


ANNEX III-D: Comprehensive action plan for the implementation of the recommendations of the joint Board/ management working group on harassment, sexual harassment, abuse of power and discrimination

TABLE A: PROGRESS IN CORE AREA 1: REAFFIRMING VALUES




CAP core area				Definition according to joint working group report	End state
<p>Core area 1: Reaffirming values</p>				<p>“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.”</p>	<p>WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.</p>
Global staff survey (GSS) indicators for 2021	GSS baseline (%)	Target (%)	GSS 2021	Comments	
<p>* CA1.1 In my experience, employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity and physical ability.</p>	-	71		<p>CAP pulse check:** 28 percent – significant progress; 63 percent – some progress; 8 percent – no progress.</p> <p>Respectful Workplace Advisor (RWA) focus group:*** 100 percent – significant progress.</p> <p>GSS indicators: A preliminary assessment of the available data from the 2021 GSS indicates progress; the values are pending final confirmation and will be reported to the Board as soon as available.</p>	
Initiatives	Activities on target (%)			Comments	
<p>2 additional initiatives with 4 activities (led by the Workplace Culture Department and Ethics Office)</p>	75			<p>The progress perceived by employees in this core area is in line with the implementation status of related WFP initiatives and activities. The values of integrity, collaboration, commitment, humanity and inclusion have been reaffirmed and an extensive communications and employee engagement campaign with more than 7,000 participants was launched in June 2020. Values were increasingly applied throughout WFP, e.g., in the design of policies (people policy), strategies (human resources and wellness strategies) and training (for leadership, middle management and country directors). Revision of the Code of Conduct has been delayed.</p>	

* In the 2018 GSS, this question read: “All employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity and physical ability”. The 2018 GSS baseline for this indicator is 61 percent.

** The percentages reported for the CAP pulse check refer to the responses captured during the “values Jam sessions”, a series of one-hour, inclusive online workshops held from 8 to 10 September 2020 and involving 1,043 WFP employees from more than 90 countries.

*** Results from focus group discussions with RWAs.

TABLE B: PROGRESS IN CORE AREA 2: LEADERSHIP ROLE

CAP core area				Definition according to joint working group report	End state
Core area 2: Leadership role				“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 and 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.
GSS indicators for 2021	GSS baseline (%)	Target (%)	GSS 2021	Comments	
CA2.1 My supervisor leads effectively.	65	75		CAP pulse check: 12 percent – significant progress; 55 percent – some progress; 32 percent – no progress. RWA focus group: 50 percent – significant progress; 50 percent – some progress.	
* CA2.2 In my team, we hold each other accountable for doing a good job.	-	66		GSS indicators: A preliminary assessment of the available data from the 2021 GSS indicates progress; the values are pending final confirmation and will be reported to the Board as soon as available.	
CA2.3 Executive management of WFP are active role models for our core values.	66	76			
Initiatives	Activities on target (%)			Comments	
2 initiatives with 6 activities (led by the Workplace Culture Department and Human Resources Division)	83			Perceptions of progress in this core area reflect the implementation status of related WFP initiatives and activities. Development of a new WFP leadership framework and leadership compacts progressed according to the plan, while the development and launch of training programmes were slightly delayed owing to the COVID-19 pandemic.	

* In the 2018 GSS, this question read: “At WFP we hold people accountable for performing their job well”. The 2018 GSS baseline for this indicator is 56 percent.

TABLE C: PROGRESS IN CORE AREA 3: EMPLOYEE ENGAGEMENT







CAP core area				Definition according to joint working group report	End state
Core area 3: Employee engagement				<p>“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.”</p>	<p>WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.</p>
GSS indicators for 2021		GSS baseline (%)	Target (%)	GSS 2021	Comments
CA3.1 I am proud to work for WFP.		88	88		<p>CAP pulse check: 24 percent – significant progress; 62 percent – some progress; 14 percent – no progress.</p> <p>RWA focus group: 100 percent – some progress.</p> <p>GSS indicators: A preliminary assessment of the available data from the 2021 GSS indicates progress; the values are pending final confirmation and will be reported to the Board as soon as available.</p>
CA3.2 The mission or purpose of WFP makes me feel my job is important.		87	87		
CA3.3 I feel supported during organizational change at WFP.		49	59		
Initiatives		Activities on target (%)		Comments	
9 initiatives with 11 activities (led by the Workplace Culture Department, Ethics Office, Management Services Division, Security Division, Technology Division and Staff Wellness Division)		72		<p>The progress perceived in this core area reflects the implementation status of related WFP initiatives and activities. As well as extensive consultations on values and Jam sessions on workplace culture and anti-racism, significant employee engagement efforts have been made in the areas of security and wellness, including the launch of the digital WFP wellbeing platform. The high level of WFP employee engagement is demonstrated by the 84 percent participation rate in the WFP 2021 GSS.</p>	

TABLE D: PROGRESS IN CORE AREA 4: POLICY AND SYSTEM REVISIONS

CAP core area				Definition according to joint working group report	End state
Core area 4: Policy and system revisions				<p>“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.”</p>	<p>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.</p>
GSS indicators for 2021	GSS baseline (%)	Target (%)	GSS 2021	Comments	
CA4.1 At work, I have the opportunity to do what I do best every day.	69	79		<p>CAP pulse check: 14 percent – significant progress; 54 percent – some progress; 30 percent – no progress. RWA focus group: 25 percent – significant progress; 75 percent – some progress. GSS indicators: A preliminary assessment of the available data from the 2021 GSS indicates progress; the values are pending final confirmation and will be reported to the Board as soon as available.</p>	
CA4.2 I am confident that my supervisor will take appropriate action if our team has an ongoing performance problem.	66	76			
CA4.3 At WFP, career progression is based primarily on merit.	38	48			
* CA4.4 WFP is doing all it realistically can to ensure my security and protect us from security risks.	-	80			
Initiatives	Activities on target			Comments	
10 initiatives with 26 activities (led by the Office of the Inspector General, Ethics Office, Enterprise Risk Management Division, Gender Office, Human Resources Division and Staff Wellness Division)	62			<p>The progress perceived in this core area reflects the implementation status of related WFP initiatives and activities. The expanded workload and reprioritization of activities in the human resources function resulting from the COVID-19 pandemic have posed considerable challenges, but significant progress has been made, particularly in adapting human resources policies and practices to pandemic conditions.</p>	


* In the 2018 GSS, this question read: “WFP is doing all it realistically can to ensure my safety and security”. The 2018 GSS baseline for this indicator is 70 percent.

TABLE E: PROGRESS IN CORE AREA 5: DISCIPLINARY PROCESSES

CAP core area				Definition according to joint working group report	End state
Core area 5: Disciplinary processes				“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 employees from retaliation.
GSS indicators for 2021	GSS baseline (%)	Target (%)	GSS 2021	Comments	
* CA5.1 I have personally experienced harassment by a WFP employee within the past year.	-	0		CAP pulse check: 4 percent – significant progress; 53 percent – some progress; 40 percent – no progress. RWA focus group: 50 percent – significant progress; 50 percent – some progress. GSS indicators: A preliminary assessment of the available data from the 2021 GSS indicates progress; the values are pending final confirmation and will be reported to the Board as soon as available.	
CA5.2 I trust WFP to protect me if I speak out about something that is not being done right.	48	58			
CA5.3 I believe that WFP employees at all levels are held accountable for unethical behaviour and misconduct.	63	73			
Initiatives	Activities on target (%)		Comments		
4 initiatives with 11 activities (led by the Office of the Ombudsman, Human Resources Division and the Office of the Inspector General)	91		The progress perceived in this core area does not fully reflect the implementation status of related WFP initiatives and activities. The relatively low rating of progress in disciplinary processes in September 2020 may reflect to some extent the fact that activities focused on improving the processes and systems. Activities in the core areas of reaffirming values, employee engagement and communications address more directly the required behavioural change, and efforts in these areas are starting to bear fruit.		

* In the 2018 GSS, this question read: “I have personally experienced harassment on the job within the past year”. The 2018 GSS baseline for this indicator is 18 percent.

TABLE F: PROGRESS IN CORE AREA 6: COMMUNICATIONS

CAP core area				Definition according to joint working group report	End state
Core area 6: Communications				<p>“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.”</p>	<p>WFP has fully implemented all elements of its social behaviour change communications, thereby enhancing transparency, and staff at all levels understand and foster accountability in all their actions, particularly those related to abusive behaviour, harassment and discrimination.</p>
GSS indicators for 2021	GSS baseline (%)	Target (%)	GSS 2021	Comments	
CA6.1 I am satisfied with the information I receive about what is going on in WFP.	59	69		<p>CAP pulse check: 34 percent – significant progress; 58 percent – some progress; 8 percent – no progress.</p> <p>RWA focus group: 50 percent – significant progress; 50 percent – some progress.</p>	
* CA6.2 In my office, communication between teams is effective.	-	-	-	<p>GSS indicators: A preliminary assessment of the available data from the 2021 GSS indicates progress; the values are pending final confirmation and will be reported to the Board as soon as available.</p>	
Initiatives	Activities on target (%)			Comments	
5 initiatives with 14 activities (led by the Workplace Culture Department, the Communications, Advocacy and Marketing Division, Gender Office and the Office of the Ombudsman)	93			<p>The progress perceived in this core area reflects the implementation status of related WFP initiatives and activities. In accordance with the communications plan, progress has been made both in communication efforts related to CAP initiatives in the other five core areas and in specific communication initiatives such as the Respect Each Other (or Respect) campaign. (A digitalized version of the campaign was piloted in the Pakistan country office in the first quarter of 2021.)</p>	

* The 2018 GSS contained the question “At WFP, there is open and honest two-way communication”, which has been replaced by this new question in order to gain more insight into communication and dynamics among teams. The 2018 GSS baseline for this indicator is N/A.