

World Food Programme & Management Centre Europe:

A strategic partnership

In 2007, the World Food Programme (WFP) marked an important shift in its work: from providing food aid to ensuring long-term solutions to the hunger challenge.



received a form of management development from Brussels-based MCE.

"It was such a useful and important training. All the contents were relevant to our work. I strongly recommend this training to be received by all WFP national and international offices and managers."

--WFP Workshop Participant

Responding to the development needs of a rapidly growing organisation

In that same year, a successful management development institution — Management Centre Europe (MCE) — was looking for a philanthropic partner to help make a difference in the world. With an introduction from WFP's long time corporate supporter, TNT, an innovative private partnership grew out of the confluence of interests between MCE and WFP. The goal was both to address the management needs of a rapidly growing workforce and to support WFP in realizing its strategic objectives.

When the agency was founded, WFP's corporate management development funds were limited. Given the fast growth WFP was experiencing, MCE moved quickly to establish a framework for developing people and to fill the gap in management development. It was the first

time that WFP established such a private partnership for management development and the timing couldn't have been more critical for WFP.

Strategy-driven development of people

In the six years since the partnership was born, more than 850 managers at all levels have

Several managers have participated in the **Managers Series** in Rome. These are short sessions to update the WFP management on concepts, trends, etc., in line with the strategic evolution of WFP.

On the other hand, almost 650 managers participated in workshops of the **Middle Managers Programme (MMP)** that was launched in 2010. The MMP is tailor-made to the specific needs of WFP. It has been one of the most popular programmes ever offered in the WFP organisation.





Transforming strategic objectives into reality

In addition to the above, some managers have taken workshops from MCE's on-going Open Enrolment Workshops in line with their specific individual development plans.

One of MCE's objectives with these initiatives was to fine-tune its expertise in helping big, global public organisations "transform their strategic objectives into reality". WFP as an organisation recognized very well the need for an on-going change process. Developing their managers in this context is one of the keys to realizing their strategic objectives.

"The Middle Managers Training enhanced my capacity and capability to manage my unit more efficiently and effectively where staff from various nationalities are working. I started applying the modules and techniques which we learnt during the training and I have started seeing the difference in the outputs of the unit."

--WFP Workshop Participant

Due to the success of the above initiatives, WFP and MCE are continuing this effort in 2013. Eighteen MMP sessions are being organized in 2013. These workshops are delivered all over the world, in Africa, in Asia, in Latin America and, of course, at the Headquarters in Rome. A special focus has been added to the workshops and integrated into the programme. It addresses the emergency conditions in which the participating managers are working.

How participants reacted

Some feedback from managers who participated in the MMP, responding to the question: "Was there any impact?"

- Improved working environment due to more sensitive engagement of trained staff with their supervisors, staff and peers, in particular where team dynamics are sub-optimal
- Staff is enabled to better analyze the working style of superiors and colleagues and can adapt accordingly in order to mitigate unnecessary conflict and focus on the task
- Staff is enabled to understand team dynamics and to identify the most suitable team compositions

- Staff was reassured of the organisation's corporate identity, values and future directions
- Staff established strong networks within the peer group. This allows them to seek further peer support where and when needed.

The MMP addresses the key Leadership and Management skills required from the WFP so that the middle managers can be totally aligned with the WFP Value Proposition and core objectives. The programme covers a variety of essential topics, including:

- Behaviours and culture
- Leading international teams
- Improving interpersonal skills
- Building strategic partnerships
- Managing a team
- Change management
- Presentation and communication skills



For more information, visit: www.mce-ama.com or contact us:

Alexandre Schramme, MCE-AMA Account Manager International Public Organisations

Email: aschramme@mce-ama.com
Telephone: +32-478 404 559
Website: www.mce-ama.com