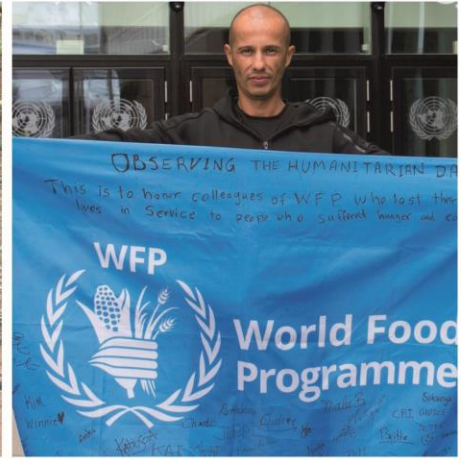


SAVING LIVES
CHANGING LIVES



WFP Wellness Strategy (2020-2024)

Wellness Division - WEL



Executive Summary

The 2020-2024 WFP Wellness Strategy builds on the strong foundation laid in its previous version but is updated with additional elements reflecting WFP's renewed confirmation of values and culture. Additionally, the 2020-2024 Wellness Strategy re-affirms the role of Staff Wellness in the corporate management of WFP's Duty of Care. Finally, in alignment with the forthcoming People Policy, it presents the Strategy's implementation plan.

1. WFP Strategic Plan (2017-2021)

In alignment with the 2030 Agenda for Sustainable Development, WFP's Strategic Plan (2017–2021) gives WFP its strategic direction, setting the course for WFP contributions towards achieving zero hunger (SDG 2) and for a global partnership for sustainable development (SDG 17). The Strategic Plan's Objectives and Results detail how the Organization is moving forward towards the achievement of the SDGs.

2. WFP's Wellness Vision Statement

WFP workforce is the fundamental resource for the Organization to achieve zero hunger by saving and changing lives. WFP is dedicated to promoting and maintaining the highest degree of physical, mental, and social health of all employees. Accordingly, it seeks to offer a safe and healthy working environment.

Context

3. WFP's Strategic Plan (2017-2021) recognizes the increasingly challenging and evolving operational environment in which WFP works, and provides the framework for delivering results to end hunger. It identifies drivers of change that are likely to impact future demand for food assistance. It examines factors that affect WFP's ability to respond to crisis and shocks and interfere with our goal to break the cycle of hunger and achieve sustainable food security and nutrition. It establishes the structure for guiding WFP's operations and articulating its contribution to local, national, and regional nutrition and food security plans.
4. Within the United Nations system and among partners and stakeholders, WFP is recognized for its capacity to deliver. Its capacity to produce results depends on multiple elements including the fundamental factor of the wellness of its workforce and their commitment to WFP's mission to contribute to building a world without hunger.
5. The progressively demanding operational requirements create the need to enhance WFP employees' resilience, engagement, and commitment by supporting the development of a healthy workplace to promote health and wellness¹.

¹ The World Health Organization's definition of health: "...(it) is not merely the absence of disease or infirmity but a state of complete physical, mental and social well-being." For WFP, Wellness is the state of promoting and living a healthy lifestyle at home and at work.

6. WFP in its Corporate Risk Register recognizes its duty of care towards its employees and with its risk appetite statement commits to assess employee health, safety, and security in the context of programme criticality and its duty of care.
7. Through the current WFP People Strategy (and the upcoming WFP People Policy), the organization recognizes that its workforce is the key component to the successful implementation of the Organization's Strategic Plan. WFP is committed to providing its diverse employees with an enabling and supportive workplace in which health and welfare risks are managed, and in which there are wellbeing, resilience and prevention measures as well as prompt and effective responses to incidents, accidents, and illnesses, so that they can channel their energy into feeding some of the world's most vulnerable people. By doing so, the Organization also meets its human resources needs to retain, develop, and reward its employees while attracting new and diverse talent.
8. The WFP Wellness Strategy 2020-2024, building on the 2015-2019 Wellness Strategy, continues to present the blueprint for how WFP promotes and maintains employee physical, emotional, mental, and psychosocial wellness, fostering synergies and optimizing available resources.
9. The WFP Wellness Strategy 2020-2024 has been updated after extensive stakeholder review including the review through the Regional Wellness Networks and through CO Staff Wellness Committees present in nearly all WFP Country Offices.
10. Since the inception of the WEL Division and the Wellness Strategy, WFP has seen significant advances in Staff Wellness (*See Annex 1: Ongoing WEL Activities*)

Wellness Strategy – Purpose

11. The Wellness Strategy gives direction to the Organization at all levels (i.e. governing body, managerial and employee) to take on the responsibility of creating and supporting the conditions for the WFP workforce to function at its optimal level. This Strategy presents an overview of the initiatives for WFP to take in order to implement the Wellness Vision Statement.

Guiding principles that underpin the Wellness Strategy

12. The Wellness Strategy embraces and reflects the newly adopted WFP values that define our collective identity and connect us together: integrity, collaboration, commitment, humanity, and inclusion. They inspire us to be better for the people we serve and for each other.
13. The Wellness Strategy, strives to strike the right balance between Organization and employee needs, enabling our Organization to meet its growing challenges, while mindful of the impact on our employees and their families. Given the challenging nature of the demands placed upon WFP, in particular, the necessity for a high proportion of its employees to carry out their work in non-family duty stations, the workforce is constantly faced with the difficulty of balancing personal needs and organizational objectives.

14. The Wellness Strategy emerged from the WFP Occupational Safety and Health (OSH) Policy and stems from WFP People Strategy (i.e. the upcoming People Policy). Wellness is integral to risk mitigation and business continuity planning; it enhances employee morale and drives engagement, productivity and supports the organisation as it delivers on its mandate and meet the needs of its beneficiaries.
15. The Wellness Strategy aspires to the highest corporate occupational health standards: this is achieved by managing health risks, offering evidence-based, quality-controlled occupational health services, and nurturing trust in clients through professionalism with the highest regard for confidentiality and privacy.
16. The five pillars of WFP Wellness, (see Annex 2) all equally essential to the successful implementation of the Wellness Strategy, support WFP's workforce by pursuing three critical goals.
17. Each goal has specific objectives, outcomes, and outputs:

Goal One: OneWellness--Focus on the field

Objectives:

The country level and national employees are the focus of WFP wellness efforts. Nationally hired employees comprise 76 percent of its 20,180 strong workforce in over 80 countries, representing 133 nationalities.² National employees serve in both highly visible emergencies and in less publicized programmes. The aim of *OneWellness* is to extend already existing health promotion and illness prevention programmes to all employees in the field.

Outputs:

- a. **Central digitalization:** Utilizing the Corporate Occupational Safety and Health Database WFP has established a common digital web-based medical platform for all employees including WFP locally recruited employees worldwide on fixed term or short-term contracts. While respecting Private Data Protection rules and regulations, WEL monitors epidemiological trends in Sick Leave to orient health promotion and illness/injury prevention initiatives with an eye on increasing organizational effectiveness and efficiency.
- b. **Decentralization and outreach:** WEL Medical and WEL Counselling are represented in the field at the regional level. Wellness Regional Networks engage their regional teams and respective Country Offices to take charge of supporting the local implementation of the OSH Policy and of the prevention, promotion, protection of health activities for employees and their families. Country Office Staff Wellness Committees provide the grassroots input to promote CO specific Wellness initiatives with oversight by the Regional Wellness Networks including Regional Medical Officers and Staff Counsellors.
- c. **Access to services:** WEL Insurance supports and advises field management in the daily provision of enhanced access to services through 1) expanded provider

² Data from WFP.HRSTATS from 31 December 2019

network of WFP's Corporate Insurance Plans, 2) improved UN Clinics 3) more effective, efficient local alternatives such as WFP sponsored primary healthcare clinics, 4) Tele-medicine and tele-counselling solutions 5) cost-effective design and administration of health insurance benefit schemes for all employees .

Outcomes:

WFP strives to offer to the whole workforce, for both international and national employees and families particularly in locations where access to healthcare is critically inadequate by improving access to medical, mental, and psychosocial health services.

- a. Central Digitalization: WEL synthesizes and reports on WFP workforce health and illness trends
- b. Decentralization and outreach: Regional Wellness Networks in their support of Staff Wellness Committees foster synergies between CO SWCs and promote best practice models
- c. Access to services: WFP employees and families experience improvements in access to healthcare and support for their wellbeing

Goal Two: Promote a corporate culture of health.

Objectives:

- a. By placing employee health and safety high on the corporate agenda, WFP engages managers and employees in pro-active, preventive behaviours that favour a future with reduced health risks, a healthier population, and a more competitive and higher performing organization.
- b. By focusing on prevention and wellness, WFP does not focus just on financial transactions of healthcare (i.e. health costs) but shifts those costs to efforts that reduce health risks and the burden of illnesses, leading to a healthier population during the working and retirement phases of life.
- c. In the area of psychosocial health, the focus on prevention and wellness is geared towards building the psychological resilience of staff and their immediate family members given the challenging nature of some of the environments in which WFP operates and the stressors those imply for families.
- d. WFP's initiatives in wellness are essential mitigation measures to address WFP's Fiduciary Corporate Risk number 12, Insufficient investment in employee health, safety, and security.

Outputs:

- a. **Multiple platforms and programmes** that enhance individual engagement in measurable behavioural changes addressing modifiable health risks.
- b. **Engage both managers and employees** to undertake and promote illness prevention and wellness measures.
- c. **Develop with stakeholders WFP's accountability framework** to ensure that managers are accountable for wellness in their respective teams.

Outcomes:

- a. WFP Wellness promotes a corporate culture of disease prevention through lifestyle and behavioural changes in the workplace.
- b. Monitoring Corporate Risk n. 12 Insufficient investment in employee health, safety, and security, recommend mitigating measures to reduce risks.

Goal Three: Create an enabling and supportive workplace.

Objectives:

The Organization implements its Occupational Safety and Health Policy to which WEL contributes by providing complete and holistic health and wellness services, to employees and, where applicable, to their families. The maximization of synergies with other corporate stakeholders allows the Organization to fully implement the Policy and to receive potentially recognition for this within the United Nations System.

Outputs:

To attain the desired outcomes WEL undertakes:

- a. **OSH Policy Implementation:** WEL, is an active player in the Advisory Committee on Occupational Safety and Health (ACOSH) and in the development and implementation of an effective occupational safety and health (OSH) management system that identifies, assesses, manages, controls and monitors safety and health risks at workplaces deriving from medical, psychological and physical work environment factors. Furthermore, WEL promotes the daily implementation of the OSH Policy and the required support to the ACOSH both at HQ and Regional levels as required, creating opportunities in the field to address the most prevalent occupational health risks.
- b. **Disability-inclusive workplace at WFP:** WEL advocates within the organization for a strengthening of WFP's approach on disability inclusion, including through adoption and implementation of policies and procedures to enhance accessibility and reasonable accommodation for persons with disabilities, in an effort to create an inclusive workplace for all.
- e. **Internal Partnerships:** WEL provides evidence-based medical and psychosocial support to employees worldwide in partnership with internal stakeholders in order to guarantee to WFP workforce a holistic support to their wellness. In particular:
 - i. In consideration of the important relationship between the physical work environment and Wellness, WEL's partnership with Administration and Field Engineering is crucial for the development and implementation of minimum standards for WFP workplaces, living accommodations, associated facilities and basic services (i.e. sanitation, access to potable water, etc.).
 - ii. WFP employee wellness depends not only on individual health, but also on career arrangements, working and living conditions; WEL's partnership with Human Resources (HRM) is critical for the development and implementation of policies and projects that support job safety, career development, manager trainings, staff welfare benefits, gender issues, women's empowerment, disability inclusion, family wellbeing—all of which contribute to employee commitment and thereby, to organizational continuity. WEL aims to ensure that employee well-being and HRM's initiatives are complementary in promoting a harmonious, respectful work environment.
 - iii. HRM and WEL are partners with multiple WFP Divisions: Ombudsman, the Ethics Office, the Legal Office, Security, the Senior Advisor on Workplace

Culture committed to a work environment free of harassment, sexual harassment, abuse of authority, discrimination, retaliation, that is disability inclusive; that advocate for gender equality and support women's empowerment. To support WFP employees and families globally, WEL works to create partnerships and work with multidisciplinary teams in order to create systems and innovative projects (e.g. repurposing Peer Support Volunteers—PSV's to become wellness champions for employee and family wellbeing).

- f. **External Partnerships:** WEL represents WFP in all interagency and private sector fora on OSH and corporate wellness to share experiences, benchmark with key comparators and seek opportunities for joint ventures, especially with other UN Agencies with comparable operational model.

Outcomes:

- a. **OSH Policy Implementation:** WEL promotes the daily implementation of the OSH Policy and the required support to the ACOSH both at HQ and Regional levels as required creating opportunities in the field to address the most prevalent occupational health risks.
- b. **Disability-inclusive workplace at WFP:** The organization will strengthen its approach on disability inclusion, including through adoption and implementation of policies and procedures to enhance accessibility and reasonable accommodation for persons with disabilities, in an effort to create an inclusive workplace for all.
- c. **Internal Partnerships:**
 - i. WEL partners with Administration/Field Engineering for implementation of minimum standards for WFP workplaces, living accommodations, associated facilities, and basic services (i.e. sanitation, access to potable water, etc.)
 - ii. WEL's partnership with Human Resources (HRM) results in the policies, projects and programmes on behalf of employee wellness (e.g. job safety, career development, manager trainings, social security, etc.), organizational continuity, psychological safety as well as policies, projects, and programmes that support families, work-life balance and gender equity.
- d. **External Partnerships:** WEL represents WFP in all interagency and private sector fora on OSH and corporate wellness to share experiences at leadership level. WFP Wellness supports the corporate effort to implement the WFP OSH Policy to offer employees a healthy and safe workplace where risks are identified and promptly managed. WFP employees are expected to uphold and observe the highest standards of conduct and integrity, including, but not limited to, the 2013 Standards of Conduct for the International Civil Service and the WFP Code of Conduct. This requires a "whole of Organization approach" wherein WEL with other WFP Divisions (e.g. including Security, Administration, Infrastructure and Facility Management and Human Resources) are tasked for the implementation of the OSH Policy at HQ and regional levels.

18. The successful implementation of these three goals, objectives, outcomes, and outputs positively impacts the management of WFP's invaluable workforce. The implementation of the Wellness Strategy is measured through WFP's corporate performance evaluation to verify its impact on the overall organizational performance and its value for stakeholders and

beneficiaries. The Wellness Strategy aims to allow WFP to assist its beneficiaries in a safe and more efficient manner at lower costs.

Implementation - Timeline and Costing Principles

19. The implementation plan outlines how WFP translates the Wellness Strategy into action in a phased approach: (See Figure 1 and Annex 3 WEL Strategy Implementation Plan)

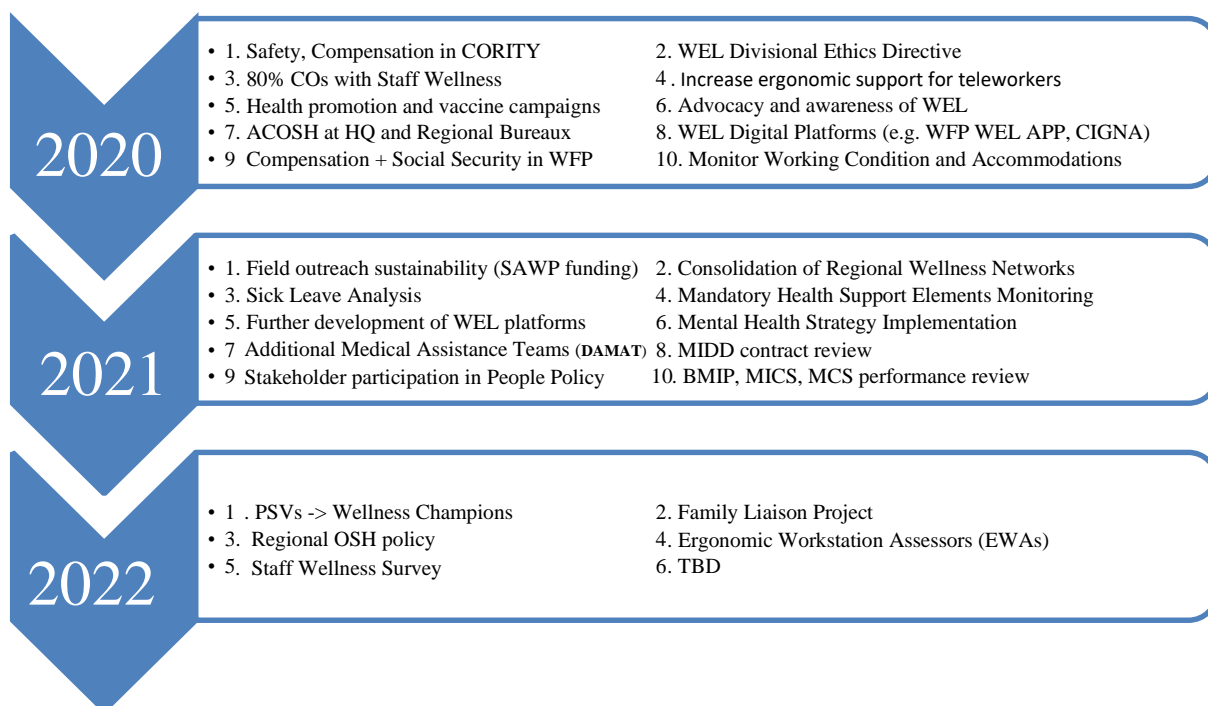


Figure 1: Wellness Strategy Phased Approach (Please note: Projects for 2022 and beyond to be defined during 2021)

20. The Wellness Strategy is resourced through the regular budgeting process of the WFP Management Plan.

21. To ensure timely and effective implementation, WFP seeks funding for specific projects – such as but not limited to specific health screenings or national staff vaccination campaigns – from extra-budgetary resources.

22. Detailed cost breakdown and budgetary proposals are made through the regular budgeting process to ensure that investments in employee wellness are linked to other corporate priorities.

23. The underlying principle that WEL follows to mobilize resources, is to plug in areas of medical cost savings (e.g. medical insurances rebates), to re-invest them in health prevention in order to minimize costs on the – WFP Management Plan while inducing a virtuous financial circle.

24. WEL funding will act as a catalyst of locally generated funds to implement wellness initiatives in the field. The utilization of the Wellness Fund (Special Account) is instrumental for the success of this Strategy, and to implement wellness initiatives in the field.

ACRONYMS

ACOSH: Advisory Committee on Occupational Safety and Health

CAM = Communications

CPP = Corporate Planning and Performance

DAMAT = Darfur Medical Assistance Team

DFS/DPKO = Department of Field Support/Department for Peace Organization

EME = Emergencies

EMAT = Ethiopia Medical Assistance Team

FAO = Food and Agricultural Organization

HRM = Human Resources

HQ = Headquarters

OSH: Occupational Safety and Health

MSDA: Administration and Travel

MSDI = Facilities Management

PSV = Peer Support Volunteer

RB = Regional Bureaux

SAWP = Special Account for Wellness Programmes

SEC = Security

TEC = Information Technology

UNDIS = United Nations Disability Inclusion Strategy

UNDSS = UN Department Safety and Security

UNHCR = UN High Commissioner for Refugees

UNMDWG = UN Medical Director Working Group

UNSSCG = UN System Staff Counselling Group

WEL = Staff Wellness Division

WB = World Bank

DEFINITIONS

CORITY= Occupational Safety and Health Software Programme

HEALTH = not merely the absence of disease or infirmity but a state of complete physical, mental and social well-being

REASONABLE ACCOMMODATION = the necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms (CRPD [Convention on the Rights of Persons with Disabilities] Article 2)

WELLBEING = the state of being comfortable, healthy or happy and includes other things such as the fulfilment of long-term goals, your sense of purpose and how in control you feel in life

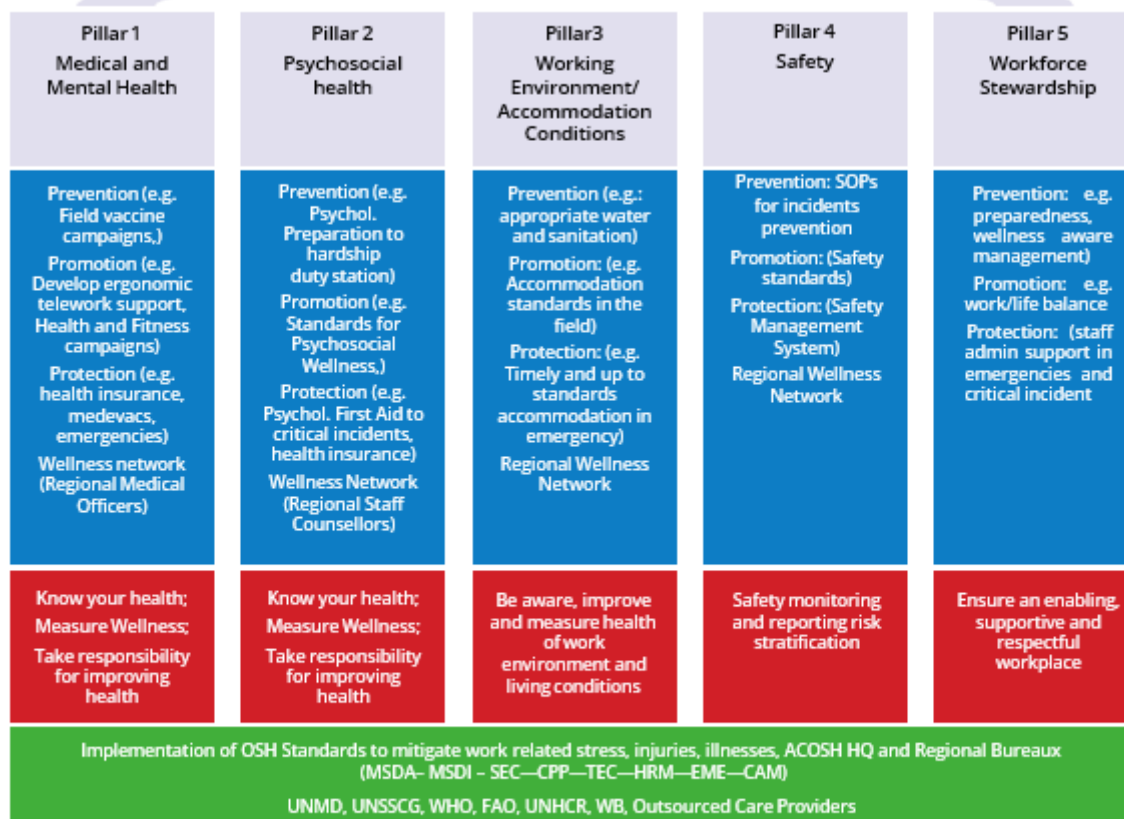
WELLNESS = Wellness is the state of enhancing and living a healthy lifestyle at home and at work

Annex 1: Ongoing Staff Wellness Activities

<i>Ongoing WEL Activities</i>
<ul style="list-style-type: none"> • Disease Outbreak support and surveillance
<ul style="list-style-type: none"> • Regional/Country health promotion activities
<ul style="list-style-type: none"> • Monitoring of Occupational Health Corporate Risk Register
<ul style="list-style-type: none"> • Support incorporation of Wellness into CSPs, RB Risk Registers and CO APPs
<ul style="list-style-type: none"> • Epidemiological review of SICK LEAVE and subsequent health risk reduction activities
<ul style="list-style-type: none"> • Ethiopian Medical Assistance Teams (EMAT)
<ul style="list-style-type: none"> • Help COs to expand health network to allow employees to access quality and affordable healthcare
<ul style="list-style-type: none"> • Regionalisation and field outreach
<ul style="list-style-type: none"> • Support for Wellness Investment Cases through the Special Account for Wellness Programmes
<ul style="list-style-type: none"> • Monitoring of corporate health insurance plans to ensure that benefits remain relevant and attractive, and that the plans remain financially sustainable and cost-effective
<ul style="list-style-type: none"> • Ergonomics for HQ, Regional and field outreach: Training Ergonomic Workstation Assessors to create network of ergonomic support
Core WEL functions ³

³ (e.g. pre-deployment preparation, medical clearances, reassignment consultations, medical evacuation review/approval, service incurred and disability case review, travel medicine visits/advice for WFP duty travellers, staff counselling trainings for staff/management and individual sessions, ergonomic evaluations and trainings, first aid and ETB trainings, insurance unit oversight of Corporate insurance plans, insurance support for staff members and HR.)

Annex 2: WFP Wellness Strategy 2020-2024



Dimensions:

Prevention: The action of stopping something negative from happening or arising by screening apparently normal conditions or situations;

Promotion: Supporting healthy or correct behaviours or practices, without screening purposes;

Protection: Correcting dangerous situations or pathologies, once they are already established, to avoid further damage.

Annex 3: WFP Wellness Strategy Implementation Plan 2020-2024

WEL Goal 1: Goal One: OneWellness--Focus on the field

Objective: The country level and national employees are the focus of WFP wellness efforts.

Anticipated outcome:

- 1) Extend already existing health promotion and illness prevention programmes to all employees in the field (i.e. screening initiatives driven from epidemiological and sick leave data)
- 2) Increased access to healthcare in locations in need

#	Specific outputs	Estimated cost	2021	2022	2023	2024	Possible Risks	Proposed KPIs
1	Central Digitalization--WEL synthesizes and reports on WFP workforce health and illness trends using Cority to orient health promotion and illness/injury prevention	US\$ 250,000 / year (Cority Licenses)	50% (does not include SSA contract holders)	50% (does not include SSA contract holders)	50% (does not include SSA contract holders)		SKL records not accurately maintained	% of workforce SKL evaluated from epidemiologic point of view
2	Country Office Staff Wellness Committees provide the grassroots input to promote CO specific Wellness initiatives.	n.a.	90% COs with Staff Wellness Committees	100% COs with Staff Wellness Committees			CDs do not support SWCs	% of COs with Staff Wellness Committees
3	Locally recruited employees in the field are satisfied with insurance benefits and services (measured by means of a yearly satisfaction survey).	n.a.	Satisfaction rate is at least 70%	Satisfaction rate is at least 70%	Satisfaction rate is at least 70%		Low response rate; Dissatisfaction about insurance benefits may	Satisfaction rate: % of positive survey responses / total responses

							lead to disengagement and low staff morale	
4	Effective, efficient local alternatives such as WFP sponsored primary healthcare clinics or if not possible, outsourced healthcare provider team where UN Clinics/DPKO facilities not responding to requirements.	US\$500,000/year	Three COs (Malawi, Sudan and Ethiopia)	Four COs (4th to be defined: most likely Afghanistan)			Management of clinics is not feasible for COs with competing priority operational imperatives	n. of COs with quality access to primary care clinic
5	Yearly Annual Performance Plan for individual health risk management to work and travel	Yearly PSA budget	All staff are medically cleared prior to assignment	"	"		Operations continuity affected from unfit staff	n. airlifted international staff medevacs/year due to medical (no trauma) conditions

WEL Goal 2: Promote a corporate culture of health

Objective: By placing employee health and safety high on the corporate agenda, WFP engages managers and employees in pro-active, preventive behaviours that favour a future with reduced health risks, a healthier population and a more competitive and higher performing organization.

WFP's initiatives in wellness are essential mitigation measures to address WFP's Fiduciary Corporate Risk number 12, Insufficient investment in employee health, safety and security.

Anticipated outcome:

- 1) WFP Wellness promotes a corporate culture of disease prevention through lifestyle and behavioural changes in the workplace
- 2) **Risk management** of Corporate Risk n. 12 Insufficient investment in employee health, safety, and security, recommend mitigating measures to reduce risks

#	Specific outputs	Estimated cost	2021	2022	2023	2024	Possible Risks	Proposed KPIs
1	Wellbeing platform to enhance individual engagement in measurable behavioural changes addressing modifiable health risks.	\$100,000/year	50% of all WFP employees have used the app				Employees don't utilize APPS	% WFP employees that have used the app
2	Additional platforms (HUB), and programmes to address Staff Wellness needs across the organization	\$15,000/year	300/mo.	400/mo.	500/mo.		Employees choose not to go to UN Clinics	N. of users of UN Clinics through the Humanitarian Hub
3	WFP OSH safety management system investigates and mitigates risk causing safety incidents	\$ 100,000 / year	n. of safety incidents investigated versus those reported	10%	20%	30%	No mitigation measures are possible	n. of new service-incurred injuries/illnesses / year n. service-incurred disabilities/year

WEL Goal 3: Create an enabling and supportive workplace

Objective: The Organization implements its Occupational Safety and Health Policy to which WEL contributes by providing complete and holistic health and wellness services, to employees and, where applicable, to their families. The maximization of synergies with other corporate stakeholders allows the Organization to fully implement the Policy and to receive potentially recognition for this within the United Nations System.

Anticipated outcome:

- 1) **OSH Policy Implementation:** WEL promotes the daily implementation of the OSH Policy and the required support to the ACOSH both at HQ and Regional levels as required creating opportunities in the field to address the most prevalent occupational health risks.

2) Disability-inclusive workplace at WFP: The organization will strengthen its approach on disability inclusion, including through adoption and implementation of policies and procedures to enhance accessibility and reasonable accommodation for persons with disabilities, in an effort to create an inclusive workplace for all.

3) Internal Partnerships: a) WEL partners with Administration/Field Engineering for implementation of minimum standards for WFP workplaces, living accommodations, associated facilities and basic services (i.e. sanitation, access to potable water, etc.). b) WEL’s partnership with Human Resources (HRM) for the development and implementation of policies that support employee wellness (e.g. job safety, career development, manager trainings, **social security**, etc.) organizational continuity and psychological safety, committed to gender equality, women’s empowerment and support for employees’ families, critical to employee wellbeing

4) External Partnerships: WEL represents WFP in all interagency and private sector fora on OSH and corporate wellness to share experiences at leadership level.

#	Specific outputs	Estimated cost	2021	2022	2023	2024	Possible Risks	Proposed KPIs
1	RBx have ACOSH Committees	n.a	3	4	5	6	RDs do not support the creation of ACOSH committees	N. of RBx with ACOSH committees
2	Progressively advance WFP’s work on disability inclusion in relation to accessibility, reasonable accommodation, and inclusive employment, in line with the relevant UNDIS performance indicators and as set out in the WFP Disability Inclusion Road Map 2020-21”	500,000 USD/year	Meet requirements of indicators #6, #6.1, #7, #13	Meet the requirements indicators	Exceed the requirements indicators	Exceed the requirements indicators	Lack of funding and capacity/knowledge	UNDIS indicators #6, #6.1, #7, #13 for the “Approach”, “Meet”, “Exceed” the requirements.
3	Internal partnerships across Divisions produce specific,	1,000,000 USD/year	at least 5000 WFP employees	at least 5000 WFP employees	at least 5000 WFP employees	at least 5000 WFP employees	Lack of funding	N. of employees and family members impacted by the

	concrete projects and policies that promote the creation and maintenance of an enabling and supportive workplace while supporting families, critical to employee wellbeing		and their family members	and their family members	and their family members	and their family members		creation of enabling/supportive workplace and family support projects & policies
4	PSVs become WEL champions/family support	\$200,000	Training WEL champions	50%	60%		Absence of CO commitment	% of CO with trained and functioning WEL champions
5	Benchmark key comparators especially with other UN Agencies with comparable operational model	n.a	4	4	4	4	Other UN agencies are not able to engage with WFP	N. of joint opportunities undertaken per year