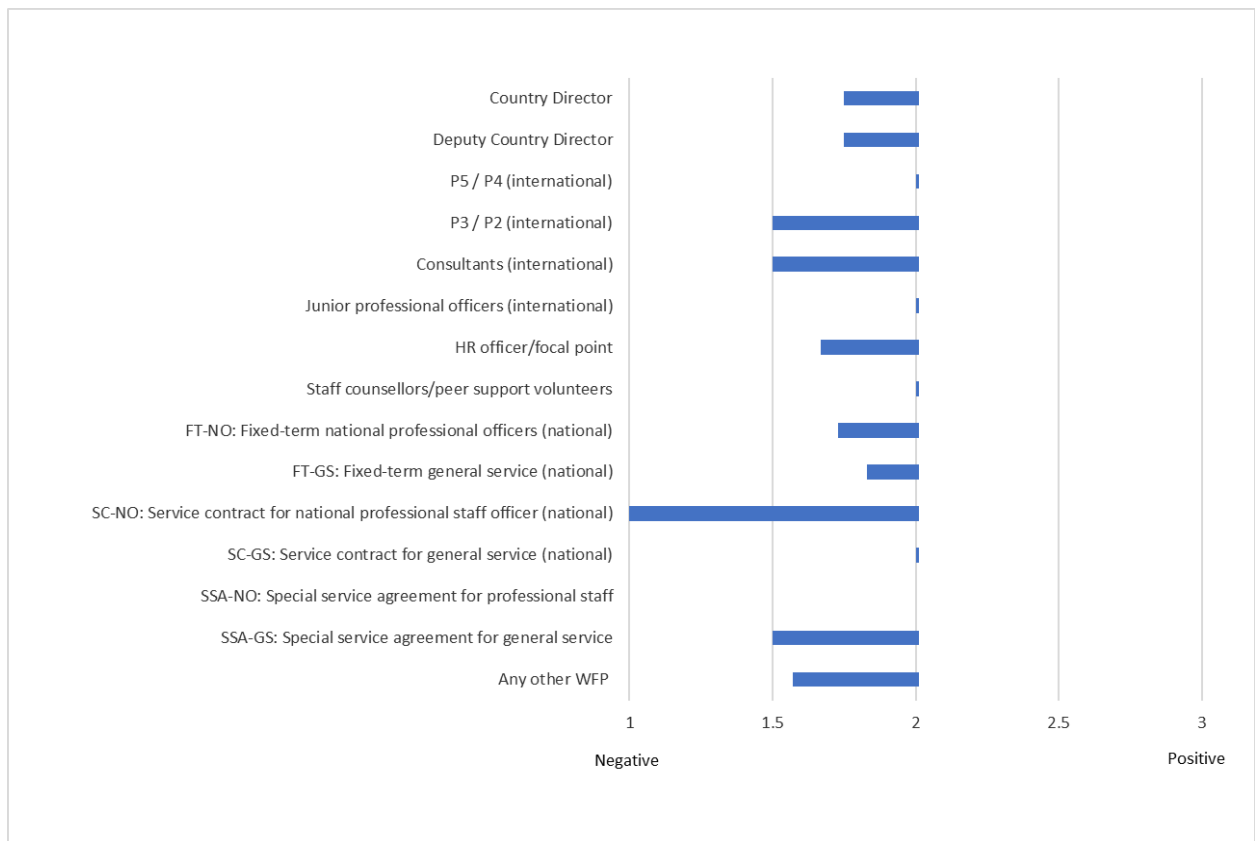
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Career development

Figure 11 Perceptions of career development in WFP (overview) (n= 213 interviews)
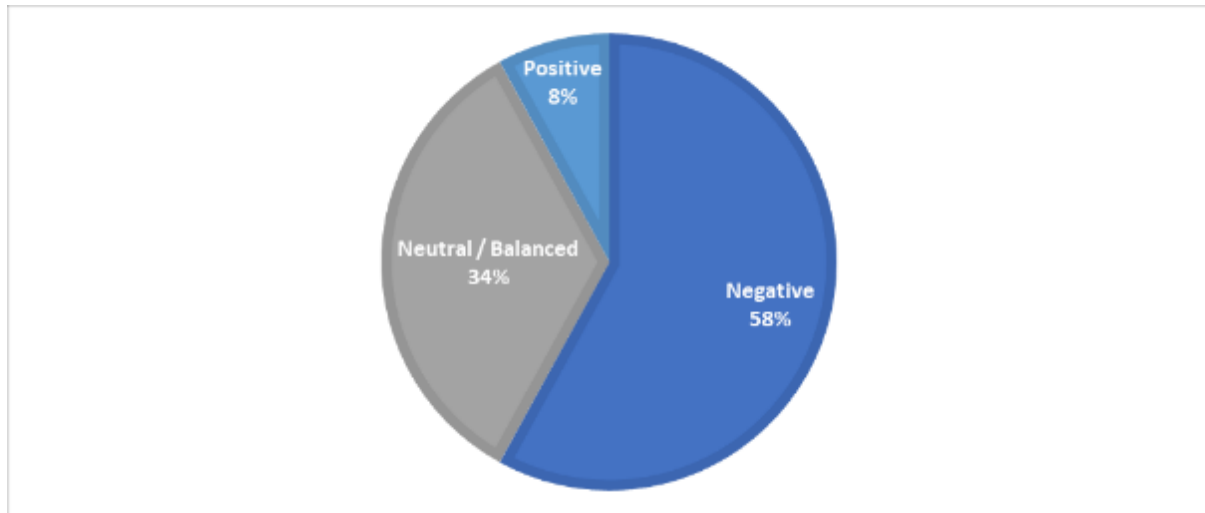
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Figure 12 Perceptions of career development in WFP (by employee category) (n= 213 interviews)
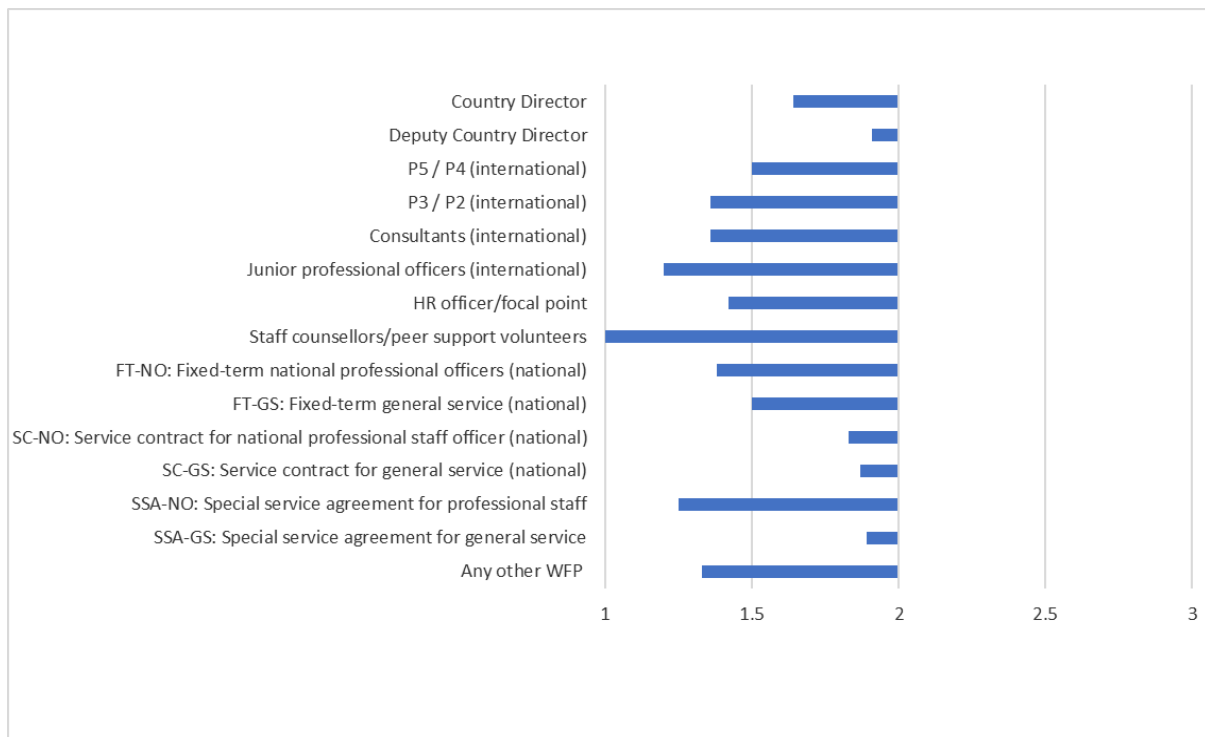
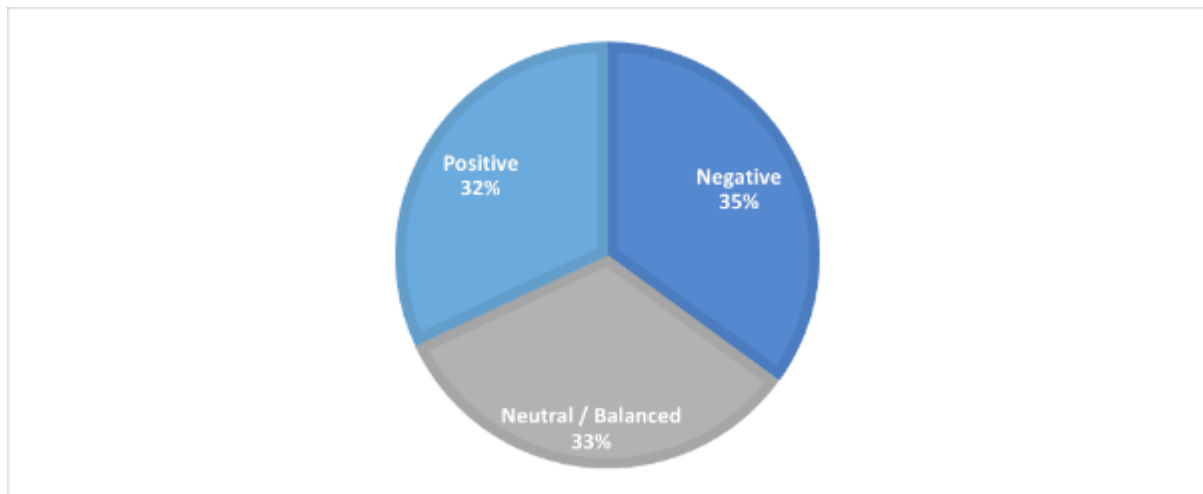
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

WeLearn

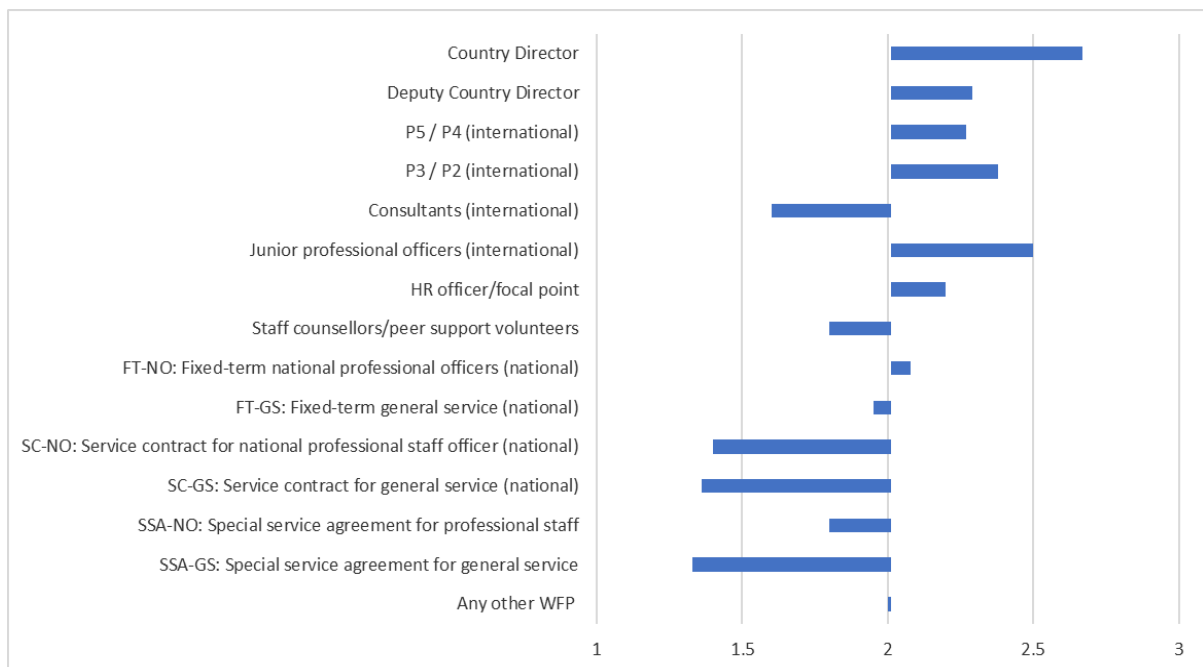**Figure 13 Perceptions of WeLearn (overview) (n= 213 interviews)**

Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Figure 14 Perceptions of WeLearn by employee category (n= 213 interviews)

Staff wellness

Figure 15 Perceptions of (changes in) attention to staff wellness (overview) (n= 213 interviews)
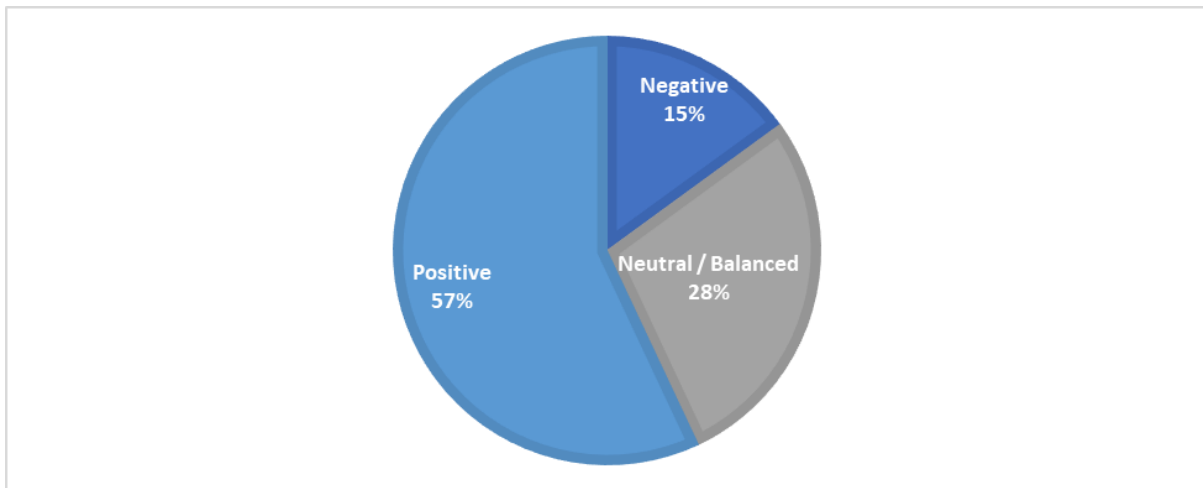
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Figure 16 Perceptions of (changes in) attention to staff wellness (by employee category) (n= 213 interviews)
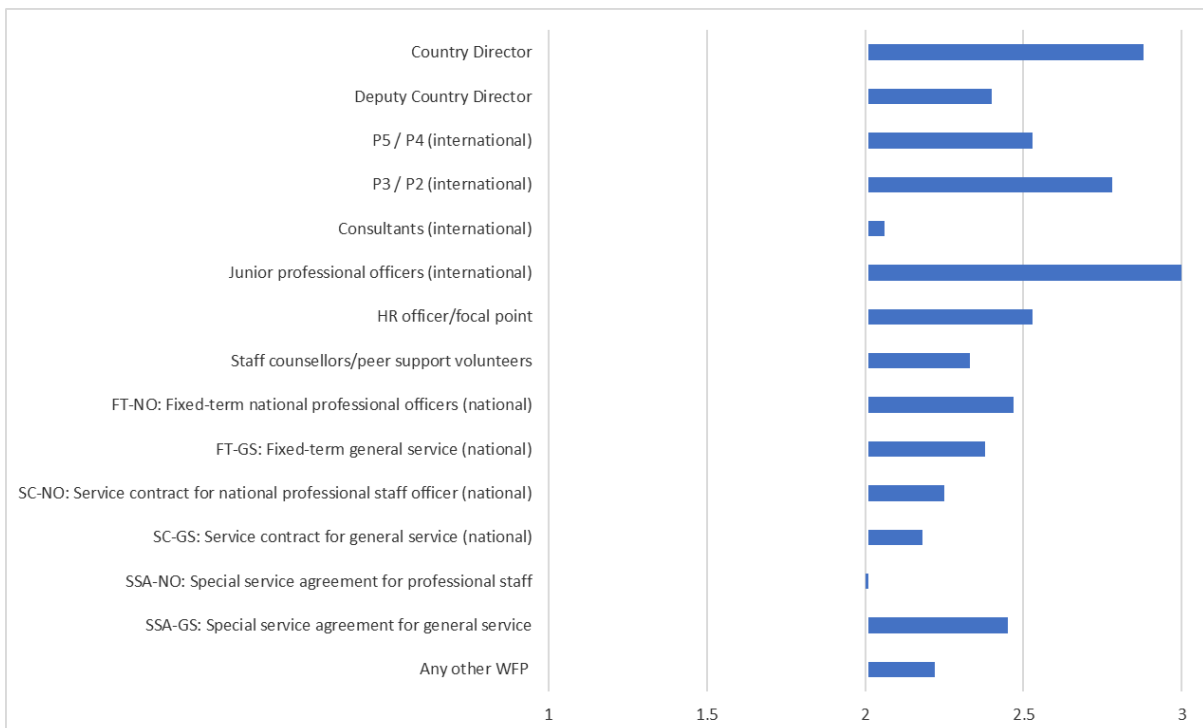
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

CONTRACTUAL ARRANGEMENTS

Figure 17 Perceptions of fairness/adequacy of existing contractual arrangements (overview) (n= 213 interviews)

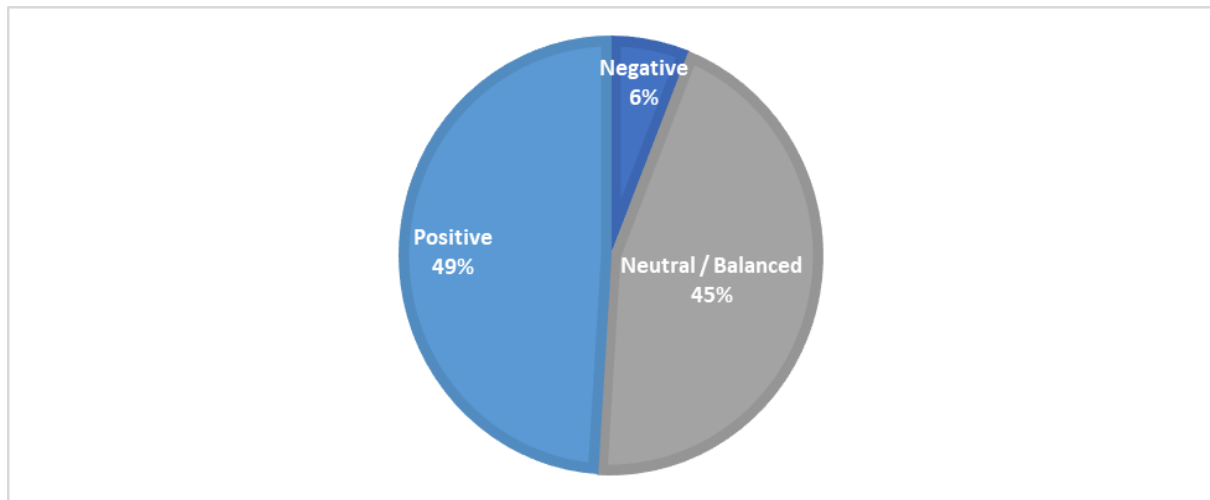Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Figure 18 Perceptions of fairness/adequacy of existing contractual arrangements (by employee category) (n= 213 interviews)

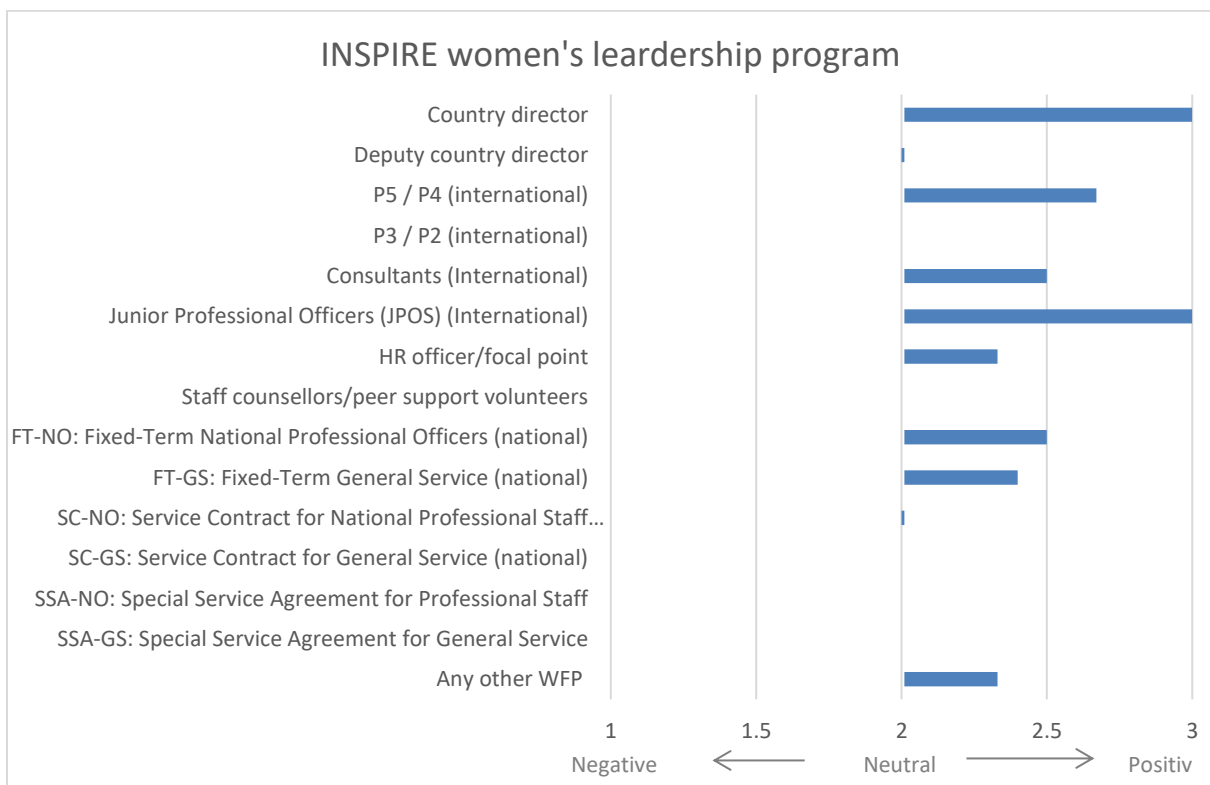Source: Coded interview data from evaluation field missions to RBs, COs and HQ

INSPIRE: Women's leardership programme

Figure 19 Perceptions of the INSPIRE programme (n= 213 interviews)

Source: Coded interview data from evaluation field missions to RBs, COs and HQ
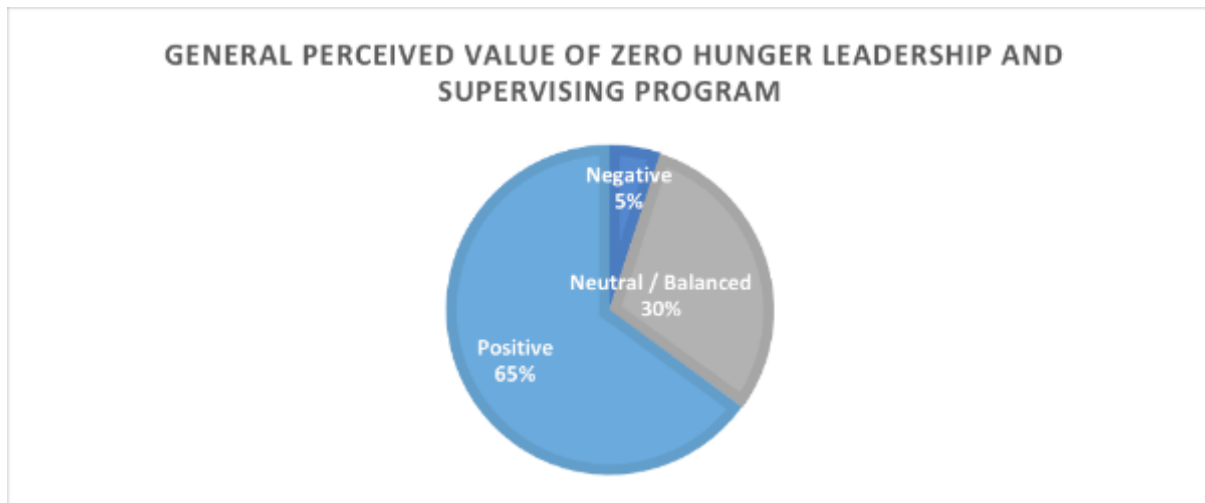
Figure 20 Perceptions of the Leading for INSPIRE programme (by employee category) (n= 213 interviews)

Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Leading/supervising for zero hunger programmes

Figure 21 Perceptions of the Leading for Zero Hunger and Supervising for Zero Hunger programmes (overview) (n= 213 interviews)

GENERAL PERCEIVED VALUE OF ZERO HUNGER LEADERSHIP AND SUPERVISING PROGRAM

- Negative 5%
- Neutral / Balanced 30%
- Positive 65%

Source: Coded interview data from evaluation field missions to RBs, COs and HQ

Figure 22 Perceptions of the Leading for Zero Hunger and Supervising for Zero Hunger programmes (by employee category) (n= 201 interviews).[101]
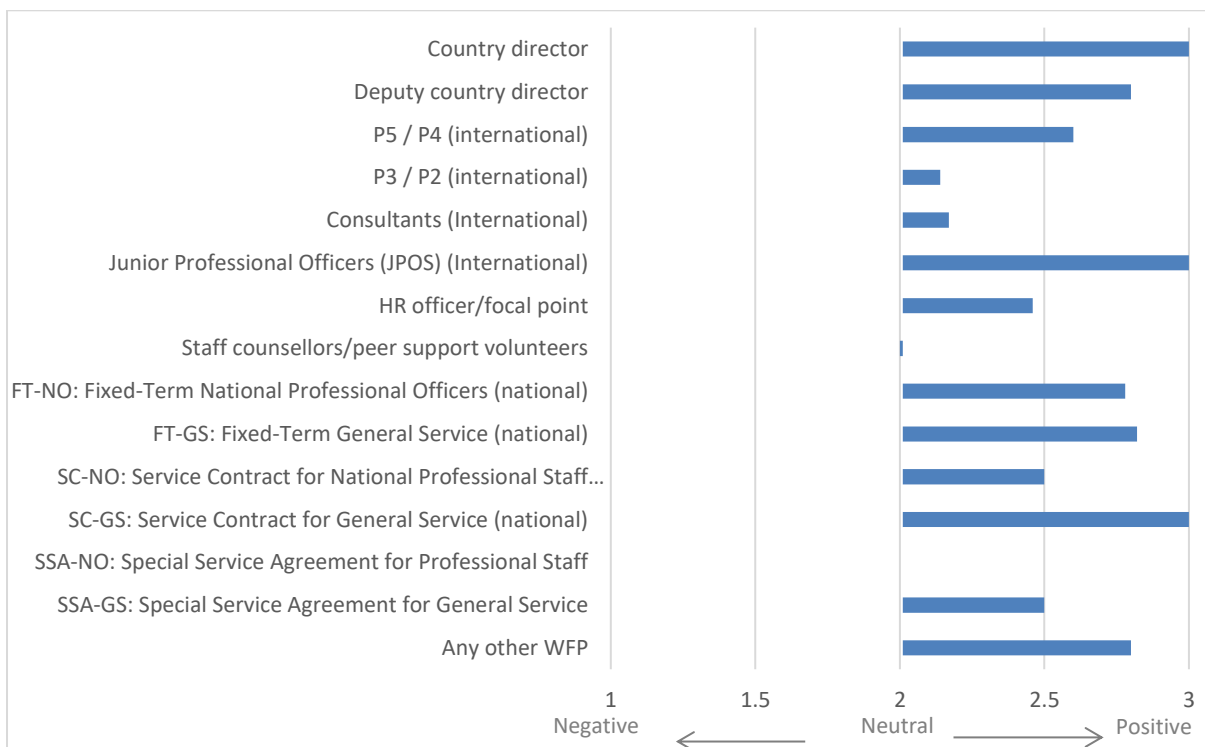
Source: Coded interview data from evaluation field missions to RBs, COs and HQ

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[101] No data for SSA holders as question not posed to this group.

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WFP 2018m	WFP. 2018m. Global Staff Survey: Our Results. India.
WFP 2018n	WFP. 2018n. Global Staff Survey: Our Results. Kenya CO.
WFP 2018o	WFP. 2018o. Global Staff Survey: Our Results. Nicaragua.
WFP 2018p	WFP. 2018p. Global Staff Survey: Our Results. Regional Bureau Johannesburg
WFP 2018q	WFP. 2018q. Global Staff Survey: Our Results. Regional Bureau Nairobi.
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Annex 9   Triangulation and Evidence Matrix

Evaluation questions and sub-questions	Lines of enquiry			
	Document and literature review	Analysis of data sets/databases	Field missions to RB, CO and HQ	Review of comparator organi-zations
Evaluation question 1: How good was the People Strategy?				
1.1 Does the strategy communicate a clear understanding of WFP conceptional and strategic vision on its staff ("people")?	√		√	
1.2 Does the strategy set clear and measurable expectations to internal and external stakeholders?	√		√	
1.3 How does the strategy compare with (i) strategic human resource-related documents of relevant comparator organizations (UNICEF and UNHCR) and (ii) evolving (global) good practice?	√		√	√
1.4 Has the strategy remained relevant in face of: (i) changes in the WFP Strategic Plan (2017-2021); (ii) is it consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks (iii) UN reform and specific initiatives such as on gender?	√		√	
Evaluation question 2: What were the results of the People Strategy?				
2.1 What have been the results of the strategy in relation to "refreshing performance-management processes" (imperative 1)?	√	√	√	√
2.2 What have been the results of the strategy in relation to "building WFP's talent" (imperative 2)?	√	√	√	√
2.3 What have been the results of the strategy in relation to "shifting the focus to increase attention to national staff" (imperative 3)?	√	√	√	√
2.4 What have been the results of the strategy in relation to "equipping high impact leaders" (imperative 4)?	√	√	√	
2.5 What (if any) have been the unplanned (positive and negative) consequences of implementing the People Strategy?	√	√	√	
Evaluation question 3: Why has the People Strategy produced the results that have been observed?				
3.1 What internal factors have influenced (positively or negatively) implementation of the strategy?	√		√	
3.2 What external factors have influenced (positively or negatively) implementation of the strategy?	√		√	√

Annex 10 Evaluation Insights on the Validity of the Constructed Theory of Change (Summary)

Table 9 lists the explicitly and implicitly envisaged capacity and behaviour changes under the People Strategy as well as related underlying assumptions[102] and, for each of them, applies a colour coding to indicate the extent to which the evaluation found evidence of the respective change having taken place or of the respective underlying assumption holding true or not. The colour coding is based on the evaluation team's assessment of available evidence and is intended as a visual aid to summarize overall trends and insights, it does not constitute a formal rating.

Colour coding:

- Green = evidence of considerable progress/success. For assumptions: underlying assumption holds.

- Yellow = evidence of some progress/success, but still notable room for improvement. For assumptions: assumption partly holds.

- Red = evidence of no/very limited progress or success and significant room for improvement. For assumptions: does not hold.

Table 9   Mapping evaluation insights against the constructed theory of change

Imperative	Initiatives[103]	Key expected changes in capacity (capabilities, opportunities, motivation)	Key expected changes in behaviours/practices	Key underlying assumptions
Reinforce a performance mindset	Refresh performance-management processes Embed common WFP values and behaviour	Capabilities: All managers and staff are aware of and know how to use: • the revised Performance and Competency Enhancement (PACE) system • the online resource centre for performance management • the WFP value proposition	• Staff and managers demonstrate a culture of open and honest performance feedback • Managers recognize high performers and reward them through career opportunities • Managers and staff identify performance issues and address	Reach and capacity change assumptions: • Critical mass of staff reached/aware of new systems • Staff and managers have incentives to engage in open feedback Behaviour change assumptions:

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[102] The reference to "explicitly and implicitly" envisaged changes reflects the fact that the People Strategy includes very few explicit references to specific changes in WFP staff/leaders' capacity or behaviours. As is common in the use of a theory of change-based approach, in compiling this preliminary theory of change the evaluation team therefore reverted to formulating key types of behaviour changes that (i) were indicated by WFP staff during preliminary consultations during the inception phase, and (ii) that in our view are logically implied by the priorities and related initiatives for change described in the People Strategy.

[103] As defined in the People Strategy.

Imperative	Initiatives[103]	Key expected changes in capacity (capabilities, opportunities, motivation)	Key expected changes in behaviours/practices	Key underlying assumptions
		• Motivation: Managers and staff have incentives to meaningfully apply new/revised tools and systems (e.g. to use full scale of rating options in PACE) • Opportunities: Managers and staff have sufficient time to engage in performance-management conversations/processes	them promptly through tailored improvement plans	• Enough time has passed for behaviour change to have occurred
Build WFP talent	Develop career frameworks and skills Establish an overall workforce planning capability Refine WFP employee value proposition and talent acquisition strategy	Capability: Staff and managers are aware of and know how to use: • offers in the enhanced learning management system (LMS) • the new WFP career framework and related career development tools and guidance materials • the new organization-wide framework for workforce planning • guidelines for country office structure and staffing reviews Motivation: • Staff and managers have incentives to use the above-noted tools/framework (e.g. due to a perceived clear link between enhancing ones' skills and career development) Opportunity: • Staff and managers' workloads allow them to engage in professional learning • WFP organizational culture/social norms value learning and various paths of career development	• WFP staff drive their own career development (e.g. by working to gain specific capabilities or experience) • Supervisors provide guidance on staff career development • WFP decision makers forecast expected future staffing needs proactively and timely, and respond in line with insights deriving from structure and staffing reviews • Decision-makers consider at least one woman candidate for each vacant mid- to senior-level post	Reach and capacity change assumptions: • Critical mass of employees reached/aware of available tools • Learning opportunities (perceived to be) relevant to key gaps in employee capacity Behaviour change assumptions: • Staff/managers have opportunities to apply, practice and hone new knowledge/skills • Enough time has passed for behaviour change to have occurred
Shift the focus to increase attention to national staff	Create a supportive and healthy workplace Enhance skills and capacities of national staff Adapt and implement fit for purpose contractual	Capabilities: (National) staff are aware of and know how to use: • Available counselling and medical services • WFP policy/position on different types of misconduct and related channels and processes to report incidents as well as request protection from retaliation • Improved learning opportunities through LMS • The capability-based career framework • WFP human resource policies and guidance materials Motivation:	• National staff actively manage their career development (including through gaining relevant capabilities or experience) • Staff access available counselling and medical services • Staff report incidents of alleged misconduct/abuse/harassment/retaliation to appropriate channels	Reach and capacity change assumptions: • Counselling and medical services are offered in culturally/contextually appropriate ways. • Offers in LMS are relevant to (perceived) interests and professional needs of national staff Behaviour change assumptions:

Imperative	Initiatives[103]	Key expected changes in capacity (capabilities, opportunities, motivation)	Key expected changes in behaviours/practices	Key underlying assumptions
	arrangements for national staff	• National staff see individual or collective benefits deriving from using counselling/medical services • Staff have incentives to improve their professional skills through formal learning opportunities (e.g. WeLearn) • National staff trust that reported cases of misconduct will be followed up without repercussions for whistle-blower Opportunities: • National staff have contracts under the WFP/Food and Agriculture Organization of the United Nations (FAO) administrative framework • WFP RB/COs have sufficient human and financial resources to offer adequate medical/counselling services to staff • WFP overall and/or office-specific culture and social norms value using proper channels for reporting alleged abuse/misconduct/retaliation	• Managers take appropriate action to address dangers to the health or safety of staff	• Staff do not fear repercussions if they report cases of alleged misconduct/abuse/retaliation • Managers have incentives to address issues of alleged misconduct/ abuse/retaliation and do not fear negative consequences for themselves. • Managers have incentives to support staff career development
Equip high impact leaders	Mobilize senior leaders Develop leadership and management capabilities Review leadership talent	Capabilities: Staff in leadership roles, emerging leaders and supervisors (men and women) • Gain a clear understanding of what "good leadership" means in WFP/in specific positions • Have access to tools/support such as coaching to build their leadership and/or supervision capabilities Motivation: Staff in leadership roles, emerging leaders and supervisors • Perceive WFP promotion processes as fair and transparent and that good leadership is being rewarded • Are aware of WFP criteria and processes for promotion at professional levels Opportunities: • Measures for supporting/enhancing the skills of staff in leadership roles are offered in sufficient numbers, in appropriate formats, and at times that are suitable given people's workloads	• Leaders consistently apply appropriate people-management strategies/values • WFP leaders demonstrate accountability for what their staff deliver • Line managers are accountable for decisions related to talent management • More women apply for leadership positions within WFP	Reach and capacity change assumptions: • A critical mass of (emerging) leaders is reached Behaviour change assumptions: • Organization and office-specific contexts allow leaders to apply new/improved leadership skills • Leaders have strong incentives to improve their skills including in relation to people management

Annex 11   Initiatives for Strategy Implementation

Actions to implement HR strategy	Imperatives/Initiatives										
	I. Reinforce a Performance Mindset		II. Build WFP 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	Refine WFP employee value proposition and talent acquisition strategy	Establish workforce planning capability	Enhance skills and capacity of national staff	Implement fit-for-purpose contractual arragements	Create supportive and healthy workplace	Mobilize senior leaders	Develop leadership and management capabilities	Conduct leadership talent review
Number of actions mapped	4	6	5	8	11	7	1	5	2	11	4
"Leading for Zero Hunger" - leadership programme						X				X	
"Supervisory Skills Programme" learning programme (started in 2018)						X				X	
Induction programme for Country Directors (assessment of proposals ongoing)										X	
Country briefings for Country Directors (started Dec 2018)										X	
Coaching package available for senior managers (Directors and Deputies)										X	
360 degree assessment available for senior managers (Directors and Deputies)										X	
360 degree review of the Executive Management Group									X	X	X
Career framework			X			X					
Diversity and inclusion strategy (gender parity strategy)				X	X						

Actions to implement HR strategy	Imperatives/Initiatives										
	I. Reinforce a Performance Mindset		II. Build WFP 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	Refine WFP employee value proposition and talent acquisition strategy	Establish workforce planning capability	Enhance skills and capacity of national staff	Implement fit-for-purpose contractual arragements	Create supportive and healthy workplace	Mobilize senior leaders	Develop leadership and management capabilities	Conduct leadership talent review
Number of actions mapped	4	6	5	8	11	7	1	5	2	11	4
Emergency response roster					X						
What to expect when deploying online learning guide											
Employee value proposition				X							
Improved talent deployment process											
INSPIRE - women leadership programme										X	
Job evaluation review: new job profiles			X		X						
Job evaluation review: new organizational structure											
Leadership assessment										X	
Local Staff Transfer Project: Transfer of locally recruited staff from UN staff regulations to FAO staff rules and regulations							X				
New global staff survey 2015								X			
New global staff survey 2018 and action plans established								X			
New guidelines to support structure and staffing reviews					X						
New staff accommodation policy								X			
Online career management page			X								

Actions to implement HR strategy	Imperatives/Initiatives										
	I. Reinforce a Performance Mindset		II. Build WFP 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	Refine WFP employee value proposition and talent acquisition strategy	Establish workforce planning capability	Enhance skills and capacity of national staff	Implement fit-for-purpose contractual arrangements	Create supportive and healthy workplace	Mobilize senior leaders	Develop leadership and management capabilities	Conduct leadership talent review
Number of actions mapped	4	6	5	8	11	7	1	5	2	11	4
Online performance management portal		X									
On-the-job training											
Structured functional learning curricula,			X			X					
Recruitment through LinkedIn	X			X							
Reinforced appraisal system (PACE)	X	X									
Capacity building on PACE, including giving and receiving feedback, and addressing underperformance		X								X	
Underperformance policy established		X									
Introduction of new performance rating scale		X									
Establishing online tool for monitoring and assessing staff probation period.		X									
Revision to JPO programme				X							X
Staff Wellness Division established (staff counselling and medical services) following approval of wellness strategy in 2015								X			
Revised and strengthened promotion exercise for P2-P4s											X

Actions to implement HR strategy	Imperatives/Initiatives										
	I. Reinforce a Performance Mindset		II. Build WFP 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	Refine WFP employee value proposition and talent acquisition strategy	Establish workforce planning capability	Enhance skills and capacity of national staff	Implement fit-for-purpose contractual arragements	Create supportive and healthy workplace	Mobilize senior leaders	Develop leadership and management capabilities	Conduct leadership talent review
Number of actions mapped	4	6	5	8	11	7	1	5	2	11	4
Strengthened P5-D1 promotion process (annual talent review)					X				X	X	X
Strengthening of re-assignment exercise					X						
Talent acquisition strategy				X	X						
Talent acquisition strategy toolkit				X	X						
Talent pool initiative				X	X						
Training and enablement of local learning focal points - co and functions						X					
Establishment of a corporate dashboard of standard learning and development KPIS						X					
Upgrade of the learning management solutions portal, inc new mobile app and off-line player	X		X			X					
Use of specialized recruitment agencies to target women candidates				X	X						
Protection from abusive conduct (harassment, sexual harassment, abuse of authority, discrimination) and protection from retaliation – training/awareness raising	X							X			
Workforce planning framework					X						

Annex 12   Resources for People Strategy Implementation

1.   The estimated cost of the People Strategy implementation was USD 17.3 million for the period up to 2017 (People Strategy paragraph 59), with the largest expenditures of USD 5.8 million expected for 2015, and for other years of USD 4.2 million (2014), 3.5 million (2016), and 3.8 million (2017).

2.   The actual cost, that is programme, support and administrative (PSA) budget resources explicitly earmarked for implementation of the People Strategy under the control of HRM, was USD 21.5 million for the period 2013-2018 (USD 16.9 million up to 2017) as is illustrated in Table 10.

Table 10   Resources for People Strategy implementation managed by HRM

2013[104]	2014	2015	2016	2017	2018	Total
USD 3,000,000	USD 2,826,320	USD 2,853,587	USD 4,902,676	USD 3,393,743	USD 4,575,737	USD 21,552,063

Source: Financial data provided by HRM

3.   The evaluation team did not obtain information on what these resources were spent on - for example, whether expenses were explicitly linked to the four imperatives under the People Strategy. However, the following table provides some details on how, in 2014, (part of) the initial USD 3 million provided under the HR Transition Fund in 2013 were envisaged to be invested.[105]

Focus/initiative	Planned expenditure
Talent management – defining clear career paths, review job classification	USD 586,000
Learning and development	USD 519,000
Women's leadership and career development	USD 143,041
Occupational health and safety	USD 273,835
Diversity and inclusion strategy – diversity assessment	USD 110,000
HR capacity building	USD 261,259
Employee engagement – GMM design and facilitation	USD 315,259
People Strategy Road Map and external best practices	USD 89,000

4.   WFP management plans further provide some information on specific planned (not actual) expenditures of programme, support and administrative budget shares dedicated to the implementation of the People Strategy. The Management Plan (2014-2016) earmarked USD 5 million for the People Strategy.

5.   Of this investment, USD 2.2 million was recurring, and USD 2.8 million was non-recurring. "The recurring investment comprised: i) USD 700,000 for mainstreaming posts to recruit talented people and increase support for field staffing reviews; ii) USD 500,000 for increasing human resources capacity in the regional bureaux; iii) USD 300,000 for aligning the personal performance and accountability tools in headquarters with the strategic plan and the Management Results Frameworks; iv) USD 300,000 for improved

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[104] Transition Fund. The Management Plan (2013-2015) included a USD 20M supplementary budget in the PSA to ensure that WFP had the capacity and expertise to manage the several changes that were planned under the Fit-For-Purpose Initiative. Part of this included the establishment of a USD 3 million HR Transition Fund to provide flexibility in managing staff changes.

[105] Source: WFP. 2014a. WFP People Strategy- A People Management Framework for Achieving WFP's Strategic Plan (2014-2017) Informal Consultation. Slide Presentation. July 2014.

infrastructure to enhance staff well-being; v) USD 200,000 to upgrade internal communications tools; vi) USD 100,000 for increased training and learning opportunities for field-based staff; and vii) USD 100,000 for support for the Office of the Ombudsman. The non-recurring investment comprised: i) USD 1.3 million for completion of the project begun in 2013 to improve payroll and benefits administration for locally recruited staff; ii) USD 1.4 million for improving knowledge management, learning and staff development; and iii) USD 100,000 for enhancing health and well-being programmes for staff."[106]

6.　　　The Management Plan **(**2015-2017) earmarked USD 1.5 million for the People Strategy, as well as an additional USD 120,000 to initiate a comprehensive, strategic plan to deliver fundamental ethics awareness, communications and training.[107] The USD 1.5 million specifically allocated to implementation of the People Strategy was envisaged to be invested as shown in Table 11.

Table 11　Resources earmarked for People Strategy implementation 2015-2017

Imperative	Earmarked amounts and foci
Imperative 1 – Reinforce a performance mindset:	0[108]
Imperative 2 - Build WFP talent	USD 250,000: Develop the talent-acquisition strategy USD 1 million: Learning programmes
Imperative 3 -Shift the focus	USD 250,000: preventive health programme for WFP offices with a view to ensuring a safe and healthy working environment
Imperative 4 -Equip high-impact leaders	Some of the funds for Imperative 2 will be used to enhance staff leadership skills

Source: WFP Management Plan (2015-2017), p.46.

7.　　　The Management Plan **(**2016-2018) earmarked USD 1.3 million for 2016 for "implementation of the people strategy and to the Innovation and Change Management Division" (paragraph 224) but provides no detailed breakdown of these resources.

8.　　　The Management Plan **(**2017-2019) included provisions of USD 2.62 million for the People Strategy with a focus on strengthening "WFP as a Learning Organization", noting that "This investment will lead to a world-class learning curriculum and assessment system. The investment also mainstreams the Career Development Centre as a cornerstone for developing WFP's future leaders". (paragraph 200).

9.　　　The Management Plan **(**2018-2020) does not make explicit reference to resources earmarked for the People Strategy.

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[106] WFP. Management Plan (2014-2017), paragraphs 184-185.

[107] WFP. Management Plan (2015-2017), paragraph 167.

[108] The Management Plan (Box IV.2.) noted that for Imperative 1 "Investments made in 2013 and 2014 as part of the PSA budget funded most of this work; no further allocations were necessary".

Annex 13 Summary of Insights from the Review of Comparator Organizations

Table 12 Background/context

Organization	Type/sector	Work-force size	Global mandate/reach?	Active in fragile contexts?
UNICEF	UN Agency	13,754109 - Approximately 85% of whom are located in the field.	Yes	Yes
UNHCR	UN Agency	15,200 - almost 90% of whom are located in the field[110]	Yes	Yes
KPMG	Private Sector	207,000[111] worldwide	Yes	Yes

Table 13 Characteristics of the comparator organizations' human resource/people strategies

Organization	Relevant strategy/strategies
UNICEF	UNICEF is currently implementing the Human Resource Strategy (2018-2021), which incorporates key principles of an organization-wide Human Resources Reform Initiative launched in 2017, which focused on four key "levers": Simpler, faster and higher-quality recruitment; Honest and effective performance management; Strategic HR partnering with the business; and Excellence in service delivery and continuous improvement through the Global Shared Services Centre. The HR Strategy (2018-2021) has three goals: • Goal 1: Shaping a workforce that meets UNICEF's current and evolving needs and creating an empowering work environment where staff can excel in realizing UNICEF's mission • Goal 2: Developing and leveraging the talents of managers and staff to successfully contribute as individuals, in teams, and across organizational boundaries

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[109] In 2017. Source: Evaluation ToR and interview with UNICEF HR representative (HQ).

[110] In 2017. Source: UNHCR (2017): The People working for UNHCR.

[111] 2018. Source: https://www.statista.com/statistics/189516/number-of-employees-of-kpmg-by-region/ Of the total workforce, 78% are professionals, while the remaining 22% are made up of partners and administrative staff.

Organization	Relevant strategy/strategies
	• Goal 3: Creating a results-based culture of accountability, effectiveness and efficiency where everyone understands what is expected of them and where performance is recognized and rewarded.
	The earlier Division of Human Resources Office Management Plan (2014-2017) was focused on five areas:
	• Integrated Human Resource Management Information Systems and Strategic Planning (crosscutting)
	• Attracting, Sourcing and Managing Talent
	• Management of Staff Well-Being, HQ Liaison, Insurance and Compensation
	• Developing and Assessing Talent
	• Management of the HR Function (cross-cutting)
UNHCR	The UNHCR People Strategy (2016-2021) outlined four goals:
	Preparedness and Diversity
	Anticipating global operational demands for staff and skills
	Value diversity and provide an inclusive working environment
	Attract, hire and retain highly qualified people
	Performance and Competence
	Actively support staff growth and development
	Aim at excellence through leadership
	Promote effective performance management
	Flexibility and Timeliness
	Manage staff mobility in a fair and efficient manner
	Maximize the potential of different workforce arrangements
	Support staff in managing their mobility
	Care and Support
	Ensure a quality health and wellbeing system for workforce
	Supported by highly professional HR staff and systems
	Foster a culture of trust, communication and core values
	Reportedly, the People Strategy is not well-known among UNHCR staff. In March/April 2018, UNHCR conducted a rapid organizational assessment in partnership with Price Waterhouse Cooper (PwC), resulting in a strong recommendation for HR to realign their activities to better respond to the UNHCR mission and the implementation and delivery of the People Strategy. It emerged that HR were more reactive and transactional with their services rather than a strategic operational partner to the countries. A new HR Division and a Change Management Team was established to implement the recommendations and changes made from the assessment

Organization	Relevant strategy/strategies
KPMG	KPMG are working with a people strategy that is focused upon attracting and retaining the best talent in an environment where people feel able to develop their personal brand within the company. There are five pillars to the strategy, comprising: 1) Leadership & Culture 2) Progression 3) Diversity & Inclusion 4) Recruitment (Attracting the best talent) 5) Retention & Engagement The strategy has been in place for three years, and is reviewed on an annual basis in order to ensure that it meets the organizational requirements. There are metrics to support the operational deliverables that underpin the strategy, and these cascade into objectives for individuals (for example, senior staff members have individual performance objectives related to diversity ambition targets). Whilst KPMG operates globally in some ways, the countries operate independently. Within the UK organization, there is a HQ office located in central London with an operations hub based in Watford and more than twenty local offices. The HR function is structured according to an HR Business Partner model combined with Centres of Excellence (e.g. talent) and Operational Excellence Hubs.

Table 14   Insights into organizational practices and experiences in the key thematic areas addressed in the WFP People Strategy

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
Reinforcing a performance mind-set	
UNICEF	**Performance management general**: The subject is addressed in the current UNICEF HR Strategy under Goal 3 – Creating a Results-Based Culture of Accountability, Effectiveness and Efficiency, where everyone understands what is expected of them and where performance is recognized and rewarded. The strategy recognizes the need for performance management to be embedded in the culture of the organization and emphasizes the role of managers to effectively manage performance – both strong and underperformance. The strategy emphasizes that an individual's performance should be assessed both on their individual work and contributions as well as their collaborative working with their teams and offices "recognizing that the challenges of the future cannot be tackled successfully by any individual in isolation".[112] Since 2014, UNICEF has placed emphasis on improving performance-management processes, and building and embedding a culture of performance management throughout the entire organization. In 2016 UNICEF launched the "ACHIEVE" programme, which places a strong emphasis on continued open and honest communication between a manager and staff member regarding performance throughout the entire year, rather than solely at the formal review stages. The

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[112] UNICEF Human Resources Strategy 2018-2021.

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
	ACHIEVE programme focuses on career conversations, frank, honest and ongoing feedback and differentiated staff assessments (depending on position levels) including 360-degree feedback for senior staff rotation (SSR) positions.
	This was followed in 2017 with a Performance Management Culture Change Programme, which included the delivery by the HR function (in collaboration with an external company) of workshops across multiple countries reaching more than 9000 staff members by the end of 2018. A new dedicated website was also developed for performance management to ensure alignment with the new people-management culture change philosophy. Since January 2018, differentiation meetings have been introduced globally, to ensure the full spectrum of performance ratings (three) is applied in a globally consistent manner.
	Managing underperformance: Along with many organizations, UNICEF has experienced some resistance in the past from managers in relation to their willingness to properly manage and address underperformance. In 2017, a new performance improvement plan (PIP) tool was launched, and in addition to online resources and manager workshops, UNICEF implemented a dedicated support team to assist managers throughout the entire process, including helping them to write the performance review in the most constructive and robust manner and to both write and monitor the PIP. UNICEF also implemented an external rebuttal panel.
	Whilst there is a nominative performance curve (20 percent in outstanding category, 70 percent in solid category and 10 percent in low category), the number of staff members placed in the low category is more realistically at the 1 percent level. Whilst this could be perceived on face-value to be an indicator of underperformance not being appropriately managed, the HR perspective is that this low figure actually reflects the fact that managers are now pro-actively managing underperformance throughout the year. An individual can be placed on a PIP at any point in the calendar year and with the emphasis on honest and timely feedback, it is stated that "underperformance" should not be a surprise to any staff member.
UNHCR	**Performance management general:** In 2015 UNHCR released a new policy on performance management. The organization uses a formal performance assessment tool similar to WFP PACE, and enjoys high compliance rates of about 97 percent. Nevertheless, there are concerns over the extent to which the system is being used consistently and meaningfully. Not all managers understand the system or know how to utilize it effectively, and a considerable number of staff believe the managers are not honest or fair with their appraisals.
	Managing underperformance: UNHCR experiences similar challenges to WFP in relation to addressing underperformance. Negative performance ratings are given rarely, causing frustration among employees who see that weak performance appears to be tolerated.
KPMG	**Performance management general:** KPMG uses a performance-management system with five performance zones, with "1" being the highest rating and "5" the lowest. Staff at "3" are deemed to be "meeting expectations". There is no forced distribution of ratings. The performance-management process is a competency-led assessment, including a self-evaluation plus the gathering of feedback from others with whom staff interact within the organization. For senior staff members, a 360-degree feedback assessment is also incorporated within their performance-management review. Designated "performance leaders" (who spend 50 percent of their time on people management) manage the performance process for a cohort of 100 staff members each, with managers conducting the 1:1 reviews and interim performance reviews for about six staff members each. As part of the annual performance-management process, a consolidation meeting is held and attended by the performance leaders, at which the performance of staff members is discussed and calibrated. Within KPMG, whilst the salary levels are mapped against the market comparatively for roles, the annual bonus award is utilized to reward or penalize good or poor performance. Staff performing well are therefore rewarded financially through the bonus scheme.
	Managing underperformance: Staff assessed at rating "4" within KPMG are informally placed on a performance plan, with the aim of bringing their performance to a higher level. A small percentage of staff are rated as "5" and are placed in a formal performance-management process. Staff members with low performance ratings also receive either low or zero bonus rewards. The structure of performance leaders and the performance calibration meeting has aided KPMG in overcoming the issue of managers being reluctant to tackle underperformance.
	Employee value proposition: KPMG has both an employee value proposition and a clear set of global values. The values reflect what KPMG staff believe and how they behave:

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
	• We lead by example • We respect the individual • We work together • We are open and honest in our communication • We seek the facts and provide insight • We are committed to our communities • Above all, we act with integrity. It is mandatory for all staff to attend an induction programme on joining the organization in which they learn about the values, the employee value proposition and the code of conduct. The importance of staff acting both ethically and with integrity extends beyond their professional lives to their personal lives, and KPMG staff receive regular training on this.
Build the organization's talent	
UNICEF	Both the UNICEF Human Resources Reform Initiative (2017) and the HR Strategy (2018–2021) place an importance upon building the talent of the global organization. The HR Strategy (2018-2021) states that the UNICEF global workforce will be "positioned for continued success by emphasizing geographical and functional mobility and strengthening career management and development" and that "by streamlining and simplifying the recruitment process and sourcing strategically" it is ensured that expeditiously the right people are placed in the right positions at the right time, "while minimizing the burden on line managers". In November 2015, UNICEF received the Career Development Roundtable Award (International Public Sector) for Innovation in Recruitment. In 2017, the previously existing model was restructured with the creation of a human resources business partnership team in NYHQ and the decentralization of the recruitment process to regional and HQ divisions. This involved the roll-out of a strategic HR business partnership model and the creation of a recruitment centre of excellence, which provides advisory support to offices and communicates best practice, for example, expertise on candidate selection and assessment tools, webinars and workshops. The centre of excellence also helps to strengthen the capacity of field offices in recruitment through initiatives such as generic vacancy announcements and talent group management. Key innovations put in place since 2014 include: • The expansion of talent groups and generic vacancy announcement Initiatives including the implementation of "Direct Selection" recruitment whereby a position is only advertised through a conventional recruitment process on the condition that candidates in talent groups are either not available or do not match the job profile needed • Expansion and updates of the online recruitment system globally, incorporating rotation and planned mobility exercises • Introduction and update of policies on staff selection, staff mobility and rotation allowing a simplified and faster talent acquisition process. In 2017/18, the recruitment and approval process for IP posts (P1 to P4) was delegated to the regions and headquarter divisions • "Inter-Agency Mobility" policy whose approval was moved from the Deputy Executive Director management to the Director of Human Resources • Talent outreach partnership with an external supplier to drive gender parity and strengthen geographic diversity through global awareness campaigns such as "Female Leaders for Emergencies" and "Education cannot wait" facilitating the attraction of a large pool of qualified candidates with diverse backgrounds • The launch of a Talent Outreach Toolkit providing effective tools and resources to the global HR community and hiring managers • Field-based emergency and surge strategy recruitment initiatives

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
	• Establishment of a Leadership Talent Group • The continuation and enhancement of the junior professional officers' (JPO), New and Emerging Talent Initiative (NETI) and internship programmes, together with the launch of the Youth Advocates Programme • The use of blended Interviewing[113] as a replacement for competency-based Interviewing. Whilst UNICEF is strong in using initiatives such as the ones listed above, it is recognized within the HR function that the level of strategic and proactive workforce planning is not yet well-developed. The HR function strives to use its increasing HRMS data functionality to demonstrate to line management the consequences of their actions in relation to a more reactive workforce planning style, for example the time and cost to recruit by going through a reactive full recruitment process in comparison to a planned talent pool/lateral move placement.
UNHCR	Following the 2018 organizational assessment and subsequent reform efforts, UNHCR has placed emphasis on strategic workforce planning, resulting in a new HR unit being formulated to assist with this demand. It specializes in the job evaluation, succession planning, and job descriptions, with a strong focus on integrating the Director General's, values and ethical standards into all roles. Over the past few years, the HR unit has reviewed and revised existing job descriptions in terms of grade, including titles, skill categories, and the insertion of values/ethics into each role. What were previously 2,400 separate job descriptions have been standardized to 1000. Similar to WFP, UNHCR now has a career path guidance for ten key functions. The organization has also established a talent pool of pre-vetted candidates who are ready to be deployed if and as needed. Also, by establishing more regional offices that are supported by experienced HR personal, the aim is to increase capacity to analyse and plan staffing needs more effectively, to identify and promote talent in the regions and for managers to develop and build a diverse workforce. UNHCR aims to meet the objective of gender parity, in line with the Secretary General's strategy on gender parity, well before the 2026 deadline, aiming for 2023. At present: International professional staff are 51 percent women in P2 and D2 levels, 45 percent women at P5, 44 percent women at P3 and P4 and 40 percent women at D1 (Standing Committee notes from the 73rd meeting). Since the implementation of the new recruitment and assignment policy, there has been an increase by 7.5 percent on gender parity between October 2017 and June 2018.
KPMG	In relation to recruitment, over recent years KPMG has placed more emphasis on direct sourcing and has moved away from utilizing recruitment agencies in order to source staff. KPMG proactively engages in advance talent sourcing particularly in order to identify strong talent for particular roles where there are known skill shortages or where there are specific diversity issues. With regards to retention, it was noted by KPMG that trends have shown that in recent years staff have shorter career horizons than previously and are more open to moving organizations. KPMG has a strong alumni network which it utilizes to maintain engagement with its former staff members, and to be open to re-employing them in the future. KPMG offers international assignment to its staff and encourages staff mobility. In 2017, nearly 2,700 KPMG staff members took on international assignments to almost 100 countries within the KPMG network.

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[113] A blended Interview focuses on the candidate's experience and what they find enojyable and engaging, using a combination of questions that look at an individual's motivation and passion, as well as their competencies and capabilities.

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
	KPMG places a strong focus on diversity. KPMG promotes an inclusive culture where staff are encouraged to bring their "entire self" to work. The biggest challenge at present is gender parity at the senior level. The graduate intakes to KPMG are approximately 50:50, and it is striving to ensure that this continues to be reflected as staff members progress to more senior positions. In 2017, within the main ten countries where KMPG operate, 28 percent of partners joining in the latest partner class were women, with 47 percent of the KPMG network's workforce being women. The percentage of women joining the partner class in 2018 rose to 36 percent. The Gender Pay Gap Report is published annually, with targeted initiatives to address problem areas. There are also programmes such as the ability for female staff members to have role models and mentors for guidance, as well as a targeted programme for mid-career women. In addition to gender diversity, KPMG measures and implements initiatives and programmes aimed at addressing ethnicity, disability and sexual orientation. In 2018, the remit was expanded further to focus upon socio-economic diversity.[114]
Shift the focus to national staff/staff well-being	
UNICEF	National staff capacity development: Within the UNICEF HR Strategy, the subject of staff development and capability is addressed under Goal 2. In contrast to the WFP People Strategy, the UNICEF HR Strategy addresses the professional development of all staff. It recognizes the requirement for staff to have a wide range of technical capabilities, core skills and knowledge, and for all staff to have a commitment to lifelong learning. Implemented activities have included:

- A pro-bono coaching programme offered to all staff members
- A pilot of group coaching for NYHQ staff
- The 2014 launch and subsequent development of the Agora learning management system
- The development of an "Onboarding" online module to assist staff members with their integration into UNICEF
- Face-to-face induction programme for NYHQ staff
- A systematic mentoring programme offered to staff at all levels moving into new roles
- The redesign of an orientation programme for newly appointed representatives, combined with the launch of a mentoring programme for representatives (where they are partnered with recently retired representatives, Regional and Deputy Regional Directors
- Career counselling offered as a global service from human resources for staff members in the mobility exercise, for the JPO programme
- The use of modern approaches to learning such as just-in-time learning[115] and peer-to-peer learning.

UNICEF has also implemented a development programme aimed specifically at national staff. The programme involves both traditional classroom learning and stretch assignments for national staff who are seeking to move into international staff roles. In order to assist with countering the often-seen reticence of managers to release their staff for development assignments, the human resource function encourages these assignments to be incorporated into the development plans with a planned approach to covering the position.

Contract types: UNICEF offers three basic types of contracts: (1) Fixed-term or regular appointment – typically for a period of two years, renewable subject to the needs of the organization. Fixed-term contracts can be issued to three categories of staff: international professional, national officer and general service categories; (2) Temporary appointments are time-limited appointments issued for less than one year to meet specific short-term requirements, including in response to emergencies. Temporary appointments can be issued in all three categories of UNICEF staff. Staff members recruited under a temporary appointment modality

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[114] Workforce and Student Recruitment Diversity Data, KPMG. 2018 Annual Review.

[115] Just-in-time learning provides training assets in appropriate formats that are available at the point of need, often through a learning platform that can be accessed quickly and easily throughout the working day.

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
	receive full salary but slightly reduced benefits. Temporary appointments can be issued to three categories of staff: international professional, national officer and general service categories; and (3) Non-staff contracts: Consultancies - UNICEF also hires individuals for consultancies to accomplish, within a specified period of time, a defined task for which the necessary expertise is not readily available within the organization.

HR Management have pushed for the increased use of long-term contracts (more than two years) in order to enable a more stable and engaged workforce. In addition, the human resources management team has conducted significant work with managers to ensure that temporary and consultancy contracts are truly utilized for the purpose for which they were designed.

Well-being: Like WFP, the agency has placed a strong emphasis on staff wellbeing. Whilst there is not a specific objective regarding wellbeing within the HR Strategy (2018–2021), there is a clear reference to providing the appropriate work environment and support to staff members in order that they can give their best in service of the UNICEF mission.

Since 2014, the scope and investment in staff wellbeing initiatives has increased, and the current Global Staff Wellbeing programme incorporates "evidence-based and best practice techniques to build personal resiliency, lessen traumatic stress, prevent burnout and improve mental health".[116] This includes:

- Mandatory pre-deployment briefings for IP staff deployed to L2 or L3 duty stations
- A peer support volunteer programme
- The creation of 15 IP staff counsellor posts at the end of 2018 (expanded from 7 in 2014), with staff wellbeing due to become a global function
- All regions (except Latin America and the Caribbean, which continues to be supported by human resources) have a dedicated regional staff counsellor in place
- Workshops covering topics such as "Kicking the Habit", "Family Connectedness", "Understanding Family Dynamics" and "Dealing with Domestic Violence"
- Wellbeing toolbox
- Resilience and mindfulness workshops and "Headspace", a mindfulness meditation app available for all staff globally

Emergency childcare programme for NYHQ staff. In 2018, the human resource function saw a significant increase in the provision of direct psychosocial support to staff and family members, as well as an 18 percent increase in the number of well-being missions conducted. The human resource function has started to utilize the staff counsellors in a more proactive manner, for example, gaining their advance input on policy proposals and revisions. |

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[116] UNICEF, OneHR 2018 Annual Report.

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
UNHCR	National staff capacity development: Over the past year, UNHCR has repositioned 150 positions from headquarters to the field.
	Contract types: Consultations indicate that UNHCR also faces challenges in terms of staff/employee morale related to (actual and perceived) differences in benefits and status between people working in the same office who fulfil similar if not identical roles but work under different contractual arrangements.
	Staff well-being: The intention is to establish a cultural change behavioural department as a result of the assessment and the "MeToo" movement. A taskforce is being established with the OIG, Chief of Legal, Ethics Dept, HR Director and the Ombudsman to create synergy and understanding across the organization. This group will engage with the entire organization to identify and agree on the expected behaviours and norms to uphold the organization's values. This will be the foundation for the new UNHCR accountability framework, creating a common starting point for performance evaluations, ratings and a clear pathway on how to deal with underperformers.
	The current structure of "duty of care" was held by the HR Division, as well as security of their staff. However the intention is to have Operations better equipped to fulfil their accountabilities in duty of care, particularly in high-risk duty stations. This will now be mandated by the staff health and wellness service (SHWS) (based on the UN High-Level Committee on management outcomes).
KPMG	Contract types: KPMG operates a number of different contract types, including continuing and fixed-duration contracts for staff members as well as contractor ("associate") contracts for temporary requirements. KPMG offers apprenticeship, undergraduate and graduate programmes in addition to its direct hire opportunities. KPMG works with preferred suppliers in order to hire temporary contract staff.
	In addition to the different contract types, KPMG operates an "intelligent working" approach, meaning that they will consider "any working schedule that's outside the traditional working pattern, focusing on outcomes rather than time spent at work".[117] The aim is to be able to provide staff with the work-life balance that is right for their individual circumstances and includes schedules such as part-time working, job-sharing, flexible hours, the ability to purchase additional holiday days, unpaid short-term leave, unpaid career breaks, annualized hours and home-working.
	Well-being: KPMG has a cohort of "ethics champions" across the organization, who offer staff the opportunity to have a confidential conversation regarding issues including those that concern abuse, harassment or misconduct. These champions are very visible throughout the organization. In addition, there is an employee assistance programme through which staff can gain access to counselling, etc. The human resources team have amended the wording of relevant policies to make them more user-friendly rather than legalistic in nature. Individuals with concerns have a wealth of channels for discussion including the ethics champions, their engagement manager, performance manager, performance leader and human resources. In addition, there is also a whistleblowing helpline in place.
Equipping high-impact leaders	
UNICEF	Within Goal 2, the UNCEF HR Strategy states that HR will "equip managers to manage their teams and lead them to their full potential….They will be selected, developed and assessed based not only on the results their teams achieve, but also on how they achieve them vis-à-vis their staff and partners. Managing in complex and uncertain environments and taking the appropriate risk are other factors of strategic importance."
	Since 2014, a variety of different actions have been taken within UNICEF in relation to equipping leaders, including:
	• Launch of the Management Development Programme, leadership orientation and onboarding
	• Establishment of a fully-fledged LEAD team providing enhanced, personalized support to senior leaders including in areas such as talent acquisition and succession planning, leadership development and case management

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[117] https://www.kpmgcareers.co.uk/who-we-are/being-inclusive/intelligent-working

Organization	Thematic areas corresponding to the WFP People Strategy's four imperatives
	• A collaborative project with Harvard Business Publishing to conduct a "Fit-for-Purpose Leadership Capability Report" with an internal analysis on required senior leadership capabilities • Executive support, including executive coaching (in partnership with the Coaches Training Institute – CTI), 360-degree assessments, career conversation support and team-building support • Design and launch of the "Management Masterclass Initiative" for staff at P3/NOC, P4/NOD and P5 levels working in managerial functions and supervising two or more supervisees. UNICEF does not have a tailored leadership programme for women, but places a focus on ensuring gender parity in leadership roles. UNICEF reached gender parity in the senior staff rotation cadre for the first time in 2018, with 109 women and 108 men. At the same time, the proportion of country nationals within the senior staff rotation cadre reached 40 percent, compared to 45 percent overall women gender diversity and overall 38 percent programme country nationals as at the end of 2018.
UNHCR	12 years ago, UNHCR established a Global Learning & Development Centre of Excellence in Budapest. This centre has been highly successful and maintains all learning and development, including leadership development. The Global Learning Centre will be reconfigured to enable succession planning in what is perceived to be a critical area for UNHCR. This will include coordination with senior management and will provide training and development for future leaders who can inspire and be role models for staff. The intention is to equip leaders to become the drivers of change who are capable of managing a diverse team in an inclusive, respectful manner and who can assess an individual's performance in a credible way. The current leadership programmes are designed to equip leaders as part of the strategy and succession planning mandate. They include: Managing Effectively Programme (P2 and below), Management Learning Programme (P3), Certification Programme for Senior Leadership and Management Position (P4), Strategic Leadership Programme (P5). By July 2018, over 300 managers (42 percent of whom were women) had completed these programmes. All programmes lead to certifications. UNHCR also has participants attending the UN Staff College programme EMERGE and the Women in Humanitarian Leadership programme.
KPMG	Great importance is placed upon Learning and Development within KPMG, and this includes the professional qualifications required by staff members (e.g. chartered accountants). Learning and development programmes are available in various different channels (including classroom based and online). Video-sharing is proactively utilized to provide short and on-time learning channels. An internal coaching programme is provided throughout different levels within the organization. With the ever-changing requirements in skill sets for staff, there is a strong focus placed on "learning to learn" as well as on building the technological and digital skills of staff.

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Annex 14   Summary of "Mini Case Studies"

Introduction

10.   As described in the evaluation inception report, the evaluation team, in consultation with Office of Evaluation and HRM, selected four topics, one for each of the four imperatives under the People Strategy, as the subject of a "mini case study". The four topics were selected based on the following considerations:

- Data availability beyond staff perceptions

- Focus on areas where, according to consultations conducted during the inception phase, significant efforts had been made since 2014 to facilitate change and areas that could illustrate progress made as well as challenges faced

- Focus on issues with clear links to some of the main expected behaviour changes under the (draft) theory of change for the People Strategy

- Focus on relatively well-defined topics to ensure manageability of the mini case study

- Avoidance of topics that will be explored in upcoming or ongoing evaluations and/or audits (for example PACE system, emergency roster) as well as topics or issues with limited geographic/organizational scope (for example a national staff project).

11.   The information provided in this Annex is not meant to constitute stand-alone, comprehensive studies of the respective topics, but for the most part provides some additional information on the four themes complementing data already provided in the main body of the report and/or presenting some of the documentary and data set evidence that has informed evaluation findings on the four issues. Related trends derived from stakeholder consultations have been summarized in Annex 7.

Mini case study related to Imperative 1: Revised underperformance framework

12.   WFP introduced a revised underperformance framework in May 2016: "Broad consultations took place regarding the underperformance framework to determine what changes would be made and included staff associations, Regional Directors, Country Directors, Division Directors, Legal, Ethics and HR and external to WFP other organizations and the private sector in general. The framework was revised and launched in May 2016 through an ED Circular and a thorough review of the HR manual." [118]

13.   The revised framework aimed to address an observed absence of regular and honest communication between staff members and supervisors, an inability to identify and address performance issues at early stage, and a lack of knowledge and guidance on how to effectively address underperformance.[119]

14.   The revised underperformance framework is not outlined in a separate document but is incorporated into the WFP Human Resources Manual in the section describing the procedure for a performance-based separation. However, this only addresses the "tail end" of efforts to identify and address performance issues. A more comprehensive analysis of prior and alternative steps to separation are described in two detailed toolkits that HRM developed for staff and supervisors respectively.

15.   The staff toolkit[120] emphasizes that proactively addressing performance gaps:

- Provides a solid base to continue to grow and develop professionally. One of the three criteria for career development in WFP is strong performance

- Prevents potential performance gaps from becoming significant

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[118] Fit-for-Purpose Review (2013-2016), p. 35.

[119] Email from Chief of HR Global Services on Underperformance [undated].

[120] How to Effectively Address Underperformance: Toolkit for Staff Members, [no date provided]

- Demonstrates commitment to the WFP mission and the people whom the organization serves

- Speaks about WFP flexibility and capacity to continue to develop, be open to feedback and adjust to the evolving nature of its operations

- Increases motivation and a sense of accomplishment as WFP performance improves.

16.   The supervisor toolkit[121] notes that taking time to effectively address issues early is fair for the staff member and can save time and effort later. Performance problems typically worsen over time, as does the morale of the staff member. "Passing" the problem to either the other members of the team and/or the next supervisor further delays rather than solves the problem. It further emphasizes that failing to address underperformance sends a message to other staff members that the supervisor tolerates poor performance and that the staff do not need to meet the organization's performance expectations.

17.   Overall, the revised approach by WFP to addressing underperformance places stronger emphasis than previous practices on prevention, that is to say, on early detection and frequent feedback, allowing for transparency of expectations and proactive self-monitoring of staff. [122]

18.   The revised WFP framework for addressing underperformance also streamlined the approach to substantiate performance-based separations. Should a staff member receive an "unsatisfactory" rating, a performance improvement plan will be developed (typically for a six-month period), which is a novelty for WFP. In addition, if eligible, the next Within Grade Salary Increment (WIGSI) is automatically withheld.[123] Staff have the right to request a recourse for a review of the rating (resulting in an additional review). The PACE resource procedural guidelines were updated "to ensure a consistent review of recourse requests." [124] Should a member receive a "partially achieved" rating, there are no specific repercussions, except that "greater focus should be put into clarifying expectations at the beginning of the subsequent PACE cycle when creating the 'development outputs/goals', with closer support and follow-up along the year."[125] To ensure transparency and fairness of PACE ratings, WFP strengthened the roles of second level supervisors, Country Directors and management review committees whose assessment is final and who need to be involved in underperformance cases.

19.   If there is no improvement during the performance improvement plan period, a performance-based separation may be requested by the supervisor. According to the Fit-for-Purpose review, the criteria needed for substantiate performance-based separations were simplified and greater authority was delegated to the regions to handle underperformance, including separations and recourse processes.[126] Under the revised framework the timeframe for initiating separation due to underperformance has been shortened from 24 months to 18 months (including the period which resulted in an "unsatisfactory" rating and the six-month performance improvement plan period) and no longer requires two consecutive negative reviews.[127] Also, regional directors now have delegated authority to take final decisions on performance-based separations for national staff, making related process more efficient, and strengthening field-level accountabilty for performance issues.

20.   According to data provided by HRM, since the introduction of performance improvement plans in 2016, a total of 23 staff have been on performance improvement plans, of which 11 were separated. Of these 11, four resigned, one abandoned the post, one post was abolished, two left due to appointment expirations, one passed away, and one was separated due to persistent unsatisfactory service.

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[121] How to Effectively Address Underperformance: Toolkit for Supervisors, [no date provided].

[122] Fit-for-Purpose Review (2013-2016), p.35.

[123] According to the Chief of HR, this was a result of the update of provisions concerning WIGSI to strengthen the withholding and suspension provision. As stated in an undated email from Chief of HR Global Services on Underperformance.

[124] Email from Chief of HR Global Services on Underperformance, [undated].

[125] How to Effectively Address Underperformance: Toolkit for Supervisors, [no date provided], p.10.

[126] Fit-for-Purpose Review (2013-2016), p.35.

[127] Email from Chief of HR Global Services on Underperformance, [undated].

Table 15   Staff on performance improvement plans 2016-2018

PACE Year	PIP Year	# Staff	# staff separated	% of staff separated during PIP
2016	2017	6	3	50%
2017	2018	11	5	45%
2018	2019	6	3	50%

Source: Dataset "Staff on PIP" provided by HRM

Mini case study related to Imperative 2: Development/upgrade of the WeLearn learning management system

21.   Table 16 lists relevant information on the WeLearn system as noted in key documents reviewed for the evaluation.

Table 16   Background information on WeLearn (document review)

Source document	Information on the WeLearn system
Fit-for-Purpose Review 2013-2016	• The learning management system (LMS) is the single source of learning within WFP. It was expanded based on significant research, benchmarking and piloting with staff to ensure relevance and user interest (this was undertaken in 2015) • The LMS has expanded features to better support evolving mandates (e.g. expanded social learning, facilitation of user-generated content) • A total of 44% of WFP staff accessed the new LMS system in 2015 (compared to 25% in 2014 under the previous LMS) and 65% of employees had accessed it in the first half of 2016. In total, 70% of course completions are from national staff (p. 3) • The LMS is specifically targeted at national staff. In 2016, course completions by national staff exceeded targets (which was to deliver training to 3,000 national staff), with 6,778 national staff completing over 26,000 courses (p. 4) • There has been a shift of focus from mandatory courses to non-mandatory courses (mandatory courses used to account for 55% of LMS access. This decreased to 37%). There is therefore a strong increase in voluntary utilization of the LMS • A governance structure was supposed to be created called the Learning Management Group (LMG) composed of 19 nominated representatives of all regions
Annual Performance Report 2014	• E-learning grew by 46.9% in 2014 compared to previous years
Annual Performance Report 2015	• A new and improved LMS launched in 2015 allowing staff to develop their own learning plans including e-learning, on-the-job learning and classroom-based activities • There have been 22,000 course completions in 2015
Annual Performance Report 2016	• Between 2014-2016, there was a four-fold increase in course completions and three-fold increase in national staff training • Over 1000 national staff were granted online language licences in 2016 with participants logging an average of 15.5 hrs per month • There were 18 e-learning courses available as of Dec 2016, of which 80% related to functional learning • A total of 17% of LMS offerings are core skills training such as on active listening and managerial skills • At present 3% of courses are mandatory

Source document	Information on the WeLearn system
EB Briefing – Update on People Strategy, October 2018	• WeLearn has 23,000 learning resources and 10 functional channels • WeLearn was made available through an enhanced learning platform (since May 2017) with a redesigned interface for easier access, a drastically increased learning catalogue, and supported by learning tools for training administrators in functional teams and COs to design, deliver and manage their learning solutions • A total of 80% of employees have used the LMS system with 83,000 course completions. In total, two-thirds of users are national staff

Table 17 illustrates the use of WeLearn courses by thematic focus[128]

Table 17   WeLearn use by thematic focus[129]

TYPE OF COURSE	2014 Courses completed	% of total	2015 Courses completed	% of total	2016 Courses completed	% of total	2017 Courses completed	% of total	2018 Courses completed	% of total
COMMUNICATION	27	16%	30	13%	78	13%	82	5%	82	4%
IT	30	18%	30	13%	28	5%	53	3%	47	2%
MANAGEMENT SERVICES	31	19%	35	16%	113	19%	287	18%	312	16%
POLICY AND PROGRAMME	36	22%	45	20%	60	10%	238	15%	399	21%
HUMAN RESPOURCES	23	14%	31	14%	168	28%	322	20%	371	19%
FIELD SECURITY	8	5%	10	4%	18	3%	68	4%	28	1%
ETHICS AND CORRUPTION	2	1%	4	2%	4	1%	4	0%	7	0%
EMERGENCY	3	2%	7	3%	2	0%	15	1%	26	1%
PERFORMANCE	0	0%	0	0%	65	11%	131	8%	88	5%
SUPPLY CHAIN	5	3%	17	8%	11	2%	83	5%	102	5%
OTHERS			15	7%	44	7%	318	20%	460	24%
TOTAL	165		224		591		1601		1922	

Figure 23 illustrates how course completions since 2014 have evolved for different employee categories.

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[128] This was based on our own categorization of courses, which we tried to fit into the categories described in Table 17. However, as these are course completions and not total number of course offerings, the percentages do not match. Source:

[129] Courses addressing gender equality issues were not coded as a separate category but were included, depending on their focus, under either Human Resources, Policy and Programmes, or Emergency respectively.

Figure 23 WeLearn completions 2014-2018 by employee category
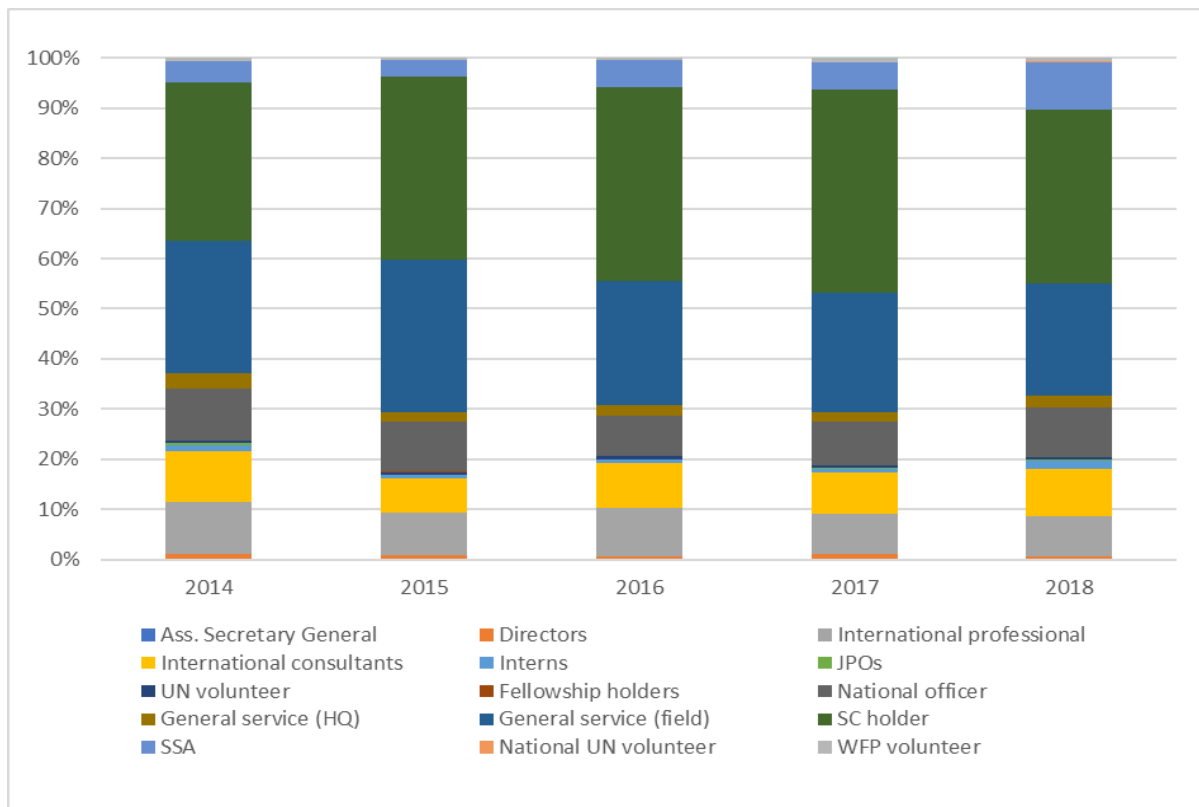
Source: Dataset on WeLearn Completions (2014-2018) provided by HRM

22.   Figure 24 illustrates the relative percentage of overall course completions by different user categories.

Figure 24 Percent of course completions by user category (for 2014-2018 combined)
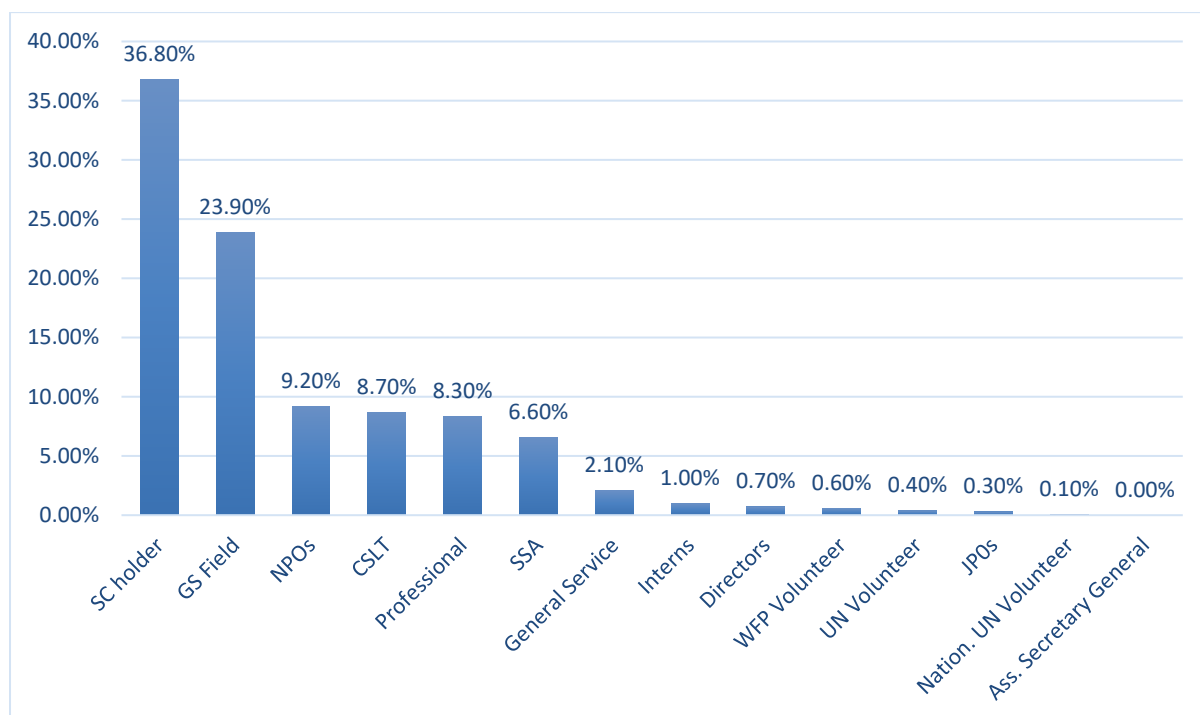
Source: Dataset on WeLearn Completions (2014-2018) provided by HRM

23.   The number of mandatory courses increased from three to five from 2014-2018 (plus one security course mandatory for staff in certain duty stations). Courses are: Basic Security in the Field (BSITF), Advanced Security in the Field (ASITF), Prevention of Harassment, Sexual Harassment and Abuse of Authority (SHAP), Prevention of Fraud, Corruption and SEA (PSEA), Ethics and Standards of Conduct (Modules 1 and 2) and Gender Equality. Only the Basic and Advanced Security courses are offered in multiple languages. All other mandatory courses are only in English.

Mini case study related to Imperative 3: Creation of a Wellness Strategy and Establishment of the Staff Wellness Division

24.   The WFP Wellness Strategy (2015-2019) described the rationale underlying its creation as follows: "The progressively demanding operational requirements create the need to enhance WFP employees' resilience, engagement and commitment by supporting their wellness. By doing so, the organization also meets its human resources needs to retain, develop and reward its employees while attracting new and diverse talent."[130] The strategy draws upon the definition of wellness as "a positive state in which the individual is able to function at or near their optimal level, whether defined and measured in terms of physical, mental, emotional and/or social functioning". The strategy aims to focus on prevention rather than cure and to create an enabling and supportive workplace in recognition of the fact that employees are the greatest asset of WFP.

25.   Historically, WFP had outsourced its medical administrative functions to other agencies (FAO for international and HQ general service staff, and UNDP for national staff). This limited the organization's control over related processes and its ability to introduce enhancements and improvements to meet employee health needs.

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[130] Staff Wellness Strategy, p.2-3.

26.   In 2013, in the lead up to the Strategic Plan (2014-2017), which recognized the increasingly challenging and evolving operational environment in which WFP worked, WFP conducted a Health Appraisal Survey. The survey explored health risks, reported on medical conditions, stress, occupational health issues, risky behaviours, and interest in participating in future prevention programmes. The survey was one key source of data informing the development of the Wellness Strategy in 2015. The strategy was further informed by the WFP Occupational Safety and Health Policy (OSH) and the People Strategy.

27.   The Wellness Strategy outlines three goals and five related pillars, encompassing a holistic, multi-dimensional concept.

- Goal 1 - Shift the focus: extend the existing OneWellness programme to country and national staff; centring the organizational attention on country offices and placing solutions closer to the problems

- Goal 2 - Promote a corporate culture of health by: prioritizing health and safety as an organization; and promoting prevention and wellness through lifestyle and behavioural changes in the workplace (more emphasis on primary healthcare services and building resilience with regards to psychosocial well-being)

- Goal 3 - Create an enabling and supportive workplace by: implementing the OSH policy; providing holistic health and wellness services; identifying and promptly managing risks; and working with other divisions (such as security, administration, infrastructure, and human resources) to have a "whole organization approach.

28.   The five pillars are: 1 - Medical health; 2 - Psychosocial health; 3 - Work/Living conditions; 4 - Safety; and 5 - Workforce stewardship.

29.   In November 2015, the Executive Board authorized allocation of USD 10 million from the Programme, Support and Administrative Equalization Account[131] for the establishment of a special account aimed at providing seed funding for wellness projects globally in line with the Wellness Strategy. Operations began in January 2016 when the Wellness Fund became fully operational. An additional USD 8 million for implementation of the strategy was approved in 2017.

30.   Table 18 summarizes the Wellness Fund budget allocations (as of August 2018) [132]

Table 18   Wellness Fund allocations

Allocations	Envelope (2016-2019)	Actual allocations by August 2018
Medical expenses (e.g. vaccines, medical support for staff)	USD 4,800,000	USD 5,147,150
Psychosocial support (i.e. counsellors)	USD 2,500,000	USD 1,009,046
Working/living conditions (e.g. accommodation upgrades)	USD 6,800,000	USD 5,744,933
Safety (e.g. safety management system)	USD 2,680,000	USD 564,480
Human resources (Wellness Division)	USD 1,220,000	USD 0
TOTAL	**USD 18,000,000**	**USD 12,465,609**

Source: SAWP IO Report 13-08-2018" Excel document provided by the Staff Wellness Division

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[131] The programme support and administrative (PSA) budget supports various management and administrative functions, as well as programme support costs at HQ, regional bureaux and COs. Most HR-related activities come from the PSA budget. "At its 2015 Annual Session, the Board approved the Wellness Programme Fund to support employees in field duty stations in terms of health, safety and living conditions, to be financed by a transfer of USD 10 million from the PSA Equalization Account. Unlike the CBF, which is a lending instrument providing budgetary authority in the form of a line of credit that will be repaid by recipient projects, the Wellness Programme Fund provides resources to subsidize the wellness component of CBF initiatives if other sources of funding are not available. A Wellness Programme Fund Special Account is being established." (2016-2018 Management Plan, p. 64).

[132] "SAWP IO Report 13-08-2018" Excel document provided by the Staff Wellness Division (RMW).

31.   The Staff Wellness Division was also created in 2015 - the same year that the Wellness Strategy was approved. It integrated various existing services, some of which had previously been under HRM's responsibility, while others – as described above - had been outsourced to FAO and UNDP. The division is located within the Department of Resource Management under the supervision of the Assistant Executive Director/Chief Finance Officer. It currently encompasses approximately eight core staff at headquarters, who are funded through the regular programme, support and administrative budget. In addition, the team has technical supervisory responsibilities for over 50 staff at country office levels, including staff counsellors.

32.   According to an Executive Board Meeting briefing, by June 2018, 28 country offices had established staff wellness committees and four country offices had developed tailored country office wellness strategies. As evidenced in the global staff survey results, within the WFP workplace, experiences of men and women tend to differ considerably, however. Field visits indicate that country offices differ in the extent to which their approaches to addressing employee wellness take into account gender considerations, including in relation to identifying and providing nuanced solutions to the sometimes-differing needs and experiences of men and women including, to give only one example, in relation to ensuring that nursing mothers have access to a quiet, private space to breastfeed or pump milk.

33.   While the Staff Wellness Division is the main owner of the Wellness Strategy and accountable for its implementation, others, including HRM, regional bureaux and country offices, were expected to share leadership, especially in relation to Pillar 5 on workforce stewardship, which includes aims such as promoting a healthy work/life balance and ensuring an enabling, supportive and respectful workplace.

Mini case study related to Imperative 4: Leading for Zero Hunger leadership programme

34.   In June 2012, the Secretary General launched a call to action and an aspirational goal that hunger can be eliminated within our lifetimes (the Zero Hunger Challenge) and the decision was taken by WFP to establish a programme to support the required and fundamental change in mindset, attitudes and beliefs across its core leadership population. WFP leaders can play a catalytic role in reshaping the WFP organizational culture to meet these new challenges. To do so, new levels of self-awareness and courage, as well as new skills will be required. The Leading for Zero Hunger (LfZH) programme, which was launched in 2014, was designed to bring WFP leaders on to that journey and represents an unparalleled effort among all United Nations agencies.[133]

35.   Development of the LfZH programme was informed by a leadership assessment conducted by HRM in 2013. The assessment involved consultations with 130 WFP leaders, analyzing WFP strategy, researching best practices in leadership development and mining the feedback from previous WFP management trainings. [134] In addition, feedback was collected from coaching sessions by certified professionals, access to premier digital leadership and management content, as well as access to the interactive leadership community. [135]

36.   Referred to as the "first of its kind within the UN",[136] LfZH is a blended and customized four-month programme, with a "wide range of engaging activities oriented at bringing WFP leaders on the journey to reshape WFP's organizational culture to meet its evolving challenges. The programme aims to increase leaders' self-awareness, courage and skills necessary to achieve WFP's mandate of eliminating global hunger."[137]

37.   According to LfZH data shared by HRM, courses implemented since 2014 range between two and eight days. The majority of courses (35 out of 41) took place over four days.

38.   The programme consists of "engaging preparation activities, a face-to-face formal programme, follow-up to continue/apply the learning which includes daily "micro-actions," and follow-up calls to ensure

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[133] WFP. 2017. Fit-for-Purpose Review by HRM (2013-2016), p. 20.

[134] Ibid, p. 20.

[135] Ibid., p. 4.

[136] Ibid, p. 14.

[137] Fit-for-Purpose Review (2013-2016), p. 14.

behaviours are practiced and embedded into participant roles. Building on the practical tools and applications are numerous opportunities for personal introspection, giving and receiving challenging but constructive feedback, reflection and sharing." [138] Approaches used include learning in pairs and smaller groups, as well as triggering/catalysing relevant videos, stories, examples which enable participants to learn in their own way and build confidence to apply their learnings into the workplace.[139]

39.   The 4P capability model, which forms the foundation for the LfZH programme, does not make explicit reference to gender equality, but does mention creating an inclusive culture as one of the "People"-related capabilities desired from leaders. Within the scope of this evaluation, the evaluation team was not able to assess in any depth whether and to what extent gender equality considerations have been addressed in the workshops and learning materials provided under the LfZH programme. Consulted participants were not specifically prompted on this question and none of them proactively brought up related observations.

40.   Overall, reported participant satisfaction with the programme has been high:

- As of 2016, "Programme continuously gets outstanding ratings by participants; with 84 percent recommending the course to peers, and 98 percent rating the course highly useful." [140]

- "Despite the challenges of volume and globality, the feedback continues to be exceptionally strong: satisfaction rate is "excellent" (93 percent); topics confirmed as "highly applicable" (95 percent)."[141]

- "Global staff survey results showed an increase in staff feeling encouraged to participate in making decisions that affect my work (+13 percent) versus. 2012 results. Importantly, Country Directors are seeing LfZH as a resource for developing their leaders and calling for further programmes around the world, indicating value in this investment."[142]

- "Evaluations indicated an overall rating of 91 percent for both satisfaction with and relevance of the programme"[143]

41.   To date, most LfZH training sessions have been held at regional bureaux or headquarters. However, the number of sessions carried out at country offices has been increasing over time with country office sessions held in Kinshasa (the Democratic Republic of the Congo), Abidijan (Cote d'Ivoire), Lomé (Togo) and Accra (Ghana) as well as in Cameroon, Sudan, Uganda and Zimbabwe. The number of participants per session range between 18 and 30. As shown in Table 19, the majority of participants (48 percent) have been international professional staff, followed by national officers (42 percent), while other categories constituted only small proportions (Directors 4.9 percent, general service staff 2.3 percent, and service contract and special service agreement holders as well as consultants each constituting less than 1 percent of total participants).[144]

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[138] Fit-for-Purpose Review (2013-2016), p. 20.

[139] Ibid.

[140] Fit-for-Purpose Review (2013-2016), p. 4.

[141] Fit-for-Purpose Review (2013-2016), p. 20.

[142] Fit-for-Purpose Review (2013-2016), p. 20.

[143] WFP HR Annual Report 2015, p.23.

[144] Source: LfZH data shared by HRM.

Table 19   Leading for Zero Hunger programme participants

Year	Session	Staff attended	men	Proportion	women	Proportion	Intl. prof	GS	NO[145]	SC	Director	SSA	Cslt
2014	3	75	42	0.56	33	0.46	40	0	22	0	10	0	0
2015	10	264	147	0.55	117	0.44	135	4	81	3	41	0	0
2016	10	250	134	0.53	116	0.46	145	1	104	0	0	0	0
2017	7	172	91	0.53	81	0.47	59	20	89	1	0	3	0
2018	9	226	115	0.51	111	0.49	96	0	118	4	1	0	5
2019	3	81	43	0.54	38	0.46	39	0	37	1	0	0	1
Total		42	572	0.54	496	0.46	514	25	451	9	52	3	6

Source: LfZH data shared by HRM

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[145] Ranging from NO-A to NO-C levels.

Annex 15 Overview of Global Staff Survey Results

Introduction

42.　　Global staff survey (GSS) results constituted a valuable data source for the evaluation given that they have systematically captured global WFP employee perceptions across regions, divisions and employee categories and throughout the period under review.

43.　　The evaluation team did not have access to raw global staff survey response data but relied on existing summary reports compiled by HRM for country office, regional bureaux, regional and global level results. These summaries did not include information on employee responses to questions on harassment, sexual harassment and abuse of power (in the 2018 global staff survey) as HRM keeps these confidential.

44.　　The evaluation team reviewed available reports on global staff survey results (2012, 2015 and 2018) to inform data collection and analysis in the following ways:

- Support preparation of data analysis following all field missions by reviewing global staff survey results reports (with a focus on 2018 global staff survey results) for the visited regional bureaux and country offices to identify human resource management issues indicated in these results

- Broaden insights on WFP employee perceptions and on related changes over time beyond the sample of visited regional bureaux and country offices by drawing upon global staff survey results for 2012, 2015 and 2018. Throughout the evaluation report, global staff survey results have been used to triangulate insights deriving from other lines of inquiry and substantiating findings.

45.　　The available data were reviewed through the lens of the evaluation questions and therefore in relation to the People Strategy's four imperatives.

Global staff survey response rates

46.　　The overall response rate increased significantly over the years. In all three iterations of the survey. Response rates were higher for women than men as is shown below:

- 2012: a total of 44 percent of the staff answered (6,045 people), 3,486 men and 2,272 women

- 2015: a total of 70 percent of the staff answered (10,134 people), 6,729 men and 3,405 women

- 2018: a total of 85 percent of the staff answered (13,490 people), 8,764 men and 4,772 women

Global staff survey questions

47.　　The global staff surveys conducted in 2012 and 2015 largely asked identical questions, albeit with a few additional thematic areas added in the 2015 iteration. In Table 20, these are marked with an Asterix (*). The 2018 iteration introduced a more considerable restructuring of the survey. While still addressing many of the same thematic areas covered in previous global staff surveys (marked in bold in Table 20), specific sub-questions to these areas were modified, including by introducing five new questions in relation to harassment, sexual harassment and abuse of power.

Table 20　Global staff survey design 2012/2015 compared to 2018 (thematic areas)

2012, 2015	2018
My Work	Innovation and change
Teamwork	**Teamwork and belonging**
Involvement and Belonging	

2012, 2015	2018
Inclusiveness	Diversity and inclusion
Line manager effectiveness	Line manager effectiveness
Feedback, performance and promotion	Empowerment and authority
Growth and development*	Growth and development
Communication	Communication
Strategic leadership	Strategic leadership
Quality	
Change	
Compensation and benefits	Satisfaction
Ethical behaviour*	Standards of conduct/ ethical behaviour
Standards of conduct	
Safety and security	Safety and security
Work-life balance/well-being	Well-being
Employee engagement	Employee engagement

Source: Reports on GSS results 2012, 2015 and 2018 provided by HRM.

Overall results for the different themes

(Values are percentage of favourable responses)

Table 21   Global staff survey overall results 2012, 2015 and 2018

Themes	2012			2015			2018		
	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male
My Work	86	83	88	88	85	89			
Teamwork	77	73	80	80	74	83			
Involvement and belonging	59	54	62	72	70	74			
Inclusiveness	68	62	71	72	67	75			
Line manager effectiveness	73	70	75	77	74	79	61	54	64
Feedback, performance and promotion	59	52	62	67	60	71			
Growth and development	50	43	54	57	49	60	52	47	54
Communication	71	64	74	74	68	77	52	43	50
Strategic leadership	64	58	67	66	60	69	66	59	70
Quality	75	70	78	80	76	82			
Change	61	56	63	63	57	66			
Compensation and benefits	60	59	60	61	58	63			
Ethical Behaviour	62	57	64	65	61	67			

Themes	2012			2015			2018		
	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male
Standards of conduct	**26**	26	25	**17**	18	16			
Safety and security	**84**	83	86	**83**	82	84	**73**	70	74
Work-Life balance/well-being	**54**	51	55	**57**	54	59	**50**	46	52
Survey credibility	**66**	61	67	**67**	61	70			
Employee Engagement	**69**	65	71	**70**	67	72			
Performance enabling score	**72**	67	75	**78**	74	80			
Teamwork and belonging							**63**	60	65
Diversity and inclusion							**67**	60	71
Innovation and change							**54**	57	47
Empowerment and authority							**77**	72	79
Standards of conduct/ethical behaviour							**56**	46	60
Satisfaction							**74**	70	76

Source: Reports on GSS results 2012, 2015 and 2018 provided by HRM.

Questions related to the four imperatives of the People Strategy

Table 22   Reinforcing a performance mindset

	2012			2015			2018		
	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male
I understand how my performance is evaluated	**72**	67	74	**76**	71	79			
My manager gives me feedback that helps me improve my performance	**66**	60	68	**73**	67	76	**62**	56	66
I know the skills/qualifications I need to be eligible for promotion at WFP	**64**	56	69	**77**	70	81			
At WFP, promotion is based primarily on merit	**33**	24	37	**43**	32	48	**38**	29	42
At WFP we hold people accountable for performing their job well	**55**	46	59	**65**	55	70	**56**	45	63

	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male
In my unit, we set clear performance standards for delivering highest quality assistance to our beneficiaries	**80**	7 4	83	**83**	78	86			
There is someone at work who encourages my development							**57**	54	59
In the last six months, someone at work has talked to me about my progress							**54**	52	55

Source: Reports on GSS results 2012, 2015 and 2018 provided by HRM

Table 23   Building WFP talent and Shift the Focus[146]

	2012			2015			2018		
	Overall	Female	Male	**Overall**	Female	Male	**Overall**	Female	Male
My supervisor has made a personal investment in my growth and development	**36**	32	38	**44**	40	47			
WFP provides me with the opportunity for learning and development	**55**	52	58	**61**	56	63			
WFP does a good job of developing capabilities of staff	**43**	33	48	**49**	40	54			
This last year, I have had opportunities at work to learn and grow. (Q[12])							**63**	60	65
I have the training I need to do my job effectively.							**59**	53	63
WFP is concerned about my well-being	**55**	49	58	**58**	53	61			
WFP helps me manage the stress I face doing my job	**46**	37	50	**49**	40	53			

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[146] Questions related to staff well-being (e.g. in relation to managing stress) are relevant in relation to Imperative 3

	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male
I am satisfied with the resources available to help me manage stress at work	**44**	38	48	**48**	41	51	**44**	39	47
Working at WFP has a significant negative impact on my quality of life[147]**	**59**	62	58	**65**	67	65			
I am often expected to work beyond my assigned hours without additional compensation**	**35**	40	31	**40**	43	38			

Source: Reports on GSS results 2012, 2015 and 2018 provided by HRM

Table 24   Equipping high impact leaders

	2012			2015			2018		
	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male
The Executive Management of WFP has communicated a vision of the future that motivates me	62	58	65	63	57	66	66	60	69
The Executive Management of WFP is committed to proving high quality assistance to beneficiaries	84	80	86	85	82	86			
My manager demonstrates honest and ethical behaviour	76	73	77	78	77	79			
My supervisor leads effectively							65	58	69
The Executive Management members of WFP are active role models for our core values	62	54	65	67	60	71	66	58	71

Source: Reports on GSS results 2012, 2015 and 2018 provided by HRM

Table 25   Employee engagement scores

Year	2012			2015			2018		
Group	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male
Employee engagement	69	65	71	70	67	72	3.75*	3.64*	3.81*

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[147] The results were inverted, a higher percentage agree means that a lower percentage of the staff feel that there is a negative impact on their life or that they are expected to work extra without compensation.

Year	2012			2015			2018		
Overall, I am extremely satisfied with WFP as a place to work	74	69	77	76	70	78	69	63	72
I would recommend WFP as a great place to work	70	65	73	71	66	74			
I rarely think about looking for a new job with another organization	47	44	47	47	45	48			

Source: Reports on GSS results 2012, 2015 and 2018 provided by HRM

Figure 25 Global staff surveys 2012 and 2015 responses by theme and sex
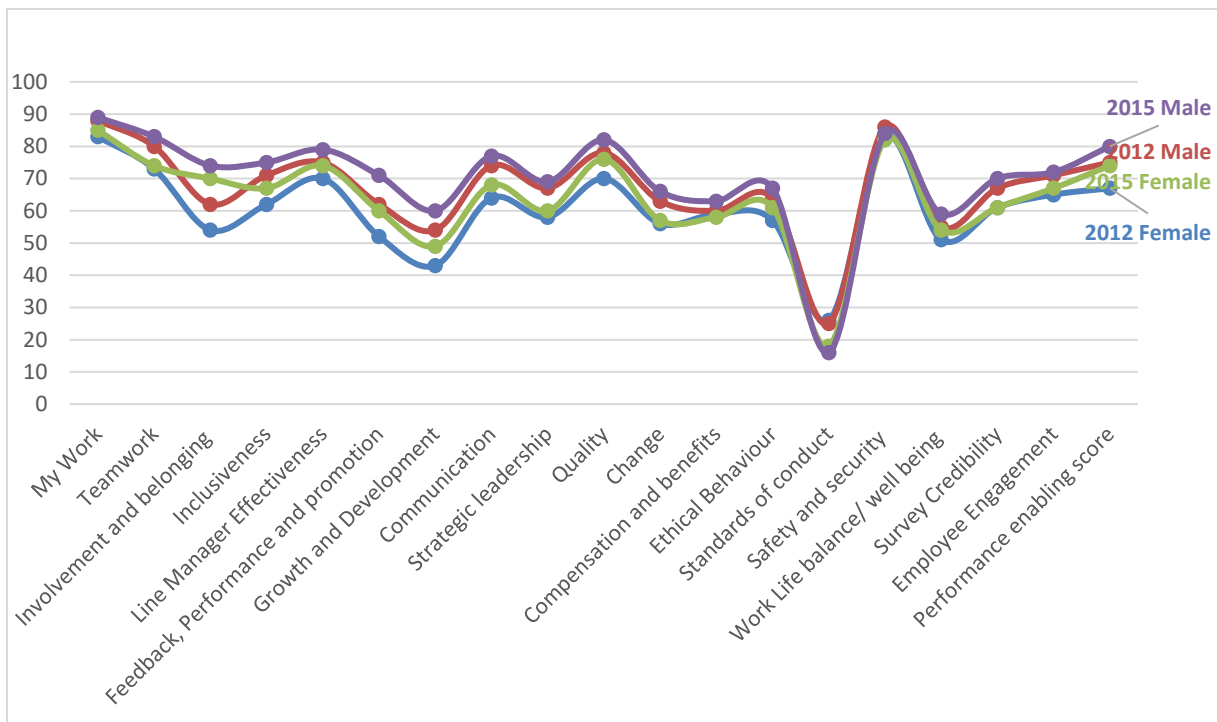
Figure 26 Global staff survey 2018 responses by theme and sex
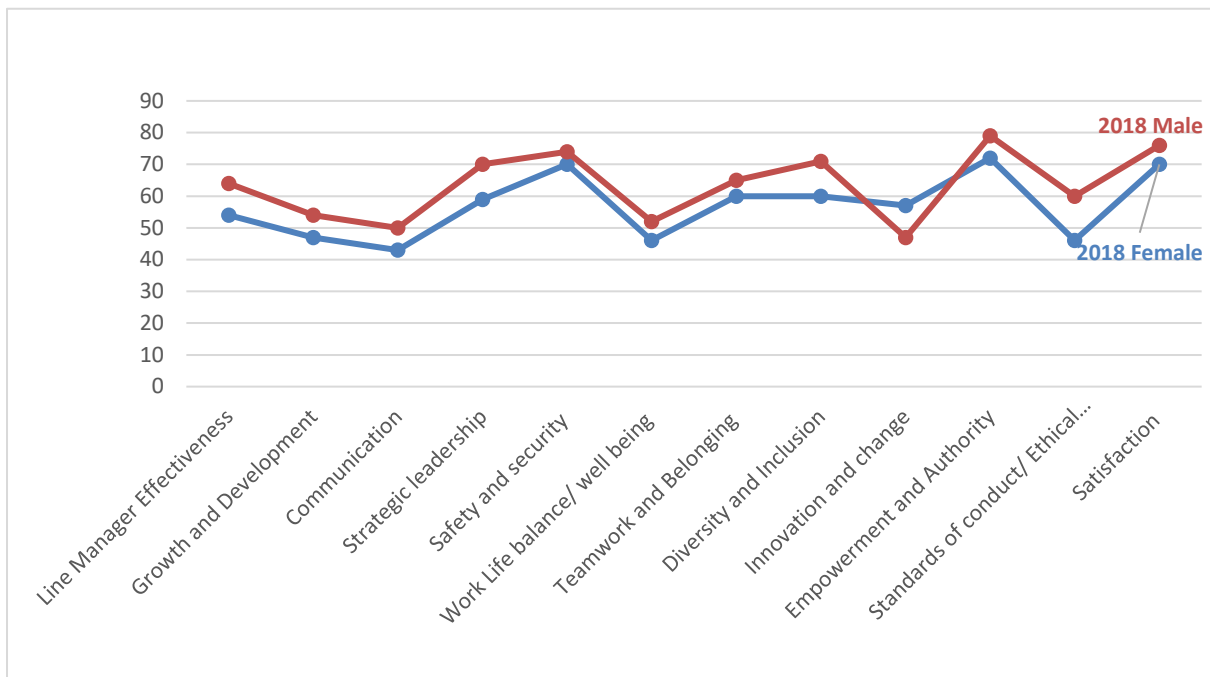
Figure 27 Results by contract type (slobal staff surveys 2012 and 2015)

Figure 28 Results by contract type (Global staff survey 2012 and 2015)
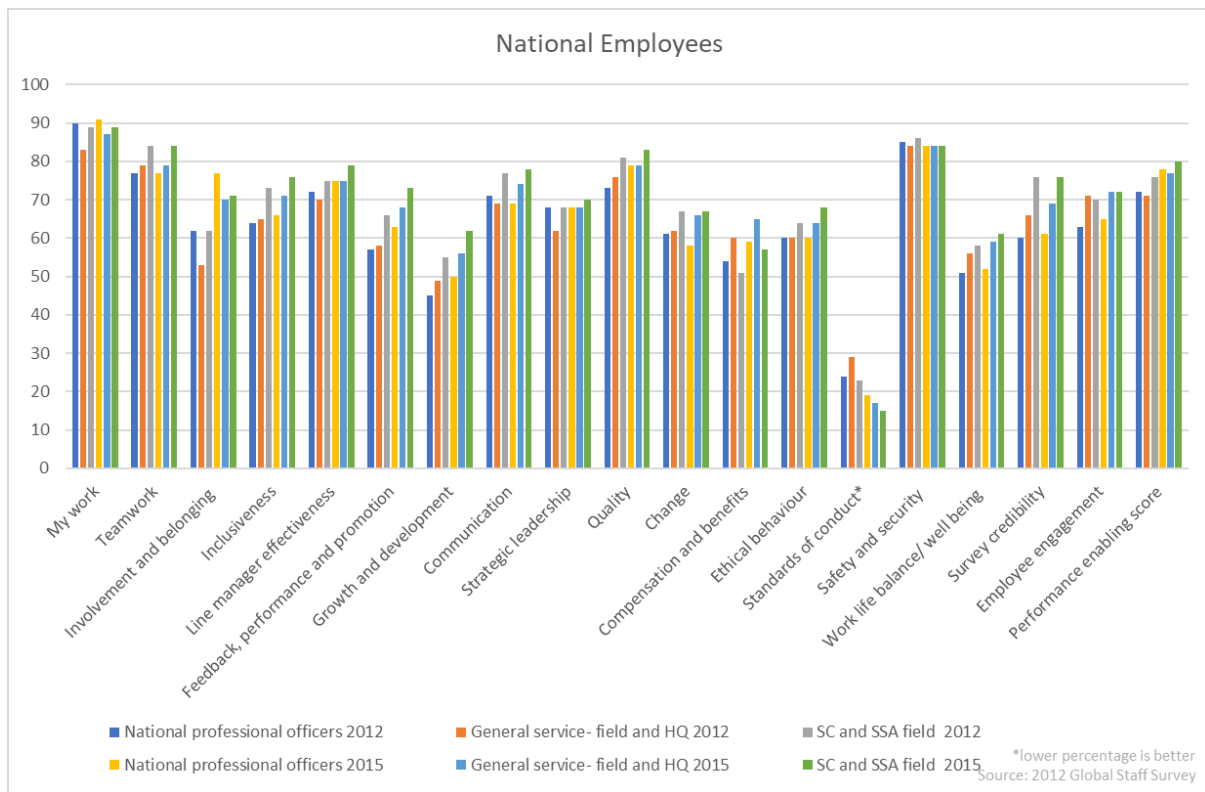
Annex 16   Staffing Patterns

Employee trends

Figure 29 WFP overall employee (staff and non-staff) trend 2014-2018
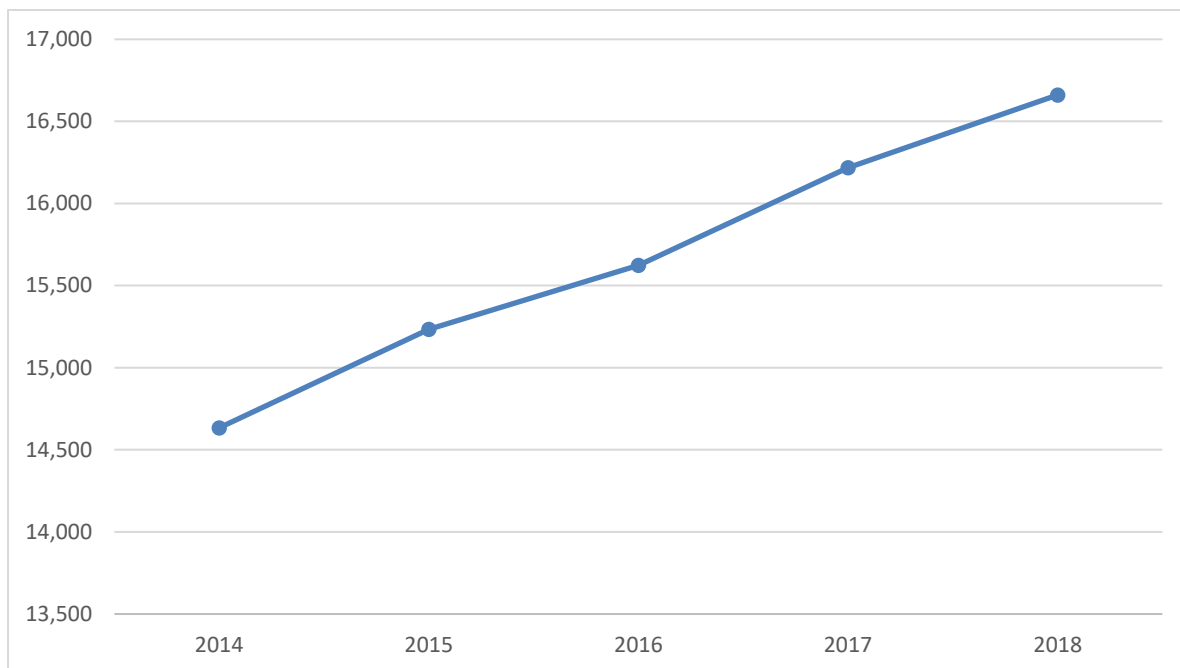
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Regional and country trends

Figure 30 Total number of employees (staff and non-staff) by region 2014-2018
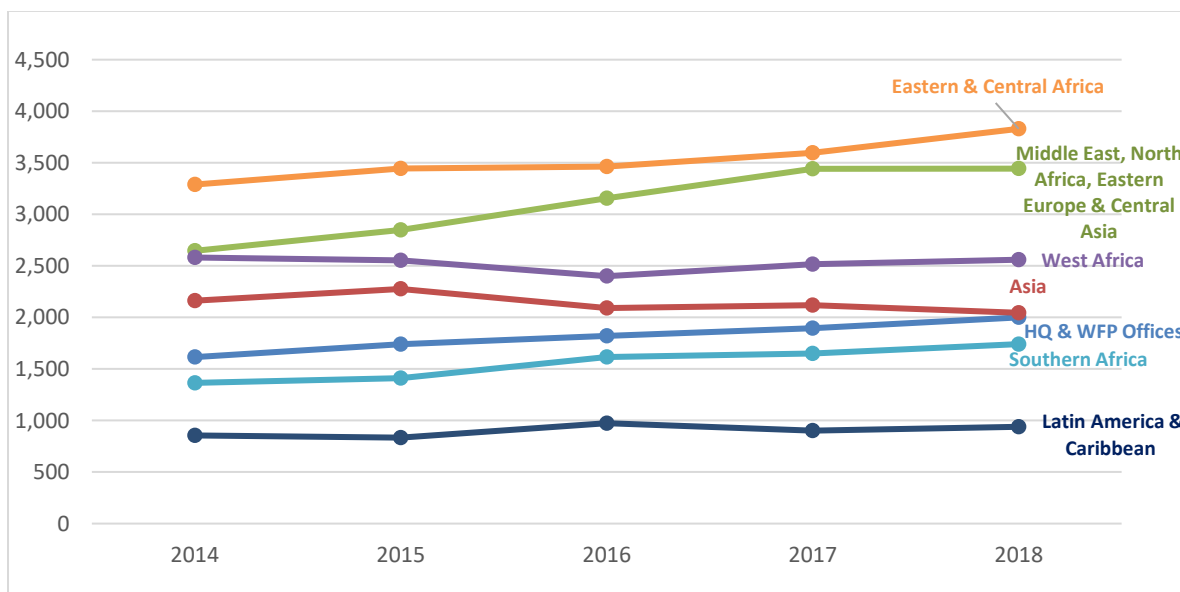
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Table 26 Staffing trends by region[148]

Location	2014	2015	2016	2017	2018	% change 2014-2018
HQ & WFP Offices	1,615	1,741	1,820	1,896	2,000	24%
Asia	2,161	2,276	2,091	2,119	2,045	-5%
Middle East, North Africa, Eastern Europe & Central Asia	2,646	2,848	3,156	3,440	3,443	30%
West Africa	2,581	2,553	2,400	2,515	2,561	-1%
Southern Africa	1,365	1,412	1,617	1,650	1,741	28%
Eastern & Central Africa	3,289	3,444	3,464	3,596	3,829	16%
Latin America & Caribbean	856	834	974	901	940	10%

Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Regional bureaux

Figure 31 Total number of employees in regional bureaux 2014-2018
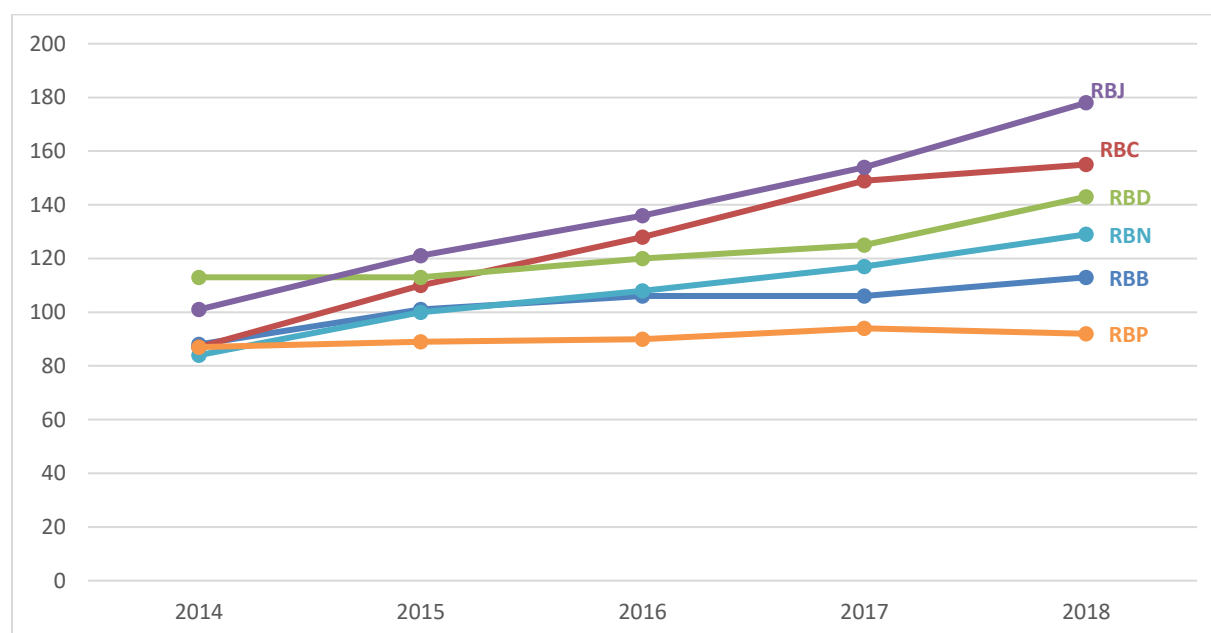
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

[148] Note: the numbers in the table do not add up to the total number of employees noted above since the Brindisi WFP office has not been included in the analysis.

Country offices

Table 27   Total number of employees at headquarters and in visited regional bureaux and county offices

Office	2014	2015	2016	2017	2018	% change
HQ (Italy)	1,503	1,608	1,686	1,758	1,835	+22%
Afghanistan	499	494	447	436	435	-13%
India	53	62	67	70	80	+51%
Algeria	29	30	40	31	33	+14%
Sudan	1,051	1,063	1,086	1,168	1,181	+12%
Chad	406	390	371	342	378	-7%
Senegal CO	77	73	65	50	50	-35%
Congo, Rep.	53	50	50	52	58	+9%
South Africa RB	101	121	136	154	178	+76%
Tanzania	128	137	143	153	155	+21%
Burundi	108	130	138	165	159	+47%
Kenya CO	484	449	408	405	418	-14%
Kenya RB	84	100	108	117	129	+54%
Somalia	232	234	254	299	298	+28%
Uganda	254	269	247	276	498	+96%
Nicaragua	78	69	65	75	76	-3%
Panama RB	87	89	90	94	92	+6%

Trends by contract type

Figure 32 Number of employees by contract type 2014-2018, WFP overall
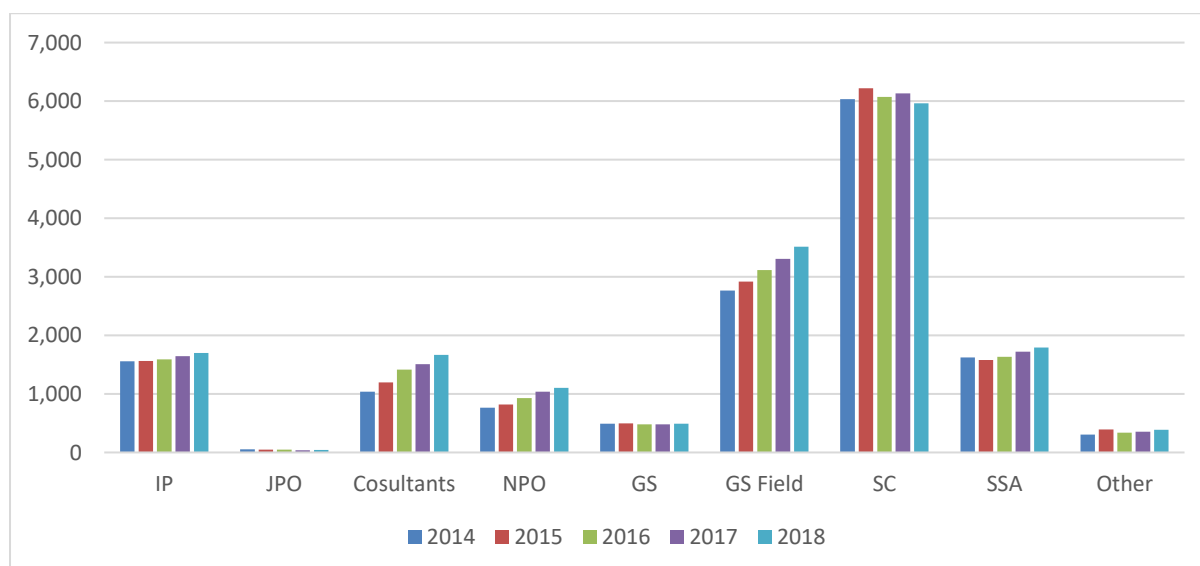
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Figure 33 Staffing trends by contract type and region, 2014-2018
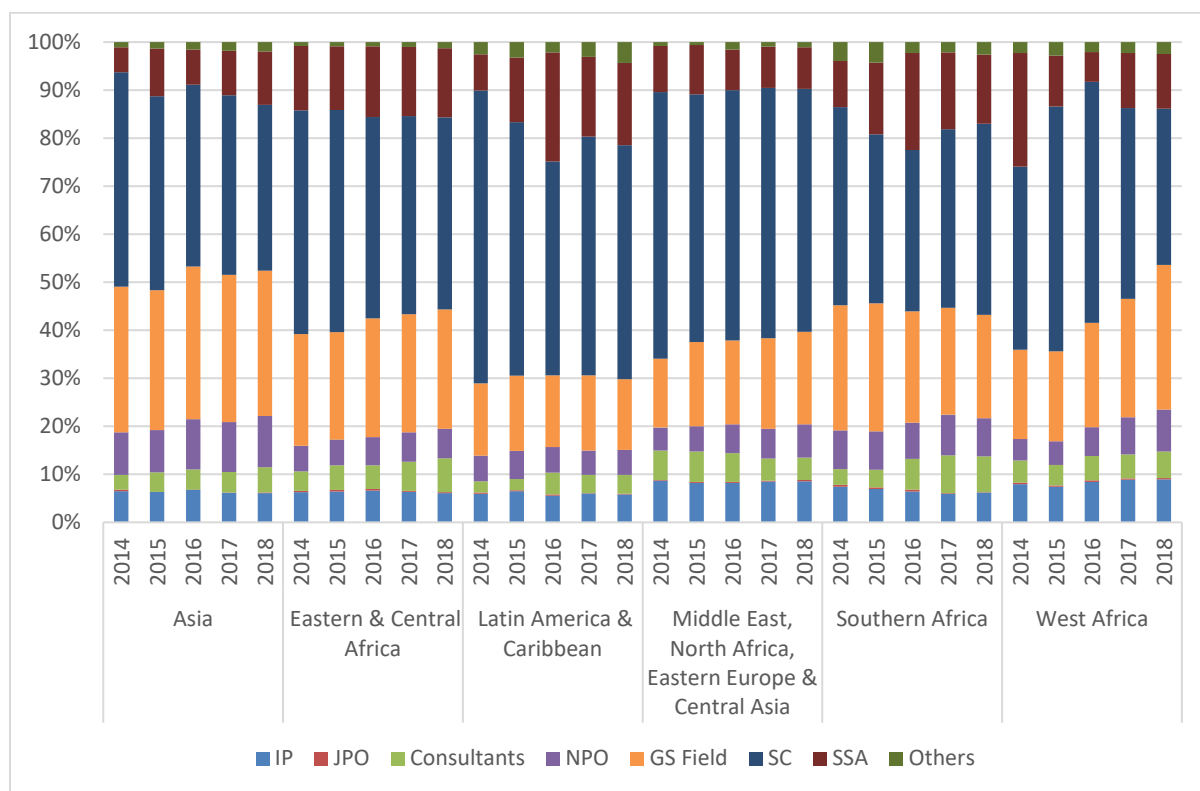
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Figure 34 Proportion of contract types for visited country offices (2014-2018)

ALGERIA

BURUNDI

CHAD

HQ

INDIA

KENYA (CO)

NICARAGUA

IP | Consultants | NPO | GS field | SC | SSA | Other

REPUBLIC OF CONGO

IP | JPO | Consultants | NPO | GS field | SC | SSA | Other

SENEGAL

IP | Consultants | NPO | GS field | SC | SSA | Other

SOMALIA

Legend: IP, Consultants, NPO, GS field, SC, SSA, Other

SUDAN

Legend: IP, JPO, Consultants, NPO, GS field, SC, SSA, Other

TANZANIA

Legend: IP, JPO, Consultants, NPO, GS field, SC, SSA, Other

UGANDA

IP · JPO · Consultants · NPO · GS field · SC · SSA · Other

Internationally versus locally recruited employees

Figure 35 Internationally/locally recruited employees: WFP overall

% of internationally vs locally recruituited employees, WFP overall

Internationally recruited · Locally Recruited

Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Figure 36 Internationally/locally recruited employees: regional bureaux

Internationally / locally recruited employees, Regional bureax
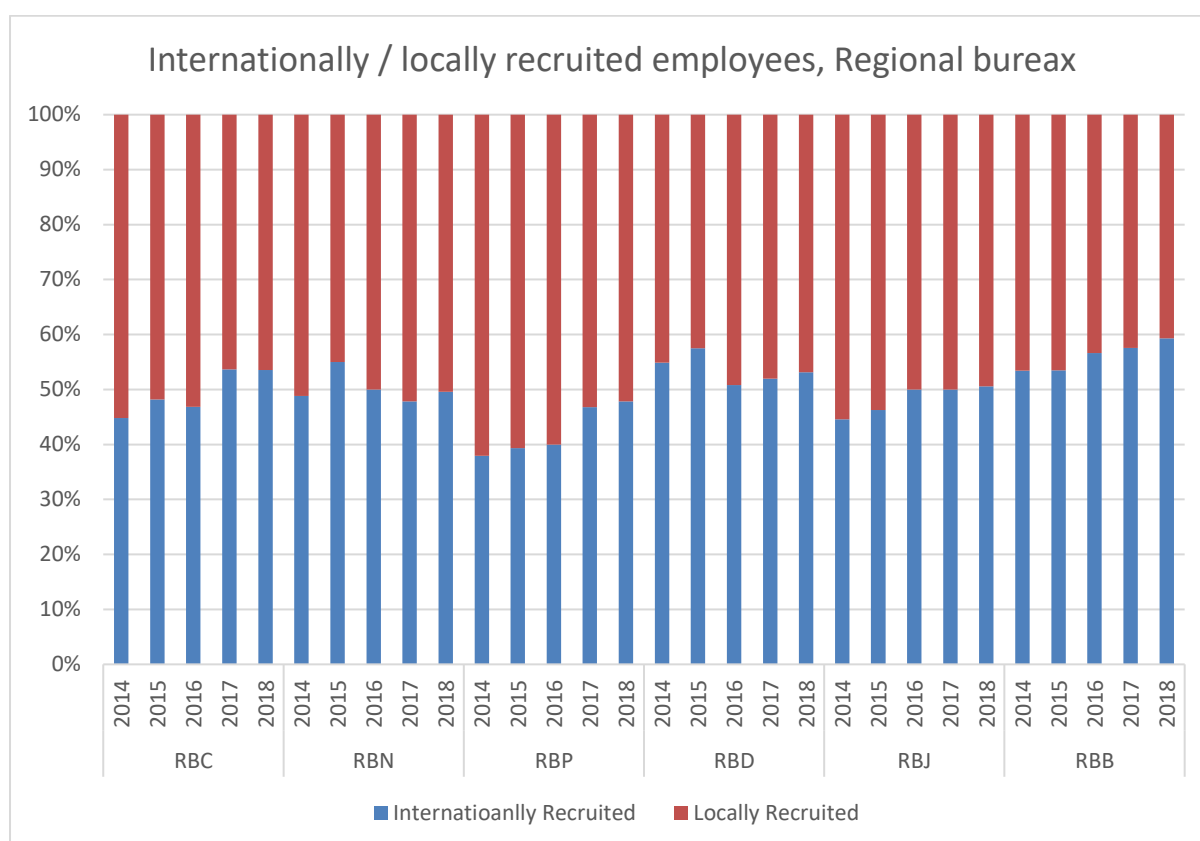
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Table 28 Internationally/locally recruited employees in visited country offices and headquarters

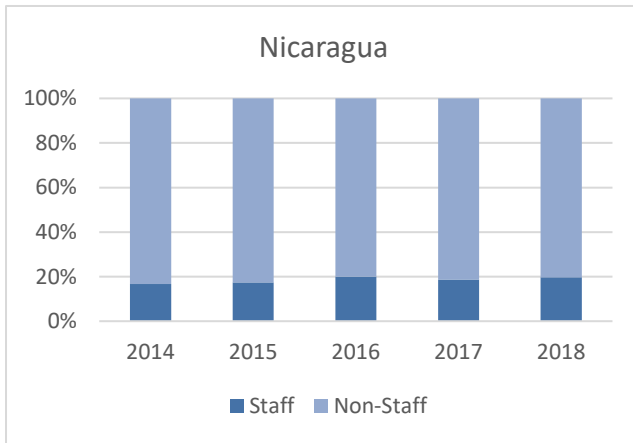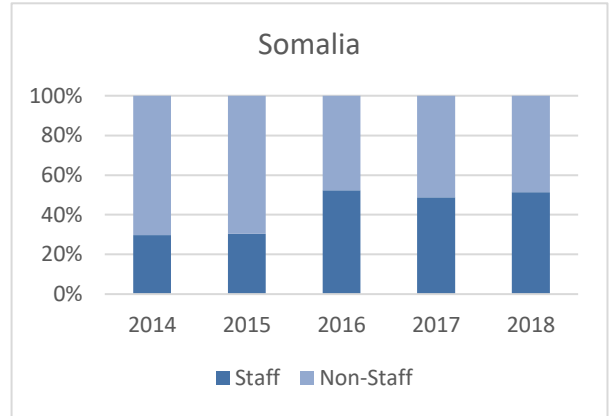| Location	Employee type	2014	2015	2016	2017	2018	Increase/decrease
HQ	Internationally recruited	68%	69%	72%	74%	74%	Decrease in the percentage of locally recruited employees from 32% to 26%
	Locally recruited	32%	31%	28%	26%	26%	
Afghanistan	Internationally recruited	9%	8%	7%	9%	9%	Percentages of internationally and locally recruited employees have stayed the same, with minor fluctuation
	Locally recruited	91%	92%	93%	91%	91%	
India	Internationally recruited	2%	3%	3%	4%	4%	Minor decrease in the percentage of locally recruited employees
	Locally recruited	98%	97%	97%	96%	96%	
Algeria	Internationally recruited	21%	20%	18%	13%	21%	Percentage of locally recruited employees increased between 2014 and 2017, then decreased to 2014 levels in 2018
	Locally recruited	79%	80%	83%	87%	79%	
Sudan	Internationally recruited	9%	9%	8%	8%	9%	No change
	Locally recruited	91%	91%	92%	92%	91%	
Chad	Internationally recruited	14%	13%	12%	13%	15%	

Location	Employee type	2014	2015	2016	2017	2018	Increase/decrease
	Locally recruited	86%	87%	88%	87%	85%	Minor decrease of 1% in % of locally recruited employees
Senegal CO	Internationally recruited	14%	10%	8%	8%	8%	Percentage of locally recruited employees increased from 86% to 92% - this is the only country with an increase in the percentage of locally recruited employees since 2014
	Locally recruited	86%	90%	92%	92%	92%	
Congo, Rep.	Internationally recruited	11%	10%	12%	10%	14%	Overall decrease in the % of locally recruited employees
	Locally recruited	89%	90%	88%	90%	86%	
Tanzania, United Rep.	Internationally recruited	9%	8%	10%	13%	12%	Overall decrease in the % of locally recruited employees from 9% to 12% in 2018
	Locally recruited	91%	92%	90%	87%	88%	
Burundi	Internationally recruited	11%	10%	11%	15%	13%	Overall decrease in the % of locally recruited employees, but slight increase from 2017 value
	Locally recruited	89%	90%	89%	85%	87%	
Kenya CO	Internationally recruited	5%	7%	5%	5%	5%	No change
	Locally recruited	95%	93%	95%	95%	95%	
Somalia	Internationally recruited	12%	14%	13%	12%	13%	Minor decrease in the % of locally recruited employees
	Locally recruited	88%	86%	87%	88%	87%	
Uganda	Internationally recruited	7%	7%	11%	9%	10%	Overall decrease in the % of locally recruited employees
	Locally Recruited	93%	93%	89%	91%	90%	
Nicaragua	Internationally recruited	4%	3%	5%	5%	7%	Overall decrease in the % of locally recruited employees
	Locally recruited	96%	97%	95%	95%	93%	

Staff versus non-staff[149]

Staff: international professional staff, junior professional officers, general service staff and national professional officers

Non-staff: consultants, United Nations volunteers, interns, fellowship holders, service contract holders, special service agreement holders and WFP volunteers.

Figure 37 Staff versus non-staff, WFP overall 2014-2018 (numbers and proportions)
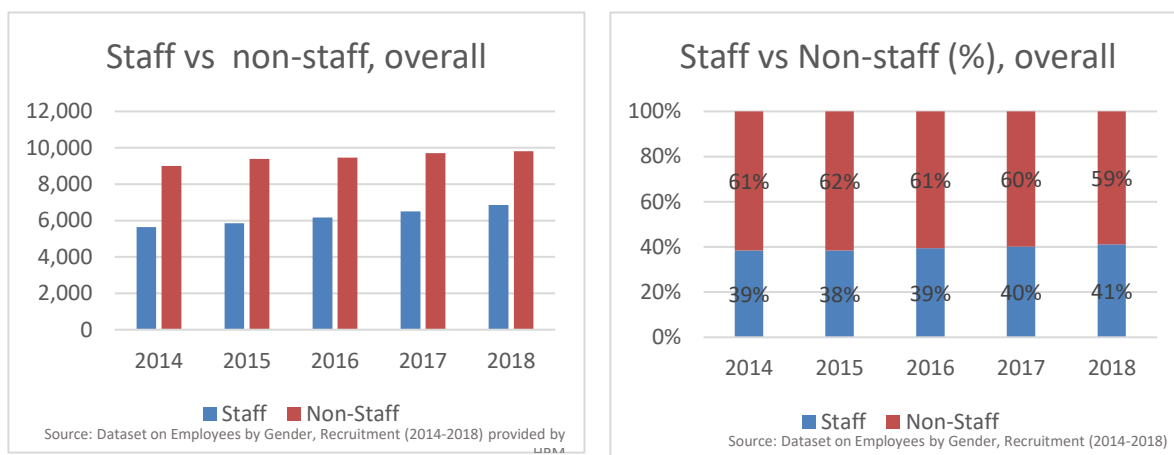
Figure 38 Proportion of staff versus non-staff 2014-2018, regions

Source: Dataset on Employees by Gender, Recruitment (2014-2018)

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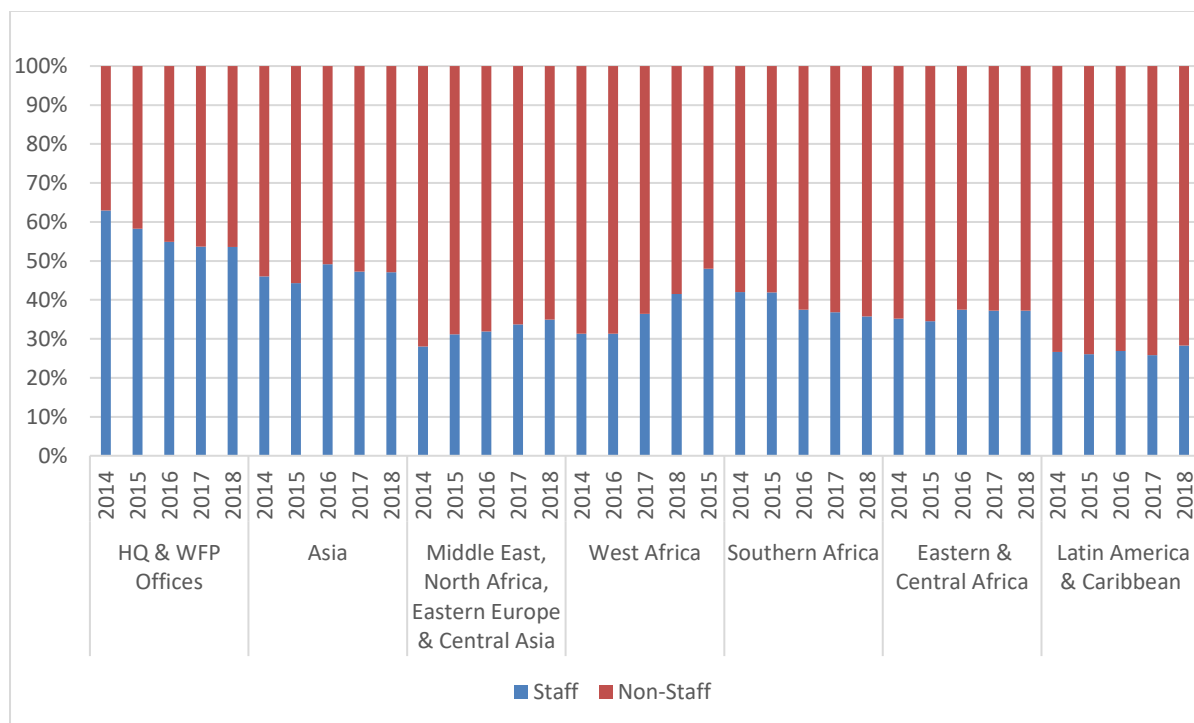
[149] As classified on the dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM.

Figure 39 Proportion of staff versus non-staff, field mission country offices 2014-2018
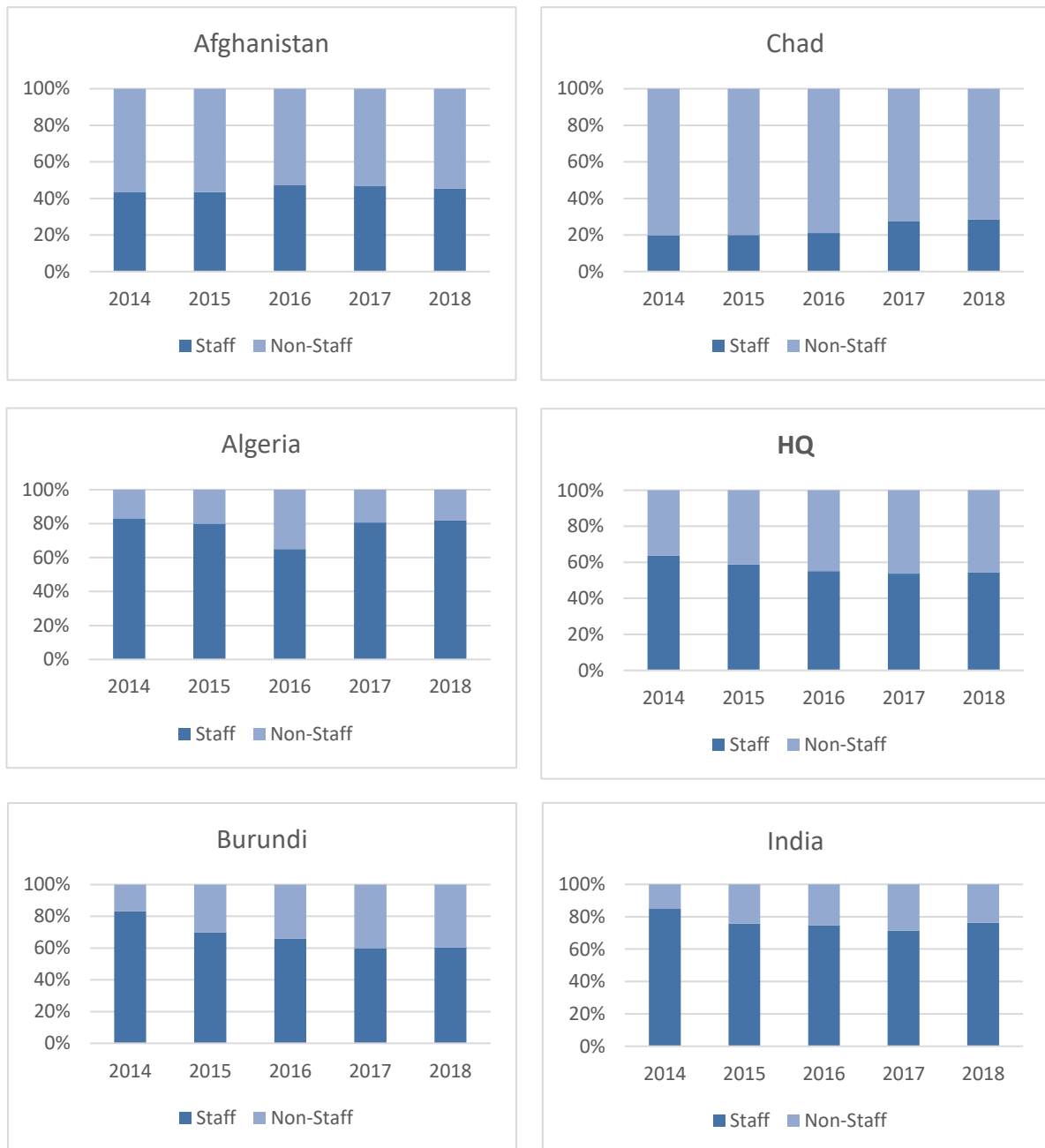
Afghanistan

Chad

Algeria

HQ

Burundi

India

Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Kenya (CO)

Somalia

Nicaragua

Sudan

Republic of Congo

Tanzania
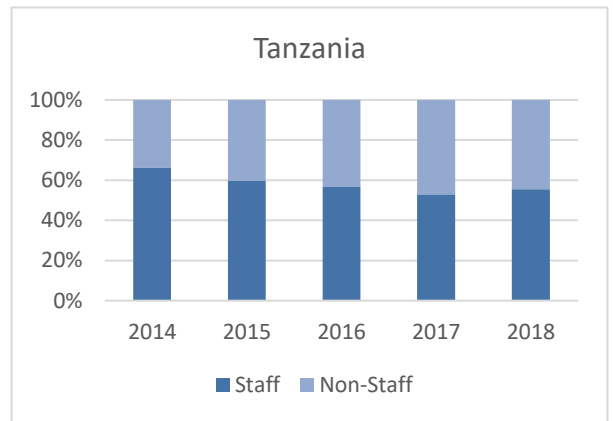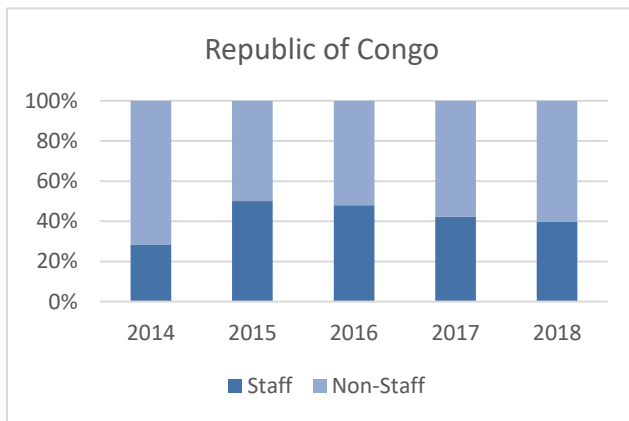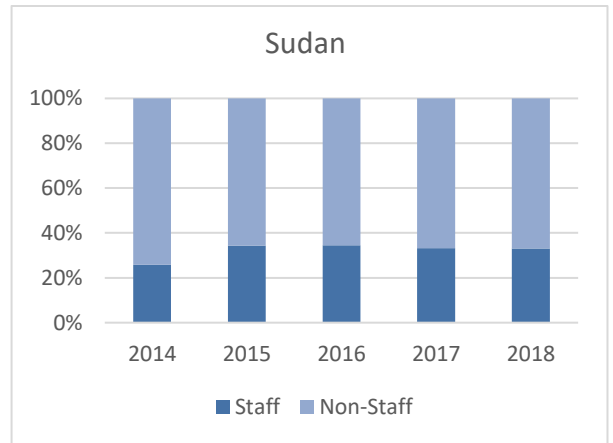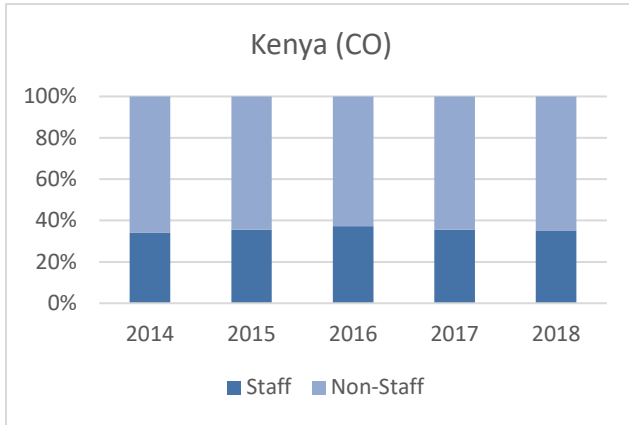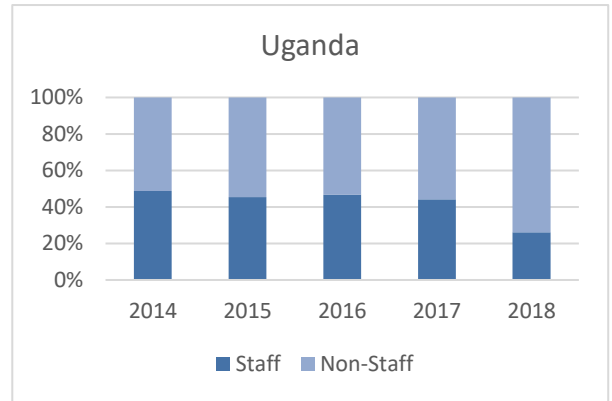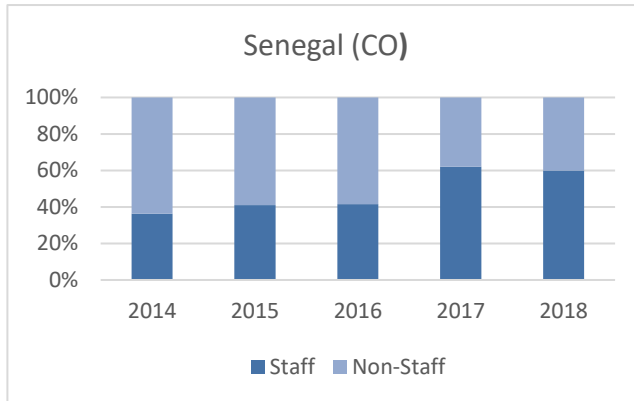
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Gender parity

**Figure 40 Number of WFP employees by gender, 2014-2018**

Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM
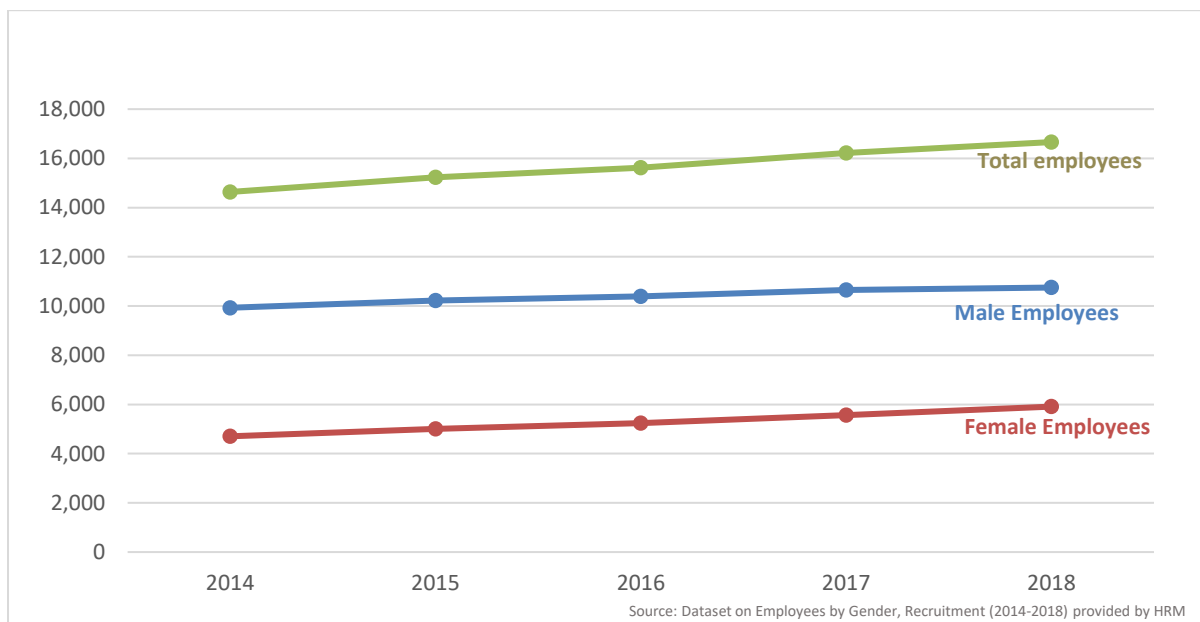
Figure 41 Proportion of male/female WFP employees 2014-2018
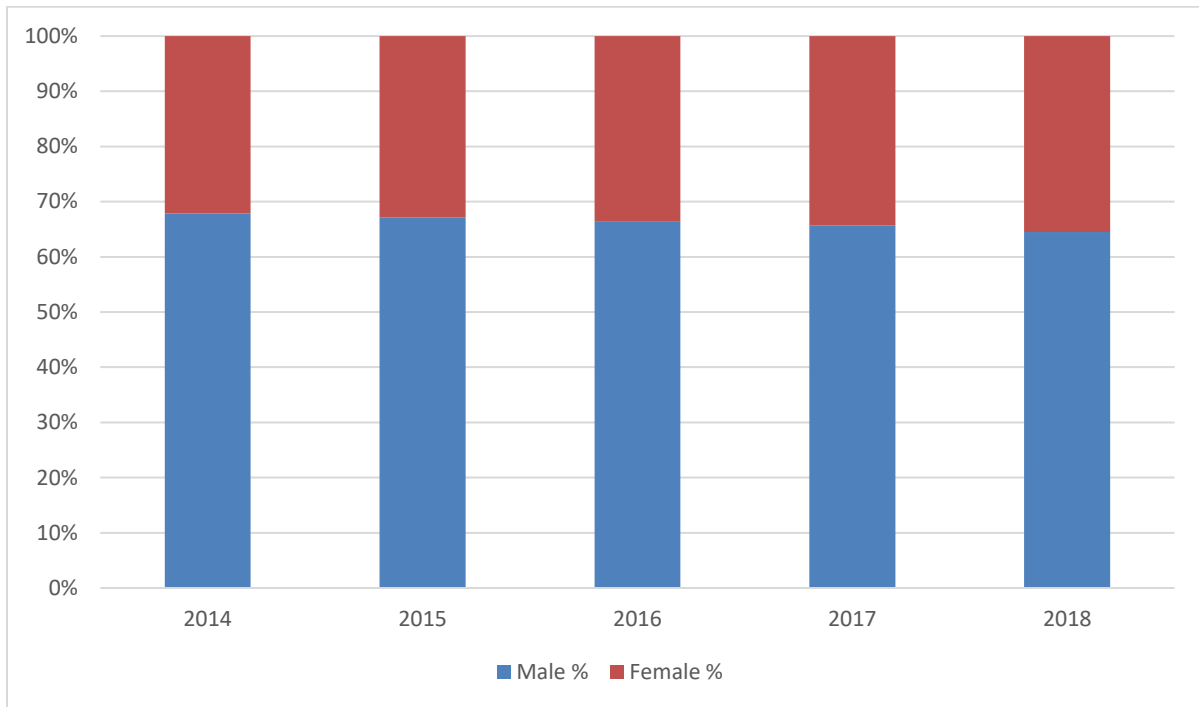
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

**Figure 42 Percentage of female international professional staff 2014-2018**

Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM
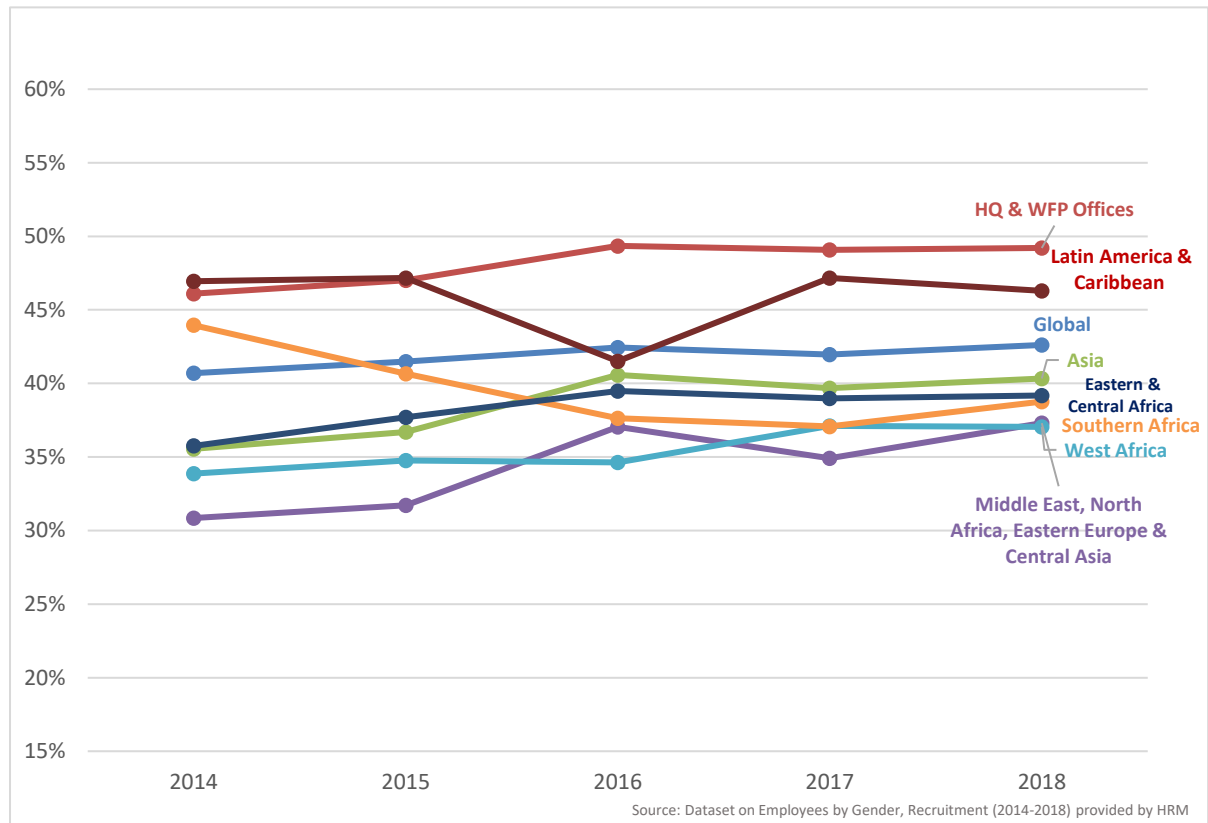
Figure 43 Proportion of male/female employees by region (2014 and 2018)

Men %   Female %

Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM
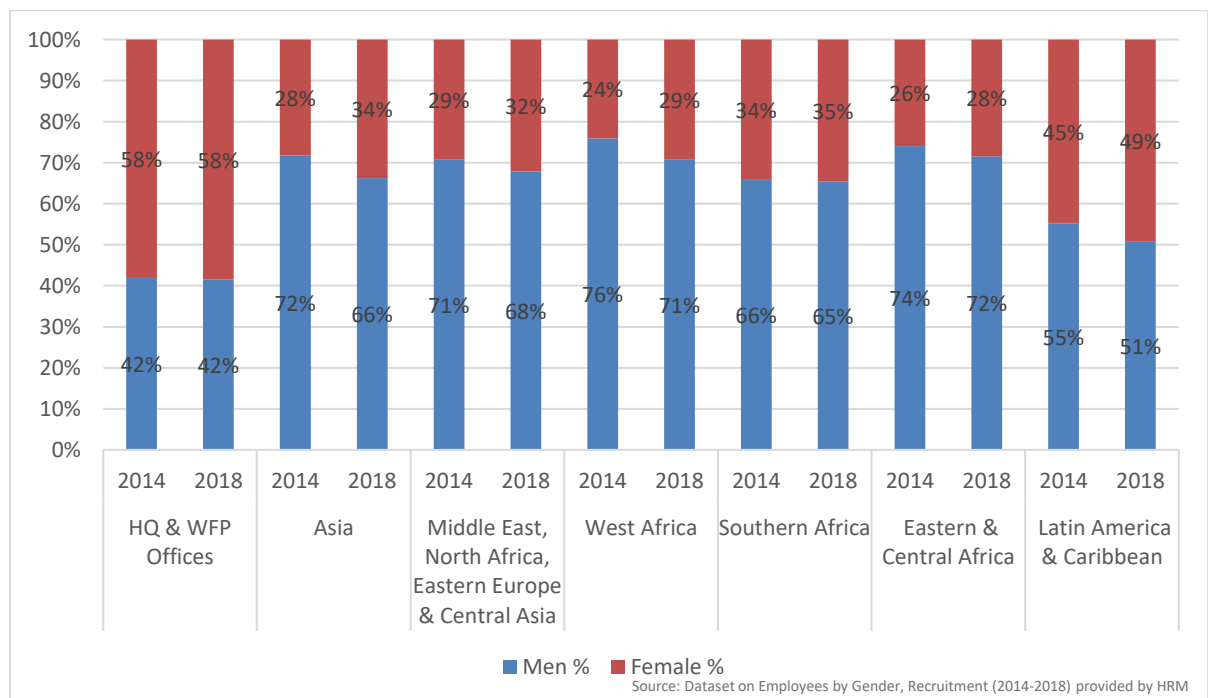
Table 29   Trends in gender parity 2014-2018 by region

		Male %	Female %	Trend
HQ & WFP Offices	2014	42%	58%	No change. The % of female employees has consistently been greater than of male employees since 2014
	2018	42%	58%	
Asia	2014	72%	28%	The region that saw the greatest increase in the % of female employees since 2014
	2018	66%	34%	
Middle East, North Africa, Eastern Europe & Central Asia	2014	71%	29%	% of female employees increased
	2018	68%	32%	
West Africa	2014	76%	24%	% of female employees increased
	2018	71%	29%	
Southern Africa	2014	66%	34%	% of female employees increased - region saw the smallest increase
	2018	65%	35%	
Eastern & Central Africa	2014	74%	26%	%of female employees increased
	2018	72%	28%	
Latin America & Caribbean	2014	55%	45%	% of female employees increased. Only region to date that has <u>achieved gender parity</u>.
	2018	51%	49%	

Figure 44 Percentage of male/female /employees 2014-2018 in regional bureaux
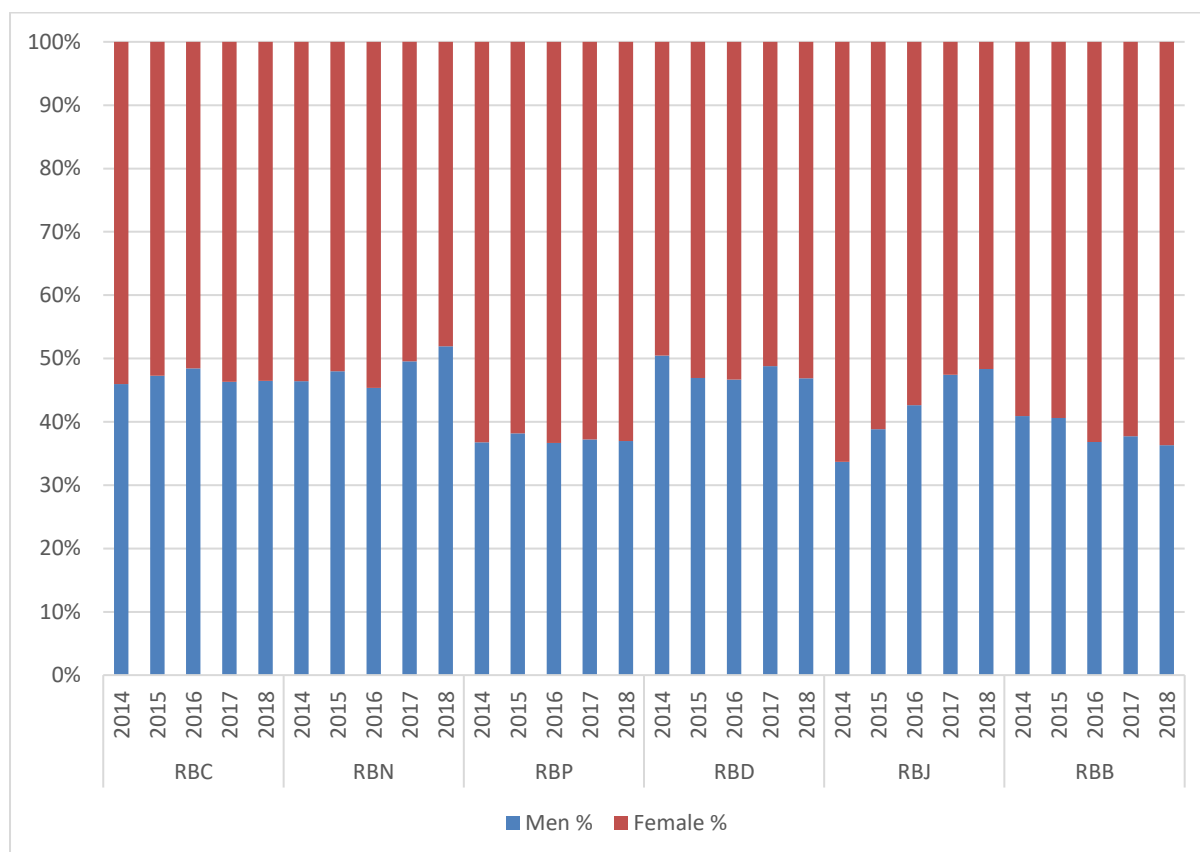
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM
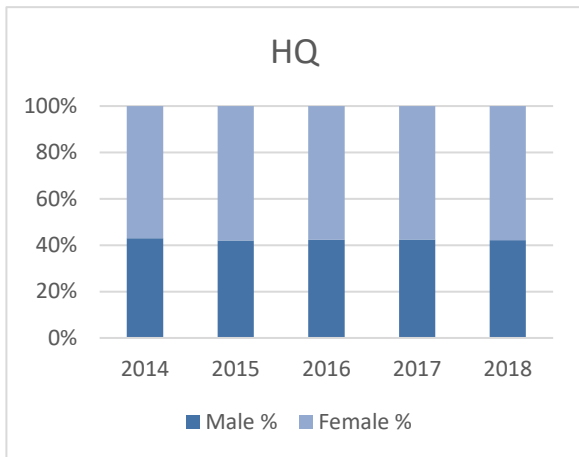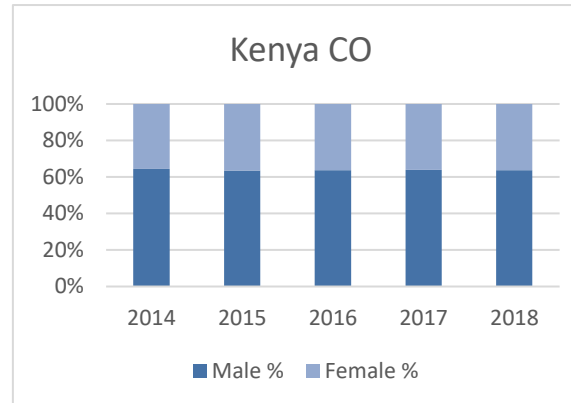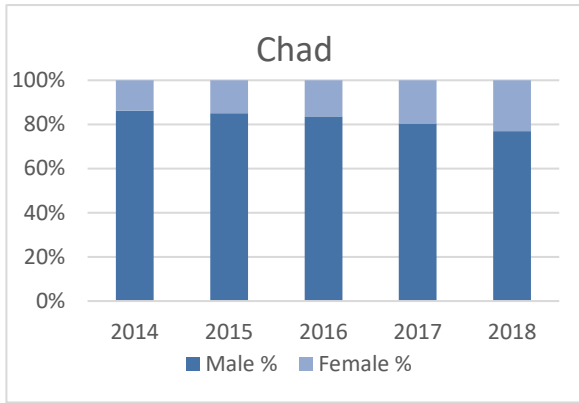
Figure 45 Percentage of female international professional staff by regional bureau (2014-2018)
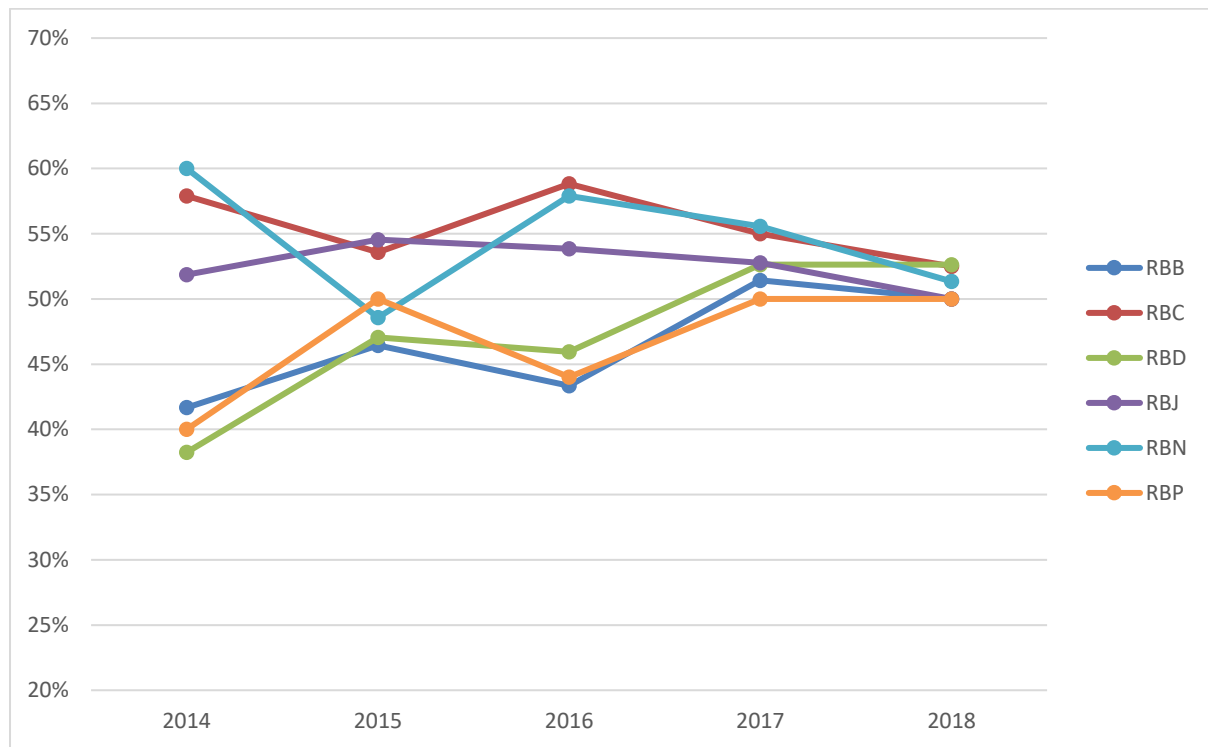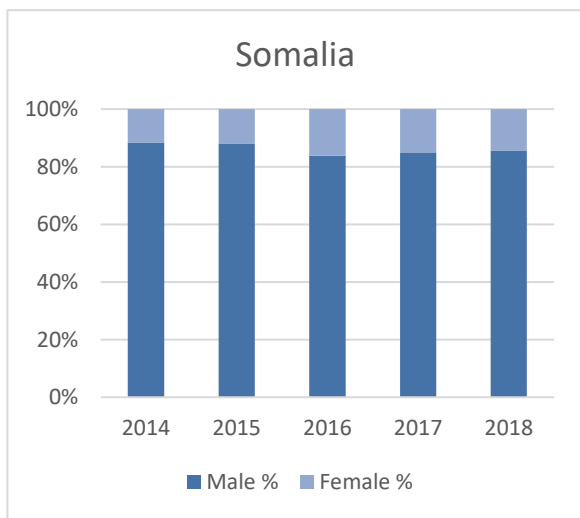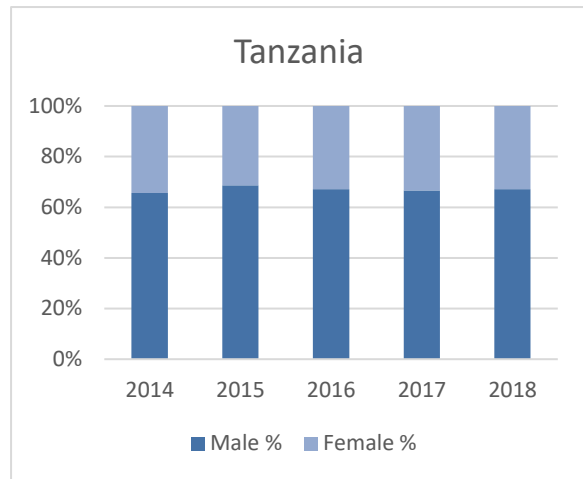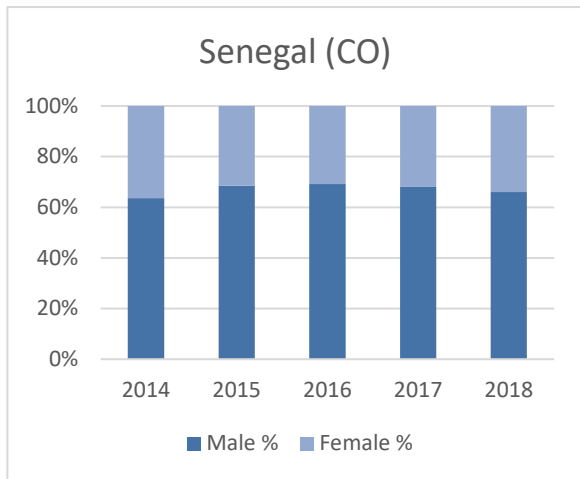

Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Figure 46 Percentage of men/women employees 2014-2018 in visited country offices

Chad

Kenya CO

HQ

Nicaragua

Republic of Congo

Sudan
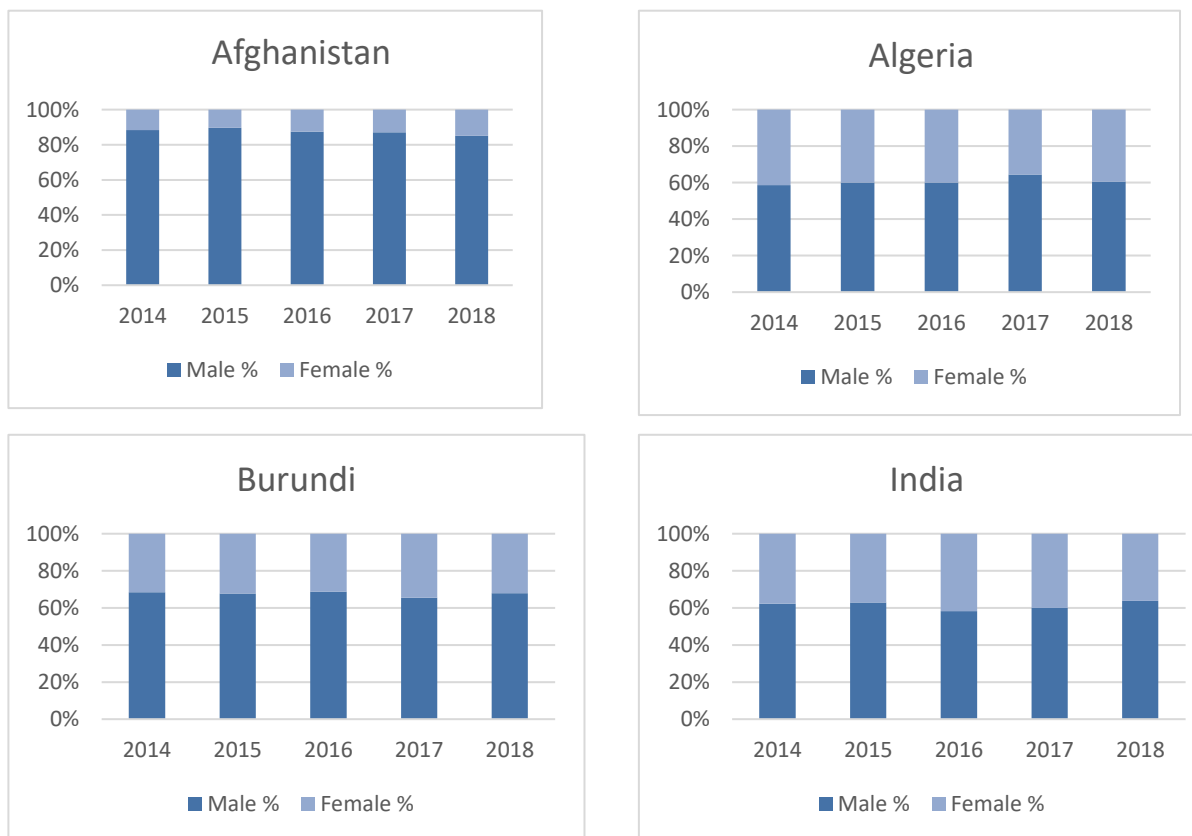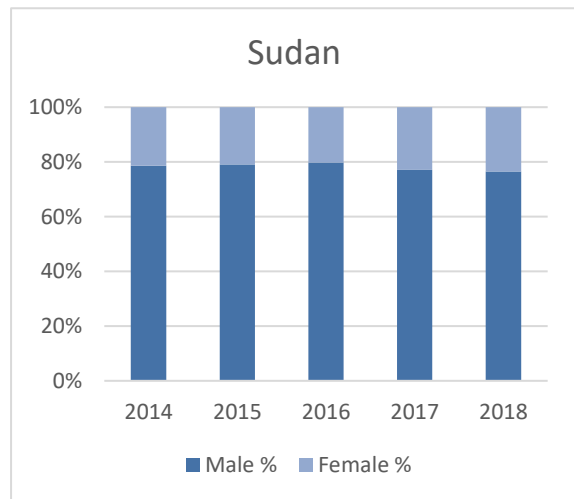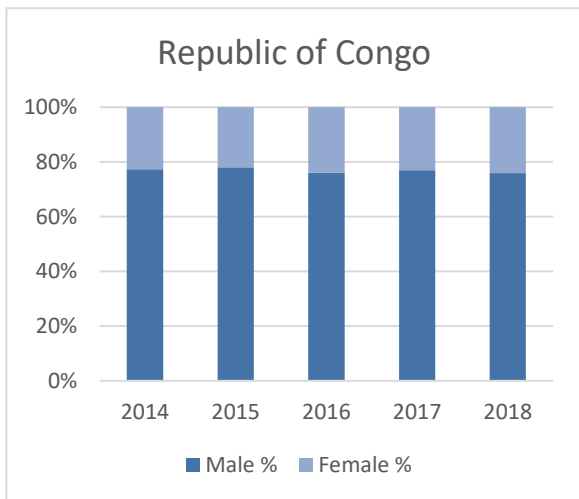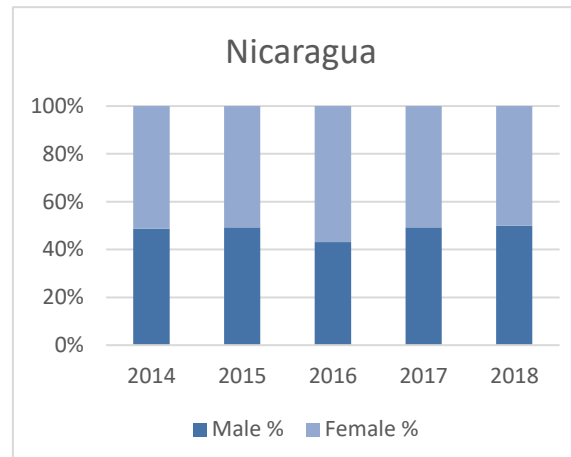
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM
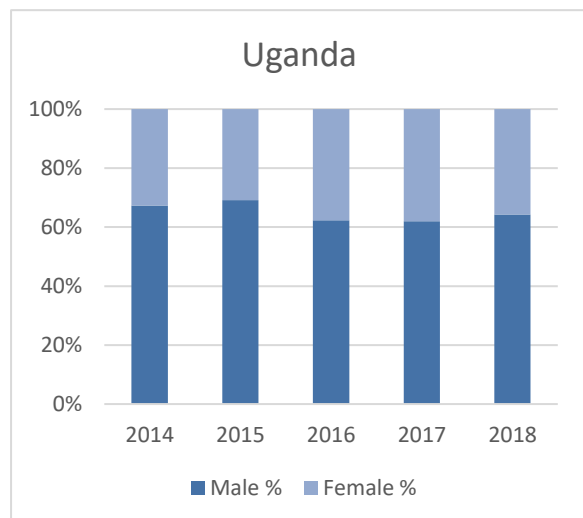
Source: Dataset on Employees by Gender, Recruitment (2014-2018) provided by HRM

Photo Credit

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