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Concrete steps towards implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination

Executive summary

This document presents the concrete steps towards the preparation of a comprehensive action plan for WFP's strengthening of its efforts to address harassment, sexual harassment, abuse of power and discrimination in the workplace, along with an outline of the plan.

Development of the comprehensive action plan was initiated in January 2020 after the nomination of a senior advisor to the Executive Director on workplace culture. Preparation of the plan commenced with staff consultations, including during the WFP global management meeting in January and with staff representative bodies and internal networks such as the youth network. Initial discussions are being held with potential external experts and key stakeholders within WFP in the Human Resources Division, the Office of the Inspector General, and the ethics, ombudsman and legal offices. In order to ensure full use of evaluation and audit findings and recommendations, the evaluation and internal audit offices are also being consulted. Efforts will be made to keep the Audit Committee fully informed of progress.

As recommended by the joint Board/WFP management working group on harassment, sexual harassment, abuse of power and discrimination, the comprehensive action plan features six core areas of action, identified on the basis of "discussion within the joint Board/management working group, and its sub-working groups, the external review and global staff survey results, other documents examined and the advice of the experts in the joint Board/management working

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group support group”.¹ While recognizing challenges related to the methodologies used and the comparability of results from various assessments, such as the external review of WFP's workplace culture and ethical climate carried out by the advisory company Willis Towers Watson in September 2019² and the global staff survey, the starting point of the comprehensive action plan is the joint working group's recommendations for action by WFP in the six core areas of reaffirming values, leadership, employee engagement, policy and system revisions, discipline, and communications.

Operationalization of the comprehensive action plan is based on three key elements: the expected end state in each core area; WFP activities in each core area; and a set of specific indicators for each core area. The end states provide a summary of the situation that WFP envisages when all the recommendations of the joint working group have been fully implemented: for example, in the core area of reaffirming values the expected end state is that “WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization”. The indicators – which will be introduced in the progress report presented to the Board at its 2020 annual session in June – will capture the extent of WFP's progress towards the end states. The activities describe the actions that WFP is taking in each core area to reach the relevant end state. To avoid any duplication of efforts and to increase awareness of best practices and core WFP initiatives, design of the comprehensive action plan takes into account all completed, ongoing and planned WFP activities, such as the ongoing development of the WFP People Policy.

The first progress report on implementation of the comprehensive action plan, to be presented to the Board in June 2020, will provide an update on overall progress made and a more detailed description of the envisaged milestones in implementation of the plan, based on indicators with baselines and targets. The report will also inform the Board of the status of implementation of activities and the achievement of deliverables as well as the results of a thorough gap analysis in respect of WFP activities. To avoid duplication of effort and ensure mainstreaming of activities, starting in 2021, it is proposed that status updates be provided in the WFP annual performance report. Informal consultations will be scheduled as required.

As well as providing a comprehensive set of actions through which WFP will address harassment, sexual harassment, abuse of power and discrimination, the aim of the comprehensive action plan is to complement other WFP efforts to improve its workplace culture. The guiding principle in the implementation of the plan is as follows:

“Every person at WFP has the right to be treated with dignity and respect and to work in a safe environment free from harassment, abuse and discrimination. Every WFP employee also has a duty to foster such an environment. That duty starts at the top of the organization and flows through leaders and managers at headquarters, regional, country and sub-office levels.”³

¹ Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2019/9-A).

² <https://docs.wfp.org/api/documents/WFP-0000108824/download/>

³ Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2019/9-A).

Draft decision*

The Board:

- i) expresses its satisfaction at the nomination of a senior advisor to the Executive Director on workplace culture to lead development of a comprehensive action plan and oversee its implementation;
- ii) welcomes all efforts to develop the plan in close consultation with key stakeholders, including staff representative bodies;
- iii) expresses its appreciation for the present report on concrete steps taken to develop the comprehensive action plan (WFP/EB.1/2020/9-A/2/Rev.1);
- iv) notes with appreciation the approach of mainstreaming the implementation of activities and the achievement of deliverables related to the comprehensive action plan into normal WFP line management and work plans;
- v) decides to remain seized of the matters of harassment, sexual harassment, abuse of power, discrimination and sexual exploitation and abuse at WFP; and
- vi) requests the Secretariat to provide: (a) a fully developed Comprehensive Action Plan at the 2020 annual session of the Executive Board, as well as an update on the progress made on its implementation; (b) in recognition of its nature as a living document, a revised version of the Comprehensive Action Plan as appropriate; (c) a progress report at the 2020 second regular session of the Executive Board and, thereafter, to report annually as part of the WFP annual performance report; and (d) quarterly oral updates to the Board membership for the duration of the Special Advisor's mandate.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Background and progress

1. Recent assessments – including the 2015 and 2018 global staff surveys (GSS), the external review carried out by the advisory company Willis Towers Watson, the progress report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (JWG),⁴ an evaluation of the WFP People Strategy,⁵ an internal audit of performance management and the WFP “tone at the top” audit – identify room for improvement in WFP’s workplace culture and ethical climate. WFP acknowledges these findings and is putting in place measures for addressing all the issues identified, including through the design and implementation of a comprehensive action plan (CAP) as requested by the Board.
2. As acknowledged by the JWG, WFP has made major efforts to assess its workplace culture and ethical climate since the Executive Director took office in April 2017. While his focus at the outset of his tenure was on securing the resources needed for increasingly complex responses and visiting war-torn WFP operations with a view to understanding the challenges that employees face in their day-to-day work, in 2018 the Executive Director commissioned a GSS to provide benchmarks for future efforts to improve workplace culture. The GSS covered five topics: leadership and direction, fundamentals (standards of conduct and ethical behaviour, well-being, safety and security, and satisfaction), empowerment, growth and development, and team collaboration.
3. The 2018 survey was well received and marked the continuation of a major shift in the engagement of WFP employees: the participation rate in the GSS increased from 44 percent in 2012, to 70 percent in 2015 and to 85 percent in 2018. The improved rate represents the highest WFP GSS participation to date and the highest participation rate in any such survey in any United Nations agency. Furthermore, 87 percent of survey respondents indicated that the mission or purpose of WFP made them feel that their work was important, and 88 percent were proud to work for WFP. However, major concerns and relatively slow progress in critical areas were also identified: while in the 2012 GSS 23 percent of employees reported having experienced harassment over the previous 12 months, in 2018 the share had decreased by only 5 percentage points, to 18 percent. These and other observations, combined with reported cases in other humanitarian and development agencies, led to the establishment of the JWG in spring 2018.
4. In this context, and as acknowledged by the JWG, since 2018 WFP has taken decisive action to address issues identified through past surveys of its employees and the experiences of other international organizations. Action has been taken in the setting of policy, through corporate-level campaigns and initiatives and as part of normal management and WFP’s programme of work.
5. In the area of policy setting, a robust new policy on protection from harassment, sexual harassment, abuse of power and discrimination⁶ eliminates the six-month time limit for reporting allegations of misconduct, enables anonymous reporting, allows witnesses as well as direct victims to report allegations and strengthens protection measures and remedies. The investment in the Office of the Inspector General of an additional USD 1.3 million per year, the doubling in the number of specially trained investigators to 22 and the addition of positions to support accountability in the Human Resources Division and the Legal Office are steps in the same direction. Core policies are also being applied more rigorously: the Executive Director’s personal commitment to ambitious gender

⁴ *Ibid.*

⁵ WFP/EB.1/2020/5-B.

⁶ Published as Executive Director’s Circular OED2018/007.

parity targets, together with the introduction of country office gender parity action plans and more timely monitoring of results, have made a difference. Although significant progress is still needed in this area, WFP-wide commitment is an important element of the design and implementation of the CAP because gender parity is “a fundamental step in ensuring a safe and respectful workplace environment, and particularly in mitigating the risk of sexual harassment and sexual abuse.”⁷

6. The launch of the Respect Each Other campaign in 2018 is an example of an effective WFP-wide initiative to improve workplace culture. The campaign, developed in close collaboration with external experts, has been rolled out to more than 40 WFP offices in the field and at headquarters and provides tools for building a respectful workplace and valuable inputs for broader organization-wide discussions. One of the exercises of the campaign calls on staff members to define the types of behaviour that they would like to see in their managers and supervisors; the top five desired characteristics suggested by participants were honest, kind, supportive, humble and caring. This is of great interest in relation to findings from the recent WFP global management meeting, which had the theme of “It’s all about people”, where the top five behaviours that the 162 participants expected managers to have were “treating others with respect, taking time to really be with staff and listen to them, keeping our word and our commitments, calling out poor behaviour when it occurs and addressing it, and being fair and treating everyone with the same standards”. WFP has also launched the Speak up! global outreach initiative, which offers face-to-face awareness-raising sessions on behavioural standards and protection from abusive conduct and is aimed at helping employees to identify and prevent abusive behaviour and encouraging them to report it. So far, 5,000 employees in 25 country offices have participated in Speak up! sessions, and the initiative is expected to reach a total of 10,000 employees by the end of 2020.
7. To foster the mainstreaming of efforts to address workplace culture issues into the normal work plan, all WFP offices were requested to develop action plans for addressing the GSS findings that applied to them and to monitor implementation of the plans as part of their annual performance planning process. The extensive efforts made in the Regional Bureau for East Africa represent a best practice in this area and include the establishment of a staff welfare and respect committee. The Syrian Arab Republic country office has also made significant progress in improving workplace culture by strengthening internal communications and introducing coaching services. All WFP country offices, regional bureaux, headquarters units and liaison offices are expected to engage in similar efforts. In addition to these GSS-related efforts, significant progress has also been made by divisions that are responsible for human resources management, staff welfare and security. Examples include the roll-out of an improved performance management tool, PACE 2.0, the reintroduction of a training programme for new country directors at the beginning of 2020 and the ongoing design and launch of new digital applications to help staff members identify, address and report sexual harassment.
8. In order to ensure continued efforts and to build momentum for change, the JWG commissioned the advisory company Willis Towers Watson to carry out an external review of WFP’s workplace culture and ethical climate. While the external review and the recommendations made by the JWG confirmed that WFP is moving in the right direction, including through ongoing efforts to address findings from past GSS, the report on the external review included the recommendation that “decisive [WFP] actions [would be needed] in the recommended areas of focus” – leadership, talent management, accountability and reporting. The report highlighted that 29 percent of respondents had

⁷ Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2019/9-A).

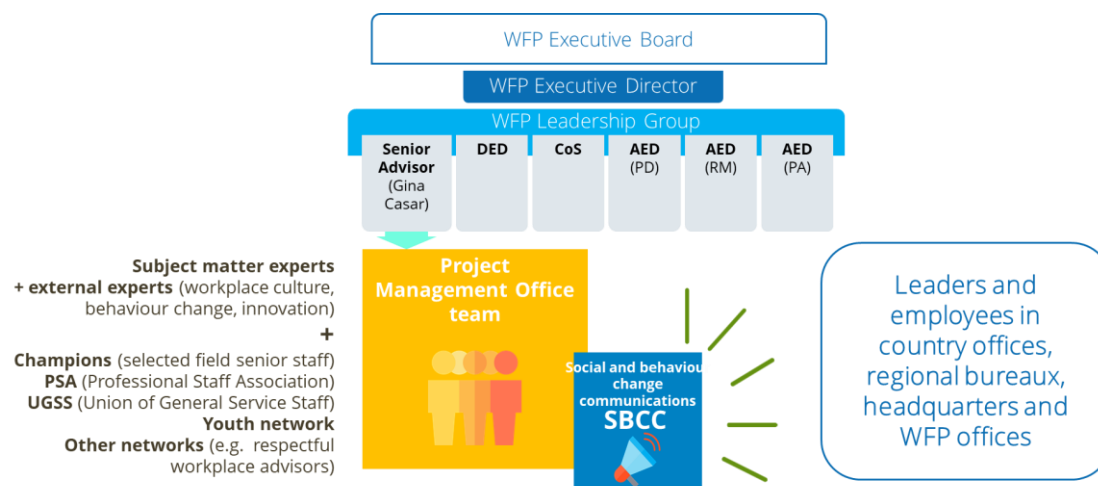
witnessed or experienced harassment during their careers with WFP, normally in the form of shouting, demeaning remarks and rumours. In addition, 8 percent of respondents reported having witnessed or experienced sexual harassment at some point in their careers, commonly in the form of sexual comments or “jokes”. For comparison, the United Nations safe space survey published in January 2019 found that 38.7 percent of respondents had experienced sexual harassment at some point in their United Nations careers.

9. Following the external review, and based on extensive consultations, discussions and further analyses, the JWG requested WFP to design and implement a CAP based on six core areas: reaffirming values, leadership, employee engagement, policy and system revisions, discipline and communications. The actions recommended by the JWG in these six core areas form the basis of the CAP. In order to reap the benefits of all recent assessments, the design of the CAP will also take into account findings and recommendations from the recent evaluation of the WFP People Strategy, the internal audit of performance management and the “Tone at the Top” audit.

Organizational setting for the design, implementation and monitoring of the CAP

10. On 1 January 2020 the Executive Director appointed a senior advisor on workplace culture to lead WFP work on the CAP. The senior advisor reports directly to the Executive Director and serves as a member of the WFP leadership group. The senior advisor works alongside a small project management office (PMO) that is supported by external experts and is responsible for developing the CAP, monitoring its implementation and reporting on progress made.

Figure 1: Organizational chart for development and implementation of the CAP



11. The PMO will work in close cooperation with the leadership group and management to ensure that roles and responsibilities are clear and in accordance with the approved organizational structure of WFP. While the leadership group will function as the formal steering group of CAP-related work, the senior advisor has established an informal group of like-minded “champions” from WFP’s senior management. An inclusive design and implementation process for the CAP will be ensured by holding extensive consultations with staff representative bodies (the Union of General Service Staff and the Professional Staff Association), the youth network and other internal staff networks such as the network of respectful workplace advisors. Following the appointment of the senior advisor, initial outreach and consultations have already taken place, and extensive consultations will be carried out throughout the design, implementation and monitoring of the CAP. Such consultations are a fundamental element of the employee engagement core area according

to the JWG, which recommends that “[e]mployees should be fully informed of developments in the areas covered in this report”.⁸

12. As shown in figure 1, the PMO will work directly with management in the leadership group and via the subject matter experts nominated by the WFP units responsible for relevant functions. Ad hoc focus groups will be established to facilitate cross-divisional work and engagement with regional bureaux, country offices and liaison offices. This structure will ensure that responsibilities and accountabilities are clear and fully aligned with the organizational structure of WFP, that work on the CAP is mainstreamed from the outset and that the required expertise and staff resources are always available.
13. As pointed out by the JWG, the use of external experts is key to successful and sustainable change in workplace culture. External experts will be commissioned by the Senior Advisor and the PMO as required: decisions related to the specific external expertise required will be taken in close collaboration with the leadership group and nominated subject matter experts. Areas where the advice of external experts is likely to be sought include social and behaviour change communication, organizational psychology and organizational change management.
14. Overall, these organizational arrangements have the aim of addressing the requirements for extensive technical expertise and ensuring the ability to manage culture change. For example, in the JWG-proposed core area policy and system revisions, implementation of the CAP is expected to lead to a revision of personnel-related systems and processes and to “support prevention and remedial mechanisms, foster safe and respectful work environments and ensure meritocracy”.⁹ The organizational arrangements will facilitate similar twofold efforts in all six recommended core areas of action.

The CAP architecture and design process

15. As requested by the Board, the CAP will be structured based on six core areas – reaffirming values, leadership, employee engagement, policy and system revisions, discipline and communications – and will be informed by the recommendations of the JWG report.

Figure 2: The six core areas

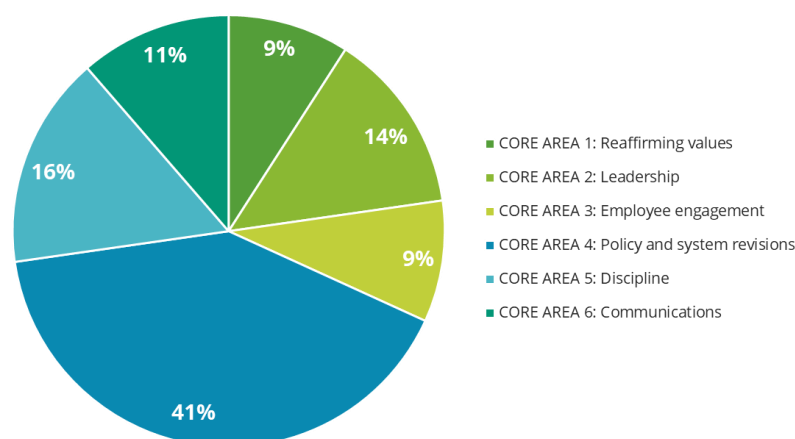


⁸ Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2019/9-A).

⁹ *Ibid.*

16. Operationalization of the CAP is based on three key elements: the expected end state in each core area; the completed, ongoing and planned WFP activities in each core area; and a set of specific indicators for each core area.
17. The expected end state in each core area is based on the JWG recommendations for action in that area.¹⁰ For example, in the core area of reaffirming values the expected end state is that “WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization”. Hence the end states provide a summary of the situation that WFP envisages when all the JWG recommended actions in each core area have been fully addressed.
18. Analysis of the JWG recommendations shows that the majority of the recommended actions are in the policy and system revisions core area. The core area of communications also has a relatively high number of recommended actions, while fewer recommendations relate to the other core areas. It should be noted, however, that the number of recommended actions is not a direct indication of the complexity, workload and resource requirements in each core area. Annex I shows the relationships between JWG core areas and the areas of focus of the external review and uses these to categorize the recommendations to be implemented through the CAP.

Figure 3: Distribution of the number of JWG recommendations by core area

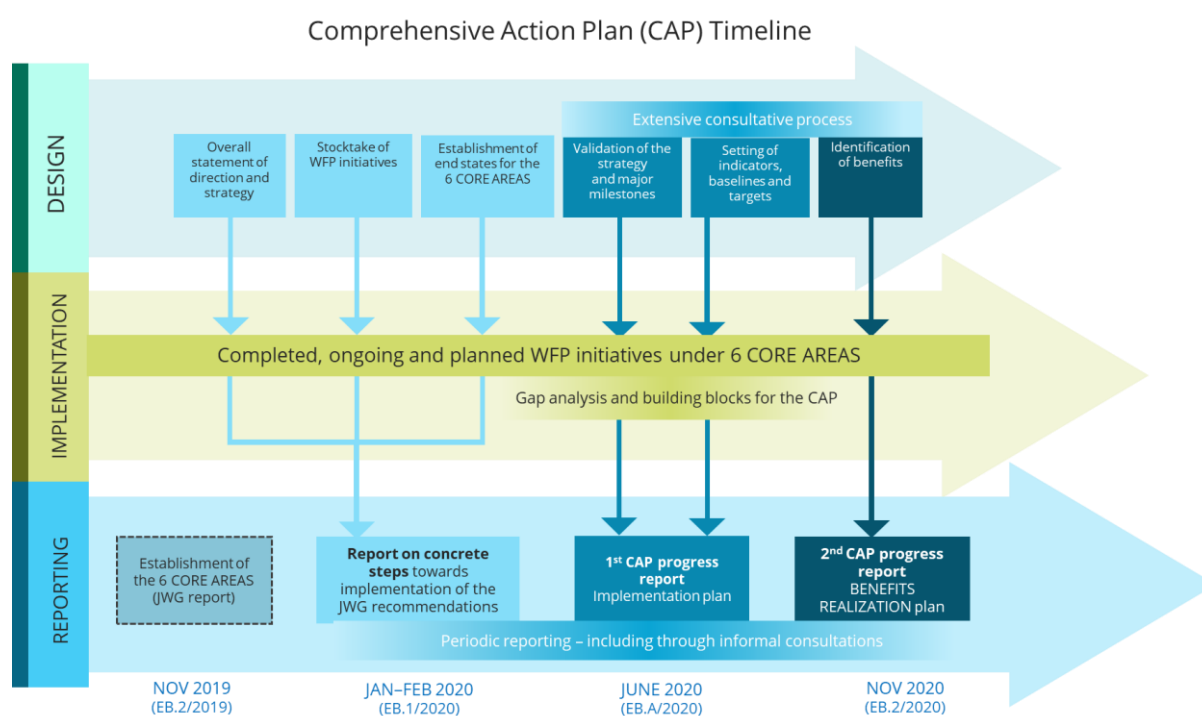


19. The recommended JWG actions will be addressed by WFP via completed, ongoing and planned activities. For example, in the core area of reaffirming values, WFP activities include an organization-wide initiative to reaffirm WFP values, led by the leadership group, and an internal social and behaviour change communication campaign to facilitate the internalization and application of these values by all WFP personnel.
20. As recommended by the JWG, all completed, ongoing and planned WFP activities are taken into account in the CAP in order to avoid any duplication of effort and to increase awareness of best practice initiatives. The list of CAP activities will be amended based on a detailed gap analysis during the second quarter of 2020 and as required throughout implementation of the plan. Initiatives that are scalable throughout WFP and activities that are related to communications will be emphasized. While communications is a stand-alone core area in the CAP, with specific completed, ongoing and planned WFP activities, each of the other core areas will also require communication activities as key enablers for promoting accountability and transparency throughout WFP.

¹⁰ Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination page 3 (WFP/EB.2/2019/9-A).

21. Adjustments to activities may also arise from the final internal audit work plan. Current plans for 2020 include audits of the promotion process and consultant management, while the 2021 schedule includes audits of the reassignment process and the performance cycle. The possibility of carrying out these latter two audits in 2020 is currently being explored and the Office of the Inspector General may also conduct advisory assurances in areas relevant to the CAP.
22. Progress towards the envisaged end state in each core area will be measured by using performance indicators. To ensure continuity and comparability, the indicators will be based mainly on the 2018 GSS, to which 85 percent of all staff members responded. To allow for more detailed analysis and comparisons, the proposed indicators and baseline values will be established and detailed in the first progress report presented to the Board at its annual session in June. Selection of the most suitable indicators will require detailed analysis and comparisons in order to ensure accurate alignment between the six JWG core areas and the topics identified in the 2018 GSS.
23. The overall process of establishing the architecture of the CAP is captured in figure 4 below:

Figure 4: CAP design, implementation and reporting process




24. The initial concrete steps in the design of the CAP have involved gathering feedback from stakeholders, establishing an overall statement of direction (end states) and undertaking a stocktake of ongoing WFP initiatives; the next steps will focus on validation of the strategy and the overall plan, setting up the performance indicators and major milestones and carrying out a detailed gap analysis of WFP actions. Thereafter, emphasis will be on follow-through of the plan, reporting on progress and identification of long-term benefits.

The comprehensive action plan

25. In practical terms, the design, implementation and monitoring of the CAP will include a high-level plan for achieving the end states and a plan for implementing WFP activities to make progress towards the end states.
26. Table 1 presents the main elements of the CAP by core area.

Table 1: Main elements of the CAP by core area

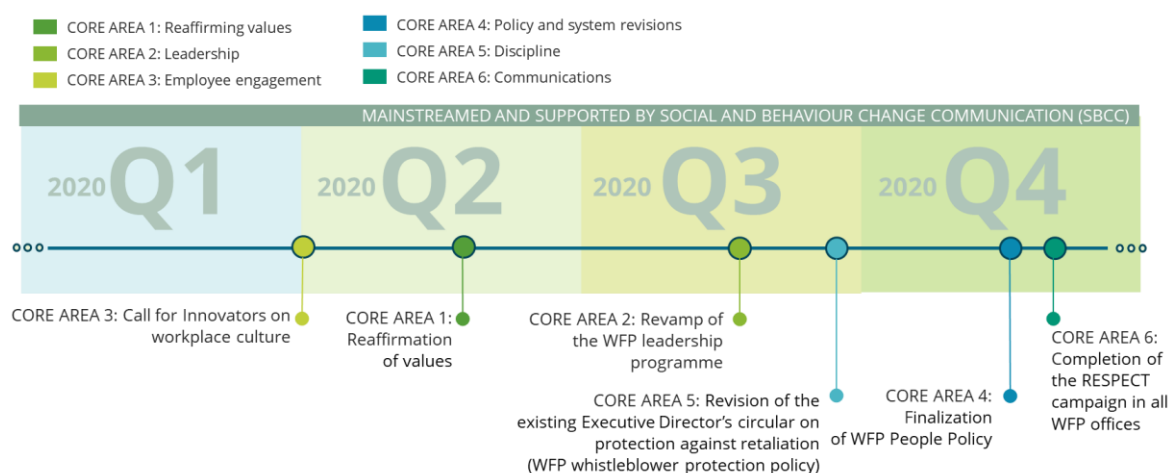
Workplace culture	Overall end state: WFP has fully communicated and mainstreamed the benefits of its reaffirmed values, the improved role of leadership, enhanced employee engagement, policy and systems revisions and upgraded disciplinary processes, resulting in an improved, inclusive and respectful workplace.		KPI
Core area 1	JWG description*	End state	<i>Indicators and their baselines and targets will be defined in the first progress report to the Executive Board (June 2020)</i>
Reaffirming values	“WFP should continue and expand its efforts to ensure a common understanding of values, standards of conduct and internal rules across the organization, including by continuing its global awareness-raising efforts while also identifying ways to reinforce them in daily practice.”	WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.	
Core area 2	JWG description	End state	
Leadership	“Starting at the top, with the Executive Director and his Leadership Group, and permeating through to all levels of the organization, WFP’s core behavioural standards need to be heard and seen, and leadership qualities need to be identified, cultivated and measured.”	The WFP Leadership Group, as well as senior and middle management, abide by WFP’s core behavioural standards and inspire a shared vision of respect and commitment that is fully communicated and actively applied across the organization.	
Core area 2	JWG description	End state	
Employee engagement	“In order to prompt behaviour change across a large, devolved and dispersed organization, all WFP employees should feel encouraged and supported by leaders and frontline managers to participate in the change process.”	WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.	
Core area 4	JWG description	End state	
Policy and system revisions	“WFP should revise personnel-related systems and processes to support prevention and remedial mechanisms, foster safe and respectful work environments and ensure a true meritocracy. Revisions should also address organizational inequalities and vulnerabilities, including across dimensions such as gender, staff versus non-staff and managers versus the team members they supervise.”	WFP has policies, processes and systems that enable structured workforce planning and a performance management culture that fosters equality and respect and is based on meritocracy by providing employees in all categories with tools, guidance and opportunities for learning and growth.	

Core area 5	JWG description	End state	
Discipline	“WFP should work to gain greater confidence and trust from its employees in its internal justice system. Appropriate disciplinary action should continue to be taken against proven perpetrators, while those who report as well as witnesses should be protected from retaliation and provided with credible assurances that their careers will not be derailed as a result of reporting abusive conduct.”	WFP has policies, processes and systems that ensure a highly functional internal justice system that brings justice to all and protects staff members from retaliation.	
Core area 6	JWG description	End state	
Communications	“WFP needs to clearly communicate its values and how they apply to specific roles and responsibilities at all levels of the organization. WFP should also ensure that policies and procedures on abusive conduct, including reporting mechanisms, are easy to understand, for example by developing a pocket guide, educational videos, articles and other easily accessible materials on how to act properly and respond to abuse.”	WFP has fully implemented all elements of its social behaviour change communications, thus enhancing transparency, and staff at all levels understand and foster accountability in all their actions, in particular those related to abusive behaviour, harassment and discrimination.	

* Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination page 3 (WFP/EB.2/2019/9-A).

27. As shown in table 1 above, WFP expects that by implementing the CAP it will have fully communicated and mainstreamed the benefits of the re-affirmed values, the improved role of leadership, enhanced employee engagement, the policy and systems revisions and the upgraded disciplinary processes, resulting in a significantly improved workplace culture.
28. Annex II provides a summary of key WFP initiatives contributing to the end states of the six core areas. The plan presented in the first CAP progress report in June 2020 will subsequently include a full list of completed, ongoing and planned WFP activities by WFP departments, divisions and offices. The plan will also describe detailed timelines and roles and responsibilities. In order to ensure that the roles and responsibilities remain clear throughout the process, and to avoid duplication of effort and overlaps with existing processes, the detailed implementation plan will use the WFP organizational structure as a starting point. The core areas will be utilized in the plan and in implementation to ensure that activities are not carried out in departmental siloes but rather in close collaboration with all key stakeholders.
29. While the timeline for the implementation of the CAP and reaching the end states must await the establishment of indicators and baselines, the following illustrative milestones may be highlighted for 2020:

Figure 5: Selected milestones for implementation of the CAP in 2020



30. Based on an initial indicative analysis, however, it can be tentatively concluded that the core areas of policy and system revision and disciplinary process are currently more advanced than the four other core areas that relate to behavioural change. Revision of the key policies is expected to be largely completed during 2020, after which the organization will need to focus increasingly on change management efforts to ensure that the policies, systems and tools are appropriately applied. The work on reaffirming WFP values is a critical prerequisite for this work and hence is scheduled to commence as a priority.

Reporting

31. The first CAP progress report will be presented to the Board in June 2020 and will include details of the proposed GSS-based performance indicators and their baselines in each core area; an update on progress made through completed, ongoing and planned WFP activities; and a summary of results of a gap analysis of WFP activities.

32. Progress reports will also provide an account of the funding used for the design, monitoring and implementation of the CAP. The total budget approved for the initiative – as a critical corporate initiative in the Management Plan (2020–2022) – is USD 5.0 million, which will cover:
- staff costs of the Senior Advisor and the PMO;
 - technical work and initiatives in the six core areas that are not covered by the programme support and administrative budget or additional investment cases in 2020;
 - CAP-related communication products and campaigns not covered by the programme support and administrative budget; and
 - other change management efforts directly related to the CAP, including training and workshops.
33. To avoid duplication of effort and to ensure the mainstreaming of the CAP into normal management and work plans management proposes to provide, from 2021 onward, updates on CAP implementation in the WFP annual performance report presented to the Board each year. Informal consultations will be scheduled as required.
34. The option of carrying out an evaluation at a later stage of implementation of the CAP is being examined, taking into consideration the timely and informative findings of the recent evaluation of the WFP People Strategy presented to the Board at its 2020 first regular session.

Conclusions

35. Implementation of the CAP is expected to facilitate a lasting change in WFP workplace culture, resulting in a workplace free of harassment, sexual harassment, abuse of power and discrimination. Such a change requires leadership, the personal commitment of employees at all levels, the support of the Board and a realistic timeframe.
36. In the long term, realization of the benefits of the change in workplace culture will contribute to broader efforts to adapt WFP to the increase in size of the organization and the growing complexity of its operations. WFP needs to establish new ways of working to be able to deliver on its mandate in the most effective and efficient way possible, and implementation of the CAP will facilitate the more comprehensive changes that are required.

ANNEX I**Relationships between the JWG recommended core areas
and the external review areas of focus**

JWG Core area	External review Area of focus
<ul style="list-style-type: none"> • Reaffirming values 	
<ul style="list-style-type: none"> • Leadership 	<ul style="list-style-type: none"> • Leadership
<ul style="list-style-type: none"> • Employee engagement 	
<ul style="list-style-type: none"> • Policy and system revisions 	<ul style="list-style-type: none"> • Talent management
<ul style="list-style-type: none"> • Discipline 	<ul style="list-style-type: none"> • Reporting
<ul style="list-style-type: none"> • Communications 	<ul style="list-style-type: none"> • Accountability

* Falls under two core areas

** Falls under three JWG core areas

ANNEX II

SUMMARY OF WFP KEY INITIATIVES IN THE SIX CORE AREAS*										
Lead/ supporting units	Initiatives/WFP actions	Status of activities (range)	Completion of activities (range)	Target for benefits realization of the initiatives (TBD)	Activities contributing to core areas					
					Reaffirming values (1)	Leadership (2)	Employee engagement (3)	Policy and system revisions (4)	Discipline (5)	Communications (6)
LG/PMO	Design and implementation of a global process for reaffirming WFP values	Ongoing - Planned	Q1 2020 – Q1 2021	TBD	x	x	x			x
PMO/CAM	Design and launch of social and behaviour change communications (SBCC) efforts to enable workplace culture change	Ongoing - Planned	Q2 2020 – Q4 2021	TBD	x	x	x			x
PMO/cross- divisional	Streamlining of focal point systems and advisor networks (e.g. respectful workplace advisors, ethics ambassadors, youth network) related to workplace culture	Planned	Q2 – Q4 2020	TBD			x			x
Cross- divisional	Further strengthening of the Inter-divisional standing committee (IDSC) so that it can advise the Executive Director on addressing abusive conduct and promote the prevention of and prompt response to abusive conduct	Ongoing	Q1 – Q3 2020	TBD				x	x	x
OIG	Design and rollout of new tools for improved service delivery by the Inspector General and Oversight Office (OIG) (e.g. new EthicSphere hotline, and OIG case management system)	Ongoing - Planned	Q1 – Q2 2020	TBD				x	x	x

SUMMARY OF WFP KEY INITIATIVES IN THE SIX CORE AREAS*

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					Reaffirming values (1)	Leadership (2)	Employee engagement (3)	Policy and system revisions (4)	Discipline (5)	Communications (6)
OIG	Improvement of OIG complaint lifecycle efficiency and further development and improvement of stakeholder liaison functions	Ongoing – planned	Q1 – Q4 2020	TBD				x		x
OIG	Audit of areas relevant to improving WFP workplace culture (e.g. management of consultants, promotion and reassignment processes)	Planned	Q1 2020 – Q2 2021	TBD	x	x		x		x
HRM	Development and revision of human resource processes and systems (e.g. contractual modalities and policies on recruitment, reassignment and promotion)	Planned	Q1 2021	TBD				x		
HRM	Development of leadership skills of WFP managers at all levels and enhancement of people management and manager accountability (e.g. new PACE 2.0, coaching for middle managers, managers help desk, and leadership training)	Ongoing – planned	Q1 – Q3 2020	TBD		x				
HRM	Implementation of the WFP Gender Parity Action Plan	Ongoing	-	TBD				x		
HRM	Continued global implementation of Speak up! face-to-face awareness-raising sessions on behavioural standards and protection from abusive conduct	Ongoing	Q4 2020 and beyond	TBD	x		x			

SUMMARY OF WFP KEY INITIATIVES IN THE SIX CORE AREAS*

Lead/ supporting units	Initiatives/WFP actions	Status of activities (range)	Completion of activities (range)	Target for benefits realization of the initiatives (TBD)	Activities contributing to core areas					
					Reaffirming values (1)	Leadership (2)	Employee engagement (3)	Policy and system revisions (4)	Discipline (5)	Communications (6)
HRM	Improvement of the response to abusive and disrespectful behaviour and enhancement of the visibility and transparency of formal reporting mechanisms (e.g. continued issuance of annual report on disciplinary actions, email bulletins and other communications to employees on relevant developments)	Ongoing - planned	-	TBD				x	x	x
HRM	Inter-agency cooperation to detect staff members with history of harassment or misconduct	Ongoing	-	TBD				x		
WEL	Improvement of staff counselling services (e.g. peer support programme and wellness focused mobile application)	Ongoing	Q1 - Q3 2020	TBD			x	x		x
SEC	Strengthening employee security awareness (e.g. women's security awareness training, security induction programme)	Ongoing	-	TBD			x	x		x
ETO	Design and rollout an improved service delivery concept for the Ethics Office (e.g. a new I-sight case management system and feedback mechanisms for customers)	Ongoing	Q4 2020	TBD				x		

SUMMARY OF WFP KEY INITIATIVES IN THE SIX CORE AREAS*										
Lead/ supporting units	Initiatives/WFP actions	Status of activities (range)	Completion of activities (range)	Target for benefits realization of the initiatives (TBD)	Activities contributing to core areas					
					Reaffirming values (1)	Leadership (2)	Employee engagement (3)	Policy and system revisions (4)	Discipline (5)	Communications (6)
ETO	Revision of selected Executive Director's circulars (e.g. on the WFP code of conduct, protection against retaliation and existing policies and procedures addressing conflict of interest)	Planned	Q4 2020	TBD	x			x	x	x
ETO	Development and launch of communication, outreach and education programmes (e.g. ethics induction training and training of ethics ambassadors)	Ongoing – planned	-	TBD			x			x
OBD	Enhancement of services of the Office of the Ombudsman (e.g. expansion of the respectful workplace adviser network at headquarters and of services provided in Arabic)	Ongoing – planned	Q1 – Q4 2020	TBD			x			x
OBD	Development and global rollout of Office of the Ombudsman capacity building strategy (e.g. training modules on conflict resolution, and performance coaching)	Ongoing – planned	-	TBD			x			x
CAM	Improving WFP's transparency and awareness of workplace culture issues and programmes (e.g. RESPECT campaign)	Ongoing	Q4 2018 – Q4 2019	TBD			x	x		x

* **Note:** In the context of this report, we have aggregated initiatives and activities under high-level categories for presentation purposes. A more comprehensive and detailed list of contributing activities will be maintained through a project management tool.

Acronyms

CAP	comprehensive action plan
GSS	global staff survey
JWG	joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination
PMO	project management office
SBCC	social and behaviour change communication