
WFP Office of Evaluation

February 2020
The People Strategy was approved in November 2014, a “blueprint” for how to:

- reinforce, build, retain and recruit its workforce
- create a more people-centred organization to better serve their beneficiaries
People Strategy “Imperatives”

✓ Reinforce a performance mindset
✓ Build WFP’s talent
✓ Shift the focus
✓ Equip high-impact leaders
Findings – Policy Quality

• Overall vision but limited clarity on implementation and accountabilities

• Many of the human resource-related goals remain valid but largely gender blind and silent on diversity and inclusion
Findings – Policy Results

**Imperative 1 – Reinforce a performance mindset**
- Improved tools and guidance
- Many WFP employees do not approach performance management as a professional development exercise

**Imperative 2 - Build WFP’s talent**
- Improvements to online learning opportunities
- Employees often feel they are not the “drivers” of their own career development
- WFP has not reached gender parity at P-3 level or above
Findings – Policy Results (continued)

• **Imperative 3 – Shift the Focus**
  - Increased investment in staff wellness
  - Strong sense of inequity on the part of WFP employees doing similar jobs but on different contract types
  - WFP’s extensive use of short-term contracts requires dedicated attention

• **Imperative 4 – Equip High-Impact Leaders**
  - Increased training for emerging and senior leaders
  - Lack of incentives to apply good people management skills
Findings – Factors affecting Implementation: External

- Evolving global, regional and country influenced progress towards envisaged results
- In some countries, social or cultural norms are a barrier for women
Findings – Factors affecting Implementation: Internal

- Country portfolio budgets should enable increased financial predictability and flexibility and strengthened workforce planning
- WFP’s evolving organizational culture has both supported and created challenges for the strategy’s implementation
- Lack of a detailed implementation plan and results framework for the strategy
- Absence of an accountability framework for supervisors
Conclusions

• Progress made against all four imperatives
• Important elements of WFP’s human resource management are not yet as good as they should be

• WFP is performing well but needs to address abusive behaviours and inequities, strengthen accountability for good people management and address gender equality and workforce diversity

• WFP urgently needs to attract and develop the best workforce possible
• Reflecting commitment to human rights, gender equality, diversity and inclusion
Recommendations

WFP should:

- Develop a new People Policy
- Implement the Policy through an organizational change management process
- Revise its HRM functional strategy development to continue the professionalisation of the HRM function
- Develop an accountability framework to achieve excellence in people management
- Conduct a comprehensive review of contract modalities
- Proactive information-sharing with WFP employees