



WFP EVALUATION



World Food Programme

SAVING LIVES
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Review of the implementation of recommendations from thematic evaluations of a strategic/global nature

Report on the Evaluation of the WFP People Strategy (2020)

May 2022

Background

This report on the Evaluation of the People Strategy (2020) was produced within the framework of the Review of the Implementation of Recommendations from Global Evaluations (2016 – Q2 2020). The review looks at recommendations from Global Evaluations issued between 2016 and the first half of 2020 to shed light on their uptake and identify areas where further action is recommended by the World Food Programme (WFP). The review comprised ten stand-alone reports as well as one synthesis report.

The review was commissioned by the WFP Office of Evaluation and conducted by the consulting firm *hera*. The review team from *hera* based their analysis on data from the Risk and Recommendation (R2) tracking tool that was extracted in March 2021, as well as semi-structured interviews with WFP staff that were conducted between April and June 2021. Before publishing the report, the Office of Evaluation complemented *hera's* analysis by updating outdated information based on comments and input received from WFP staff/action-owners in January 2022.

Disclaimer

Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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Introduction

The People Strategy 2014–2017 was included in the World Food Programme’s (WFP’s) policy compendium and was therefore considered for evaluation under the coverage norms for policy evaluations set out in the WFP Evaluation Policy.

The evaluation was conducted in 2019 by Universalia and managed by the WFP Office of Evaluation. The evaluation was presented to the Executive Board in April 2020. It covered the implementation of the WFP People Strategy (2014–2017) from 2014 to early 2019 and was tasked to answer three evaluation questions:

1. How good is the People Strategy?
2. What were the results of the People Strategy?
3. Why has the People Strategy produced the results that have been observed?

The evaluation issued six recommendations. All were agreed to by management. In responding to the recommendations, management identified nine actions to be implemented by either the Human Resources Division (HRM) or the Resource Management Department (RM). By March 2021, the WFP Risk and Recommendation (R2) tracking system reported that two actions had been implemented (see Annex 1).

Findings

The evaluation of the WFP People Strategy (2014–2017) was overdue when it was conducted in 2019, following agreement between the Office of Evaluation and HRM that this was a high corporate priority for inclusion in the Office of Evaluation workplan.

In the post hoc quality assessment, the evaluation was rated to be of high quality. The stakeholder workshop conducted for the evaluation was reported as having had a high level of engagement from HR staff at headquarters, regional and country office levels.

During implementation of the recommendations, two processes evolved in parallel: one focusing on the development of a functional strategy for the HRM, and a second focusing on the development of the People Policy. The new People Policy that was approved in June 2021 by the Executive Board includes an implementation and investment plan, a monitoring and reporting plan, and a communication and dissemination framework.

Overall, considerable progress was made in the implementation of the recommendations. Several actions are still open as they had to await key corporate decisions – primarily the adoption of the People Policy. Those that could be concluded were largely implemented within the set timeframe.

Some of the actions defined in the management response, according to several informants, did not capture the larger contexts of human resource management that emerged as stakeholders were consulted in subsequent policy consultations. All key informants interviewed about the process and results of implementing the response referred exclusively to the recommendations rather than to the actions identified in the management response.

Table 1: Summary of recommendations and management responses

Recommendation (short)	Management response
Rec 1 – Develop a new policy focusing on people.	Agreed
Rec 2 – Implement an organizational change management process.	Agreed
Rec 3 – Revise the human resources functional strategy.	Agreed
Rec 4 – Develop a supervisors’ accountability framework.	Agreed
Rec 5 – Review existing contract modalities and their use.	Agreed
Rec 6 – Strengthen the approach to sharing information with WFP employees.	Agreed

Rec 1 -- Develop a new policy focusing on people

Are the actions defined in the management response relevant to the recommendation?	Management agreed with the recommendation and formulated actions that respond to the four sub-recommendation and four sub-sub-recommendations.
Have the actions of the management response been implemented?	The actions were fully implemented with only a minor delay of a couple of months.

The recommended new People Policy has been developed and was approved by the Executive Board on 23 June 2021. The importance accorded to this recommendation is signalled by the fact that the policy development process was overseen by the Assistant Executive Director of the Workplace Culture Department to ensure integration with broader organizational priorities.

The policy addresses all topics outlined in the recommendation, such as harassment, sexual harassment, abuse of power, gender equality, diversity, inclusion, as well as workforce planning and performance management. It includes a Theory of Change, a costed implementation plan, and a section on accountability clearly identifying the roles and duties for implementation at each level of the organization. These elements lend the policy the characteristics of a high-level strategic document designed to provide a coherent framework for people management, integrating the functional management strategies of the organization and linking them to the WFP Strategic Plan that was approved in November 2021.

Despite constraints due to the Covid-19 pandemic, the policy was developed in a consultative process that included wide internal consultations, such as with regional bureaux and country offices. All actions identified in the management response, including the development of a functional strategy for the HRM, were implemented.

Rec 2 - Implement an organizational change management process

Are the actions defined in the management response relevant to the recommendation?	Management agreed with the recommendation and formulated a response that addressed all three sub-recommendations. The response is, however, less action-oriented than the recommendation.
Have the actions of the management response been implemented?	The actions of the management response are included in the implementation plan of the new People Policy. Implementation can only start after policy approval.

The recommendation is primarily for follow-up actions to policy development, which is also indicated by its timeline of February 2023. Nevertheless, the three sub-recommendations, joint annual working sessions, annual updates on organization-wide progress, and inclusion of activities, targets and milestones in the strategies of functional offices were considered useful in drafting the implementation plan and the

accountability sections of the policy. Implementation, however, for instance of the recommended joint annual sessions, may now proceed in light of the policy's approval.

As for other recommendations, the recommendation outlines the required actions with more clarity than the management response.

Rec 3 - Revise the human resources functional strategy

Are the actions defined in the management response relevant to the recommendation?

Management agreed with the recommendation and formulated two actions in response to the three sub-recommendations and five sub-sub-recommendations. They were, however, less action-oriented and did not cover all operational details of the recommendation.

Have the actions of the management response been implemented?

A Human Resource Strategy, subject of the first action, has been finalized. Implementation of some activities included in the strategy had already started, and digitalization of HR processes, which was covered under the second action, is ongoing. The implementation deadline of February 2021 was not met.

The process of strategy development was, according to informants, held back to assure the alignment of the strategy with the new People Policy, as well as with a Wellness Strategy that was being developed in parallel. It has now been finalized and formally shared with Executive Management and is expected to be made publicly available soon. The strategy has a traditional strategy format, with six strategic goals, a five-year implementation time-horizon, and an implementation road map and plan including resource requirements and key performance indicators.

Some elements of the strategy are already being implemented or are planned, although they are not clearly reflected among the actions listed in the management response. This applies, for instance, to the recommended workflow review which was reported to already be underway. Streamlining cumbersome workflow processes has been a major focus of the branch charged with strategy development, together with the capacity development of HR officers that will be necessary to enable them to take up more substantive and strategic tasks and relieve them of some of the transactional and process work that is currently taking up much of their time. To inform the strategy, a job evaluation and certification programme was conducted in 2020.

A branch of HRM is charged with developing the HR digital strategy. Informants who could provide an update on the status were not available for interview. Digitalization is, however, a key element of the new functional strategy, for instance to achieve the objective of simplifying workflows and reducing the transactional workload of HR officers. Informants confirmed that some digital tools and processes have already been introduced, for example a digitalized system for performance appraisal. HRM has embarked on a project to roll out a comprehensive Human Capital Management (HCM) platform that is expected to be completed in 2024.

As with other recommendations of this evaluation, interviewed staff rated the recommendation as very useful, evidence-based and actionable. They noted that their work in implementing the response to the recommendations was guided more by their scoping work for the policy and strategy and less by the commitments and actions listed in the management response.

Rec 4 - Develop a supervisors' accountability framework

Are the actions defined in the management response relevant to the recommendation?

Management agreed with the two sub-recommendations and ten sub-sub-recommendations and formulated two actions that are mostly acknowledgments of needs for action and statements about initiatives already taken or planned. Not all operational sub-sub-recommendations were addressed in the response.

Have the actions of the management response been implemented?

Several actions to implement the management response have been taken while others are included in the implementation plan of the new People Policy and in the Human Resource Strategy. It was unlikely that the implementation deadline of August 2021 would be met. One of the two actions has been closed in R2 although it has not yet been fully implemented.

The recommendation includes a detailed list of activities for assuring the accountability of managers with supervisory responsibilities. According to informants, there were diverging views among stakeholders about what such a framework would add to what is already present. Frameworks, for instance, on risk management, leadership development, and inclusion for people with disabilities already exist. The main challenge perceived by some was to integrate them into a common framework. A distinction had to be made between a leadership framework that addresses all leadership tasks and responsibilities and a supervisors' accountability framework that focuses on the responsibilities of managers for staff management and supervision. While the recommendation clearly focuses on people management, such a clear focus is not evident in the management response. A leadership framework that combines values and competencies and clear behavioural indicators to serve as the basis for additional learning initiatives was endorsed by the WFP Leadership Group in November 2021.

A supervisors' accountability framework did not exist prior to the evaluation. The development of this framework was drawn into the development of the WFP People Policy, using the sub-recommendations as examples of how WFP will support supervisors and hold them to account for the role that they play in managing people. The policy implementation plan includes the supervisors' accountability framework as a deliverable. Some elements already exist, such as a feedback mechanism which is part of the performance appraisal system, training programmes for country directors and deputy directors, and a help desk for supervisors.

Rec 5 – Review existing contract modalities and their use

Are the actions defined in the management response relevant to the recommendation?

Management agreed with the two sub-recommendations. The first action restates the recommendations of an organizational alignment project (already concluded), while the second recounts an ongoing review of contractual modalities in consultation with other United Nations agencies.

Have the actions of the management response been implemented?

The first action of an organization-wide alignment of the HR complement had already started prior to the evaluation and is now completed. A staffing framework was developed under the second action, and workforce planning has been completed at global level and well-advanced at functional level. The implementation deadline of February 2021 has only partially been met.

Contract modalities were described by one informant as “the elephant in the room”. They have been addressed by HRM in an organizational alignment review which was conducted prior to the evaluation in prioritized country offices. It has resulted in the creation of new fixed-term and national officer positions in these country offices and has partially addressed the issue. However, an inappropriate reliance on short-term staff for the execution of core functions is still seen as an issue that needs to be addressed. The issue is complex, as the creation of long-term positions has implications on long-term financial planning and resource projections.

Contract modalities have been further addressed in a new staffing framework that lays out which kinds of contracts should be used for which kinds of jobs, and how to go about recruiting for those jobs. The staffing framework will prevent the use of short-term contracts for the same role after a period of four years.

The staffing framework is complemented by strategic workforce planning, which helps managers build stable and realistic staffing structures that meet their operational needs. A Global Strategic Workforce Plan and six functional plans have been developed, with another four functional plans underway as of 2021. The

remaining functions are expected to be completed in 2022. Two country office pilots were also completed in 2021, with further country office exercises planned for 2022 with the support of the Central Team.

Rec 6 – Strengthen the approach to sharing information with WFP employees

Are the actions defined in the management response relevant to the recommendation?

Management agreed to the two sub-recommendations and identified actions that are more detailed than specified in the recommendation. As these were considered ongoing actions, no implementation deadline was defined.

Have the actions of the management response been implemented?

Progress has been made in improving information sharing on HR matters. However, not all actions of the management response were considered feasible, and the HR Communications Officer instead developed a new prioritized list of actions to respond to the recommendations.

A full-time Communications Officer was engaged by HRM in 2020. Although this was not a recommendation nor an action included in the management response, it was an acknowledgement of the evaluation findings of communication gaps. The actions listed in the management response were perceived too prescriptive and not always realistic. These included, for instance, the proposed engagement with the Communications, Advocacy and Marketing Division (CAM) to communicate better with staff on HR matters, and the increased use of WFPgo. Internal communications are not a priority of CAM, and the HRM Communications Officer has no control over WFPgo. The newly recruited Communications Officer analysed the situation and developed a prioritized list of communication issues to be addressed in response to the recommendation. Implementation is being helped by the parallel process of development and implementation of the People Policy, which is explicit about the importance of clear communications within the HR community of practice.

Strengthening communications and information sharing is a large volume of work that has only started recently. A communication channel was established between senior management and the HR community of practice for the communication of the vision of the HR role under the new People Policy, including the reorientation of HR staff towards more strategic and less administrative roles. Controls have been introduced in the information flow of HR matters to WFP staff to increase the effectiveness and consistency of information. An important momentum has been created in the branding of the Workplace Culture Department, with clear communications of WFP's people-centred vision.

Conclusions

For some recommendations, detailed guidance was lost in the management response. In the response to the recommendation on communications, additional operational actions were identified that were not found to be feasible.

Much progress has been made in a relatively short time in the implementation of recommended actions. The findings and recommendations of the evaluation supported and guided a process of HR policy and strategy development in WFP that has already started to generate important positive results, although it is still in an early phase.

ANNEXES

Annex 1: Recommendations and Actions

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
Recommendation 1: Develop a new policy.		Agreed		
<p>WFP should develop a new policy, focusing on “people”, which sets out the organization’s vision of its future workforce and the core values that should shape WFP’s workplace culture:</p> <p>a) The policy should build on positive changes already in place but elaborate on topics not sufficiently addressed in the current strategy, including but not limited to:</p> <ul style="list-style-type: none"> • workplace culture, including in relation to harassment, sexual harassment and abuse of power; • gender equality, diversity and inclusion; • workforce planning, including in relation to balancing the need for a nimble and flexible workforce while respecting the purpose of different types of contracts (see also recommendation 5); and • performance management. 	Resource Management Department (RM)	<p>1.1 WFP will develop a broad policy-level document that will articulate its vision with regard to its workforce. This policy document will build on the WFP People Strategy (2014–2017), elaborating on topics not sufficiently addressed therein and incorporating the recommended areas of focus. It will not be “owned” by the Human Resources Division (HRM) but will cover all WFP divisions and management functions. HRM will also develop its own human resource strategy that will feed into the new “people policy” and clarify the division’s role in supporting the implementation of that policy. As well, the people policy will aim to address issues of workforce diversity and inclusion that were not included in the People Strategy, in particular: challenges faced by employees with disabilities; discrimination based on sex, gender, ethnic</p>	High February 2021 Open	<p>Implemented (by June 2021)</p> <p>The WFP People Policy was approved by the Executive Board in June 2021. The policy addresses all issues and includes all elements listed in the recommendation.</p>

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>b) The policy should include a Theory of Change, a costed implementation plan and a dissemination plan.</p> <p>c) The policy should clearly identify accountabilities for various units, divisions, regional bureaux and country offices.</p> <p>d) A clear governance structure should be established to oversee the development phase.</p>		<p>origin, sexual orientation and other factors; and any relation such factors may have to incidents of harassment, sexual harassment and abuse of power.</p>		
<p>Recommendation 2: Implement an organizational change management process.</p>		<p>Agreed</p>		
<p>WFP should implement a new people policy through an organizational change management process:</p> <p>a) HRM, functional offices and regional bureaux, based on consultations with country offices, should hold joint annual working sessions to take stock of progress and challenges in implementation, based on a clear set of indicators.</p> <p>b) HRM, functional offices and regional bureaux should provide annual updates on organization-wide progress to the Leadership Group and to WFP employees at all levels.</p>	<p>RM</p>	<p>2.1 WFP will soon develop a people policy. We take note of two factors that had a negative impact on the implementation of the People Strategy: the absence of clearly defined roles, responsibilities and workplans for the various units and functional areas; and the absence of dedicated implementation resources at the regional and country levels. Moving forward, HRM will facilitate consultations at all levels of the organization to develop the people policy, noting the need for support, communication and commitment by senior management, field leaders and functional divisions.</p>	<p>High February 2023 Open</p>	<p>To be initiated Actions to respond to this recommendation can now be implemented given the approval of the policy. The closure date of February 2023 is therefore appropriate.</p>

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
c) All functional offices should include activities, targets and milestones in their respective strategies.				
Recommendation 3: Revise the human resources functional strategy.		Agreed		
<p>WFP should revise its human resources (HR) functional strategy to continue the professionalization of the HR function at all levels and locations of the organization:</p> <p>a) A revised HR strategy should clarify how HRM will support implementation of the new people policy at headquarters and at the regional and country levels.</p> <p>b) The strategy should articulate a costed plan for gradually reinforcing WFP's HR capacity in the field with the aim of ensuring that every country office has easy access to a human resources officer at short notice:</p> <ul style="list-style-type: none"> • regional HR business partners should continue to be responsible for ensuring that accessible HR services are in place; and • as part of strategy development, HRM should conduct a workflow review to streamline priority HR processes. <p>c) The strategy should articulate how the HR function will continue to strengthen the</p>	Human Resources Division (HRM)	<p>3.1 HRM will continue building the capacity of HR officers in respect of job evaluations. Much has been invested to increase the capabilities of HRM since the adoption of the People Strategy; however, it is agreed that the function needs to be further professionalized and expanded, especially at the field level, where the division's footprint is not sufficient for the level of work required to support the upcoming people policy. HRM will continue building the capacity of HR officers in respect of job evaluations, as the Division plans to launch a second job evaluation certification programme in May 2020, and in conducting organizational alignment reviews in 2020 through approximately 20 missions at headquarters and regional bureaux, and via joint missions to complex country offices, to ensure effective support and knowledge transfer.</p>	Medium Feb. 2021 Open	<p>Partially implemented</p> <p>A new functional HR strategy that addresses all elements listed in the recommendation has been developed. Finalisation was held back to assure alignment with the people policy and a new wellness strategy. Several activities under this strategy have already been conducted or are currently under implementation such as the workflow review.</p>

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>capacity of HR staff in the field in relation to their:</p> <ul style="list-style-type: none"> • capabilities (knowledge, skills); • motivation and ways of thinking and decision making, e.g. in relation to reinforcing an understanding among HR staff and other employees of the HR function as a business partner; and • opportunities, e.g. in relation to ensuring that technology upgrades, automated systems and tools are in place to reduce workloads related to transactional tasks such as payroll entries, thereby freeing up HR staff to focus on more strategic issues. 		<p>3.2 HRM will also implement a new digital strategy aimed at creating value for the organization by supporting evidence-based decision making, reducing the administrative burden for employees and the HR community of practice and improving life at work. To that end the division has already started to:</p> <ul style="list-style-type: none"> ➤ digitalize and automate end-to-end HR processes (the WFP self-service project has considerably reduced the administrative burden not only for human resource practitioners but also for employees and managers); ➤ provide workforce analytics and workforce planning tools to support people management and related decision making (human resources analytics dashboard); and ➤ deploy the latest technologies, such as automated screening of candidate CVs, online technical assessments and video interviews, which have considerably reduced recruitment time and improved the employee and candidate experience. 	<p>Medium July 2021 Open</p>	<p>Ongoing</p> <p>Digitalization is a component of the new functional strategy. Some digital processes to streamline workflows have already been introduced. HRM has embarked on a project to roll out a comprehensive Human Capital Management (HCM) platform that is expected to be completed in 2024. HRM has made a lot of progress on digitalization and is committed to do more through the HCM. Implementation of a digital strategy is a continuous process.</p>
<p>Recommendation 4: Develop a supervisors' accountability framework.</p>		<p>Agreed</p>		

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>HRM should develop a supervisors' accountability framework for supervisors to achieve excellence in people management and present it to the Leadership Group for endorsement:</p> <p>a) The framework should:</p> <ul style="list-style-type: none"> • update expectations and outline good people management practices, how they manifest themselves at various career levels and how they relate to the notion of leadership; • include regulatory elements relating to performance management to ensure that they adequately protect the rights of both supervisors and supervisees, especially in relation to under-performance; • ensure that people management responsibilities are reflected in the job descriptions, key performance indicators and performance assessments of all supervisors; and • introduce a mechanism to broaden performance feedback, such as regular 360° reviews, for all supervisors to contribute to an organizational culture of giving and receiving constructive feedback. 	HRM	<p>4.1 Targeted programmes must be developed and incorporated with existing learning resources into a comprehensive management programme that includes coaching and is taken into account in workforce planning decisions. The organization and HRM have invested significantly in the development of people management and leadership skills (supervisory programme, leadership development programme, 360° evaluation pilots, coaching and development of soft skills). Still, more needs to be done, and WFP must be committed to investing and making this area a priority, consistent with what has been expressed and requested by employees through the recent global staff surveys. Targeted programmes must be developed and incorporated with existing learning resources into a comprehensive management programme that includes coaching and is taken into account in workforce planning decisions.</p>	High August 2021 Closed	<p>Partially implemented</p> <p>A range of learning programmes for senior staff have been conducted since 2018. A new Leadership Framework that combines values and competencies and clear behavioural indicators to serve as the basis for additional learning initiatives was endorsed by the WFP Leadership Group in November 2021. This is, however, different from a supervisors' accountability framework which is a deliverable listed in the implementation plan of the People Policy. Some of the detailed actions, such as a help desk and a feedback mechanism, have already been implemented, and additional initiatives to support people management skills enhancement for supervisors are still ongoing.</p>
	HRM	<p>4.2 Existing policies must be revised to ensure that WFP provides the necessary policy framework to support an increase in</p>	High August	<p>Partially implemented</p> <p>The management academy was introduced in January 2021 as a new</p>

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>b) Support supervisors in their efforts to continuously enhance their people management skills through integrated measures, including:</p> <ul style="list-style-type: none"> • Roll-out of existing and planned management programmes and related follow-up; • Exploring whether newly appointed country directors, deputy country directors, regional directors and deputy regional directors could be matched with recently retired individuals who have held their positions in the past, and have consistently demonstrated excellent people management skills, to act as mentors; • Having regional bureaux explore how best to provide access to coaching and other types of professional support services for other staff in supervisory positions in their regions, share related insights with each other and ensure follow-up; • Having HRM establish a supervisor's helpdesk at headquarters that would be available to all employees with supervisory or people management responsibilities; • Having HRM, with input from regional bureaux and country offices, compile and 		<p>management accountability. Specifically, within the area of performance management as it relates to assessment of staff, several steps are being taken to address and increase the accountability of both staff and managers by, for instance, incorporating performance indicators and deliverables for all supervisors related to their core responsibilities. In addition, HRM is planning to review and further strengthen its approach to addressing underperformance. Finally, HRM is planning to roll out a more systematic learning and development initiative (management academy) aimed at developing and supporting managers throughout their careers.</p>	<p>2021 Open</p>	<p>approach to career management by systematically providing assessment and development tools for staff that are targeted to their specific needs and positions in the organization. This action outlined in the management response has been implemented, but its link to the recommended supervisors' accountability framework is somewhat indirect.</p>

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>regularly update a toolbox of simple and cost-effective measures for recognizing and rewarding good performance by individuals and teams;</p> <ul style="list-style-type: none"> • Allowing for time dedicated to people management when determining supervisors' workloads. 				
<p>Recommendation 5: Review existing contract modalities and their use.</p>		<p>Agreed</p>		
<p>WFP should conduct a comprehensive review of existing contract modalities and their use:</p> <p>a) HRM, with support from the Leadership Group and in collaboration with the regional bureaux, country offices and headquarters functional units, should institutionalize a headquarters-supported process for systematic workforce planning at all levels of the organization beyond the currently planned duration of the organizational alignment project:</p> <ul style="list-style-type: none"> • Country strategic plans (CSPs) should include mandatory workforce analyses and plans, including on the proposed distribution of short-term and fixed-term contracts; 	<p>RM</p>	<p>5.1. Through the organizational alignment project (June 2018–December 2019), reviews have been conducted in more than 40 countries with a focus on assisting country offices to implement their CSPs efficiently and effectively. During these reviews, HRM has recommended the establishment of more fixed-term positions (over 700) and an increase in the number of national professional officer positions (over 200) in order to stabilize the country office workforce and increase nationalization levels.</p>	<p>High March 2021 Closed</p>	<p>Implemented</p> <p>Organizational reviews of country offices were started prior to the evaluation and continued, covering 61 percent of country offices by 03/2021. In total, 793 fixed-term positions and 437 national officer positions were created. Management informed that the target it set was surpassed and organizational alignment was closed as a dedicated project.</p>
	<p>RM</p>	<p>5.2 WFP is actively involved in a comprehensive review of existing contractual modalities to address the changing needs of the organization and its workforce. WFP is aware of the long-term</p>	<p>High February 2021 Open</p>	<p>Implemented</p> <p>A new staffing framework that is expected to result in further changes on how short-term contracts are used and to offer solutions to maintain the competitiveness</p>

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<ul style="list-style-type: none"> • HRM should actively participate in the programme review process, reviewing all draft CSPs from an HR perspective, including at the regional level. b) WFP should continue to consult regularly with other organizations, including but not limited to other United Nations agencies and private sector firms, and to exchange good practices on limiting the use of short-term contracts while ensuring organizational flexibility. The Leadership Group should communicate clear expectations about a gradual reduction in the long-term use of short-term contracts. 		<p>use of short-term contractual modalities and is considering ways to limit the prolonged or repeated use of short-term personnel. After consulting with other United Nations entities, HRM has embarked on a staffing framework review with the objective of ensuring that WFP is able to attract and retain the best talent and remain competitive within the United Nations system and the labour market in general by offering adequate employment conditions. In this context, WFP is working on the creation of a new contractual modality to be used to meet the organization's short-to-medium-term needs while providing competitive employment conditions for employees currently on short-term contracts.</p>		<p>of WFP as an employer has recently been completed.</p>
<p>Recommendation 6: Strengthen the approach to sharing information with WFP employees.</p>				

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>HRM should further strengthen its approach to proactively sharing relevant information with WFP employees:</p> <p>a) HR officers at headquarters and in regional bureaux and country offices should communicate regularly and offer regular information sessions on contract modalities and benefits for different employee groups.</p> <p>b) HRM, in collaboration with regional bureaux and country offices, should review and, where required, strengthen existing processes for sharing information on existing or upcoming capacity development opportunities and on the criteria used to decide which individuals are invited to attend various types of courses and training programmes.</p>	HRM	<p>6.1 HRM needs to continue to make progress in this area, including by expanding the channels to be used, creating communities of practice, organizing informal sessions and providing tools and guidance on a regular basis through emails and newsletters. HR-related content has regularly been one of the main drivers of internal traffic. With this in mind, HRM will partner with the Communications, Advocacy and Marketing Division (CAM) to communicate better with staff by keeping them abreast of changes and projects affecting their employment relationship with WFP and to address their information needs. The aim is to both enhance employee understanding and provide more consistent and standardized roll-out of information. Some areas of focus will include:</p> <ul style="list-style-type: none"> ➤ making better use of “WFPgo” as one of the main communication tools used to publish dedicated pages for employee information; ➤ capitalizing on the new knowledge management functionality in the global 	<p>Medium February 2021 Open</p>	<p>Progress noted</p> <p>Progress is being made on establishing clearer and more efficient communication channels for HR matters and on communicating the vision of WFP's new People Strategy. The recommendation is being addressed constructively, albeit not strictly according to the activities listed in the management response.</p>

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
		<p>services management tool to address employee information needs and provide more consistent and standardized roll-out of information; and</p> <p>➤ expanding on “information/help stands” to increase face-to-face interaction with employees and answer their questions in real time. While WFP recognizes that employees are responsible for undertaking capacity development for their career development, the organization will seek to ensure that training is available and accessible, including by making it more readily available through the use of technology.</p>		

* According to R2 database 29/03/2021.

Annex 2. Abbreviations and Acronyms

CAM	Communications, Advocacy and Marketing Division
CSP	Country strategic plan
HCM	Human Capital Management
HR	Human Resources
HRM	Human Resources Division
RM	Resource Management Department

Annex 3. Persons Interviewed

Aitor Maguna	Chief, Career Management, Human Resources Division
Deborah McWhinney	Evaluation Manager, Office of Evaluation
Jesse Kakumoto	Head, Contracts Unit, Human Resources Division
Jonathan Porter	Senior Policy Adviser, People Policy Implementation
Silke Buhr	Communications Officer, Human Resources Division

Annex 4. Documents consulted

Executive Board documents

"Management response to the recommendations of the summary report on the evaluation of WFP People Strategy (2014–2017)" (WFP/EB.1/2020/5-B/Add.1).

"Summary report on the evaluation of the WFP People Strategy" (2014–2017) (WFP/EB.1/2020/5-B).

"WFP people policy" (WFP/EB.A/2021/5-A).

Non-Executive Board documents

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