

Costed Workplans 2024: (Part 1) The Reassurance Action Plan; and (Part 2) People and Culture Risks

Introduction

1. This annex sets out the proposed workplans for addressing persistent issues highlighted in the [Annual report of the Inspector General](#)¹ and the management review of significant risk and control issues, 2022² for the period of 2024.
2. This annex has two parts:
 - **Part 1. The Reassurance Action Plan addressing risks pertaining to monitoring, beneficiary identity management, cooperating partners, cash-based transfers (CBTs) and supply chains.**
 - **Part 2. Risks related to people management and workplace culture.**
3. Plans for addressing these persistent issues will initially draw on funds from the 2024 PSA budget, CCIs, special accounts, trust funds as part of its implementation. Each set of issues is described in this annex, which includes a summary of the risk characteristics and organizational mitigation plans as well as identifying the budget planned to support such plans and key performance indicators to track performance.

Part 1. The Reassurance Action Plan addressing risks pertaining to monitoring, beneficiary identity management, cooperating partners, cash-based transfers (CBTs) and supply chains.

4. WFP's top priority is ensuring that the people who need its assistance receive it safely, in full, and without interference. In many of the contexts in which WFP operates humanitarian needs are high while diversion and fraud risks may be exacerbated by political, security, and access constraints. Currently an array of measures is deployed at each stage of an operation to reduce the opportunities for WFP assistance to be misused, and ensure that any instances are promptly identified, reported and addressed.
5. The *Annual report of the Inspector General*³ and the *Management review of significant risk and control issues, 2022*⁴ highlighted monitoring, identity management (formerly called "beneficiary management"), cooperating partners, and supply chain (comprising WFP procurement, logistics, commodity management) as current or emerging areas for improvement.
6. Seized by the importance and urgency of addressing these issues, the 2023 Management Plan acknowledged these risks and allocated funds from PSA and critical corporate initiatives to each. Furthermore, in 2023 WFP embarked on the "Reassurance Action Plan", a whole-of-organization plan to reinforce WFP's ability to manage and communicate risk more

¹ WFP/EB.A/2023/6-D/1.

² "[Management review of significant risk and control issues, 2022](#)" (WFP/EB.A/2023/6-E/1). This document provides further description and analysis of four risk and control matters identified as significant in the 2021 Statement on Internal Control; and progress achieved on these matters in 2022.

³ WFP/EB.A/2023/6-D/1 Annual report of the Inspector-General

⁴ WFP/EB.A/2023/6-E/1 Management review of significant risk and control issues, 2022

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- effectively, and to clarify responsibility for balancing residual risks against humanitarian imperatives.
7. The effort is led by the Deputy Executive Director, with participation from all regional bureaux, departments and advisory services from the internal auditors and the Office of Evaluation. This broad level of participation is intended to reinforce integration between teams, processes and systems across the organization.
 8. As an immediate step, those operations determined to be at highest risk were identified and regional bureaux embarked with the country offices on detailed plans to review risks and, where needed, reinforce controls with support from headquarters. This included revising risk registers and conducting fraud risk assessments.
 9. Cognizant that some of the concerns require corporate-level action to address systemic issues, the action plan was crafted to provide more integrated evidence and assurance in the following areas:
 - 1A. Monitoring and community feedback mechanisms
 - 1B. Targeting
 - 1C. Identity management
 - 1D. Cooperating partner management
 - 1E. Supply chain
 - 1F. Digital solutions
 - 1G. Risk management measures
 10. Implementation of the plan in 2024 will draw on USD 67 million in funding from PSA, critical corporate initiatives,⁵ special accounts and trust funds, and direct charges to country offices. PSA expenditure relates mostly to recurring expenses, while CCI, special accounts and trust funds are mostly aimed at one-off improvements needed to address acute needs in each area. The bulk of expenditure, however, relies on programming of funds from contributions to each country portfolio budget for monitoring, identity management, cooperating partner management and supply chain. The measures being proposed are likely to increase costs associated with implementation and direct support for most country offices; the magnitude of their impact on country portfolio budgets is currently being analysed.
 11. For each risk area the main activities and targets are provided. WFP will continue to inform the membership via the Executive Board and other channels, including List D's request during the EB.A/2023 session to be updated quarterly on progress.

⁵ Refers to two CCIs: Monitoring, identity management and traceability in full; and elements of the implementation of the strategic plan and CRF related to cooperating partner management.

TABLE V.1: SUMMARY 2024 BUDGET BY FUNDING SOURCE (USD million)⁶

Risk	PSA	CCI	Trust fund/ other	CSPs ⁷	Total
Monitoring and community feedback	6.4	9.8	0.2	-	16.5
Targeting	6.8	0.1	1.1	-	8.8
Identity management	9.6	6.5	1.4	6.0	23.5
Cooperating partner management	4.1	1.3	0.8	-	6.2
Supply chain	4.1	3.9	-	-	8.0
Digital solutions	1.1	1.2	0.3	-	2.6
Risk management measures	1.7	-	-	-	1.7
Total	33.8	22.8	4.6	6.0	67.2

1A. Monitoring and community feedback

Risk characteristics

12. Monitoring WFP's operations is critical for the quality of assistance to beneficiaries and oversight of WFP's resources. A number of audits and assurance exercises have recommended improvements in the level of guidance, resources and implementation of monitoring for process, outputs and outcomes for more timely adjustment of programmes, generation of evidence and prevention of fraud.

Mitigation actions

13. In addition to measures taken in 2022 and 2023 to strengthen monitoring across the organization, additional efforts are foreseen in 2024 to enhance monitoring systems and teams in country offices, regional bureaux and headquarters with:
- Universal minimum requirements regarding the frequency and coverage of monitoring for activity and distribution points, with additional measures based on the degree of risk in each activity.
 - Clear benchmarks for resources and staff needed to meet minimum monitoring requirements, against which expenditure on monitoring can be tracked.
 - Remote process and outcome monitoring for high-risk countries, in addition to face-to-face surveys of beneficiaries.
 - Improved systems to more accurately identify, track, escalate and resolve irregularities captured in programme monitoring and community feedback mechanisms.
 - Improved systems, standards and analytical capacity for evidence-based decision making to ensure accountability to affected people, with more robust links to cooperating partners and supply chain.

⁶ Amounts in tables are rounded to nearest USD 0.1 million; totals refer to exact amounts hence there may be some rounding errors.

⁷ Amounts to be incurred by country offices due to new requirements will be updated subsequently.

14. Preliminary estimates of the resources necessary to meet the revised minimum monitoring standards suggest that USD 137 million (approximately 1.3 percent of the 2024 provisional implementation plan) more would need to be spent from country portfolio budgets in 2024 than was spent on monitoring in 2022.

Performance targets

Performance targets	2023 baseline	2024 target
Number of high-risk operations with remote process and outcome monitoring	0	15
WFP CFM assurance standards are launched, and comprehensive guidance is available for establishing and maintaining those standards	N/A	complete
Percentage of high-risk operations that have strengthened CFMs in line with corporate assurance standards.	10%	85%
Number of high-risk operations where the corporate process monitoring escalation system (Sugar CRM) is rolled out and aligned with CFM	3	20
Minimum monitoring requirements established and rolled out	drafted	complete
Mechanism established for ensuring sufficient resources allocated to and spent on monitoring	drafted	complete

1B. Targeting

Risk characteristics

15. **Targeting** has also been raised as an area of concern, particularly where definition of targeting criteria may not have sufficiently reliable data on vulnerability, or where third parties may seek to unduly influence the process.

Mitigation actions

16. Building on efforts in 2022 and 2023, the action plan seeks to enhance targeting, with minimum food security monitoring assessment data and analysis to establish the criteria and selection of individuals, households and communities for food assistance. Targeting strategies will be elaborated with cooperating partners, and beneficiaries' eligibility will be more systematically verified according to agreed criteria as part of targeting and distribution processes. Strengthened and expanded community feedback mechanisms are intended to detect and escalate errors of inclusion or exclusion more robustly.
17. The CCI on monitoring, identity management and traceability includes provision for enhanced vulnerability analysis and community feedback mechanisms in 2024; subsequently the running costs are expected to be incorporated into the country portfolio budgets of each country office.

Performance targets

Performance targets	2023 baseline	2024 target
Minimum standards for food security assessments established and rolled out	drafted	complete

1C. Identity management

Risk characteristics

18. **Identity management**⁸ is at the heart of how WFP assists people; it is also vital to be able to assure the organization and its stakeholders that assistance has been received by the right people, in the right amounts. However, risks occur where there is insufficient integration between programme, identity management and information technology, particularly for reconciliation, and the elimination of duplicate records.

Mitigation actions

19. Significant progress has been made setting standards and identifying minimum measures via the cash assurance framework launched in 2021; now IDM processes are largely digitized in WFP's cash operations. The plan foresees setting similar IDM standards for in-kind operations and clarifying accountabilities, particularly vis-à-vis cooperating partners. The ecosystem of technology solutions available to country offices to achieve IDM assurance standards is being reviewed and adapted to include cash and in-kind modalities, with close collaboration between the relevant divisions in headquarters, regional bureaux and the field.

Performance targets

Performance targets	2023 baseline	2024 target
Assurance standards for identity management for cash operations are adapted and extended to in-kind food	under way	complete
Percentage of high-risk operations that have costed identity management assurance action plans in place	0	100%

1D. Cooperating partner management

Risk characteristics

20. Cooperating partner management has been highlighted as an area for improvement, referring to both non-governmental organizations and government entities actively involved in the targeting, implementation, or monitoring of WFP activities. Risks were noted in regard to the selection, assessment, monitoring and performance measurement of WFP's cooperating partners, with challenges associated with staff turnover among WFP and partners, and the frequent use of short-term field-level agreements (FLAs), often due to the short duration and unpredictability of funding. The need for better oversight of partners coupled with efforts at onboarding and strengthening partner capacity – both government and non-government, especially local NGOs – has gained renewed emphasis in light of the localization agenda.

⁸ According to a 2023 draft Executive Director's circular, identity management (IDM) includes the principles, standards, processes, capabilities and technology solutions that WFP uses to identify people and store and utilize their personal data and information in order to assist them whether this occurs in the context of WFP programmatic activities or of service provision to third parties including governments.

Mitigation actions

21. WFP is committed to improved onboarding, programmatic strengthening, financial management and building of partners' digital literacy (especially enabling the sustainability of local partners). Among other efforts, the cooperating partnership digital roadmap aims to improve efficiency, transparency, and integrity at each step of the partnership cycle. This includes:
- Tools to enhance WFP country offices, regional bureaux and headquarters' management of these vital partnerships, across all relevant functions (programme, monitoring, budget, finance, supply chain and risk management, etc.).
 - A single point of engagement for our partners for reporting and contractual reviews.
 - Enhanced data analytic capabilities across all engagement points with partners, for better evidence on which to base decisions, cost-effectiveness in budget allocation.
 - Establishing risk thresholds for targeted spot-checks.
 - Cooperating partners, particularly local and national entities, will be supported to adopt Partner Connect, the WFP corporate solution for partner engagement, providing a streamlined interface for partners and more granular operational data for country offices, regional bureaux and headquarters to improve programmes, accountability and oversight.
22. Noting that there are some key distinguishing factors between WFP's relationships with non-governmental organizations and government entities, the plan also prioritizes clearer guidance and capacity strengthening in countries where host government entities are actively involved in targeting, implementing, monitoring and funding of WFP operations.
23. Efforts are being made to estimate the resources necessary for each country office to provide the capacity strengthening and support to cooperating partners, such as training, equipment, and greater predictability in the form of higher thresholds for fixed costs from country portfolio budget transfer and implementation costs.

Performance targets

Performance targets	2023 baseline	2024 target
Percentage of countries utilizing the NGO Partnerships Unit's corporate digital solutions for aspects of NGO partner engagements.	20%	85%
Percentage of countries reporting capacity strengthening support to local or national NGO partners.		70%
Guidance for country offices where host governments play an active role in assessment, targeting, distribution and/or monitoring	drafted	complete

1E. Supply chain

Risk characteristics

24. **Supply chain** controls featured in the Inspector General's report, which refers to procurement, logistics, commodity management and storage in addition to food safety and quality.

Mitigation actions

25. Given the action plan's intention to address risks in an integrated manner, and its inclusion in the proposed critical corporate initiative for "Monitoring, identity management and traceability", supply chain is an important member of the task force. The reassurance action plan and CCI include efforts to:
- Establish an integrated, end-to-end tracking and tracing process (leveraging technology where appropriate) with information on the status of commodities from procurement through to delivery to a beneficiary.
 - Perform third-party spot checks on WFP and cooperating partner warehouses, to further strengthen measures intended to reduce the opportunity for fraud.
 - Conduct a comprehensive supply chain assurance review. In response to audit recommendations, the Supplier Relationship Management Unit was established to optimize the management of suppliers across all WFP offices on a common platform.
26. The resources necessary for each country office to implement the system will become clearer once the assurance review and traceability road map are finalized.

Performance targets

Performance targets	2023 baseline	2024 target
Completion of supply chain assurance review	-	complete
Completion of the traceability road map	under way	complete

1F. Digital solutions

Risk characteristics

27. Integration and alignment of WFP's digital solutions with business processes have been raised as part of the ED assurance exercise and audit reports. Both reports noted that data security and privacy were critical considerations, and that improved systems integration and data analytics could enhance operational decisions and control environments.

Mitigation actions

28. **Digital solutions** play a critical role in each of the areas of focus listed above, and so the TEC division is an active member of the task force. Its role is focused on ensuring that WFP's systems are the most effective, secure and cost-efficient available, and that they are integrated more seamlessly, in ways that permit agile decisions to adjust programmes, to limit the chance of malfeasance and, where it does occur, able to be identified and rectified swiftly. This will be carried out in alignment with the division's overarching enterprise architecture review.

Performance targets

Performance targets	2023 baseline	2024 target
Number of digital solutions enhanced, integrated and/or designed	N/A	5
Feasibility study for technical solution for integrated monitoring complete	N/A	complete
Feasibility study for technical solution for supply chain traceability roadmap	N/A	complete

1G. Risk management measures**Risk characteristics**

29. WFP had no material weaknesses in its governance, risk management or control processes in 2022, according to the Annual Report of the Inspector General. The organization's risk management and oversight are intended to contribute towards accountability and effectiveness. It was noted that the roles, responsibilities and processes for these important tasks are maturing.

Mitigation actions

30. **Risk management** measures are being proactively incorporated into each element of the plan, emphasizing prevention and detection of fraud or corruption in each of the functions. The Risk Management Division and its global risk officer and focal points network is supporting the relevant functions in headquarters, regional bureaux and country offices to review and, where needed, revise risk registers and adopt measures to mitigate known risks. Internal audit is also providing advisory services to the task force to highlight issues which have been the subject of audit observations and the degree to which the plan will address them.

Performance targets

Performance targets	2023 baseline	2024 target
Internal Audit provides advisory service on action plan	under way	complete
Risk officer network review of risk registers	under way	complete
Fraud risk assessments conducted for all high-risk country offices	under way	Q1 2024

31. The Reassurance Action Plan and its task force are focused in particular on strengthening WFP's analytical capabilities across functions to ensure that the right controls are in place for more effective management oversight, and that its culture of accountability is reinforced. Finally, to ensure that the plan to deal with these critical issues is well communicated, WFP will clarify lines of accountability for formal reporting and develop a clear protocol for communicating risk that ensures timely information is available at country offices, regional bureaux and headquarters/global offices. WFP will continue to inform the membership via Executive Board consultations and other channels.

Part 2. People and Culture Risks

32. The management review of significant risk and control issues 2022 drew upon feedback provided by global management in the 2022 Executive Director Assurance Exercise, evidence from internal and external oversight bodies, and the Corporate Risk Register. Two significant categories of issues were identified relating to:
- 2A. Talent management and workforce planning
 - 2B. Workplace culture and conduct
33. WFP's costed work plan addresses each of these risk areas. WFP management remains committed to continued actions to mitigate 'people and culture' risks to ensure the most sustainable, efficient, and effective use of WFP's resources and the safeguarding of its assets.
34. For each risk area the main activities, performance milestones and KPIs are provided.
35. Tables 1 and 2 provide an overview of the budget for offices involved, for each of the two risk areas respectively. In line with the WFP People Policy, the costed work plan reflects activities undertaken at three levels of the organization: Organization, Function and Field.
36. In the WFP People Policy, the *Organization level* includes corporate coordination, oversight, communication, monitoring and reporting; the *Functional level* is implemented through initiatives included in strategies, such as those for security, wellness and human resources management related frameworks, road maps and action plans and the work of WFP's independent bodies. The *Field level* includes additional initiatives that are the responsibility of regional bureaux or country offices, such as support for the completion of workforce planning, organization alignment and expanded talent acquisition and relevant recruitment responsibilities.⁹
37. It is noted that critical corporate initiatives are investments to accelerate the drive towards excellence in people management and inclusive and respectful workplace culture while the programme administrative and support budget funds recurring activities towards these goals.
38. The total budget of the costed work plan is USD 100.9 million of which USD 59 million is PSA funded and the remainder a combination of CCI, Special Accounts and Trust Funds. USD 54.7 million of the budget is attributed to Talent Management and Workforce Planning and USD 46.2 million to Workplace Culture and Conduct.

2A. Risks and Mitigation Actions: Talent management and workforce planning

Level	Budget 2024 (USD million)			
	PSA	CCI	Trust fund/other	Total
Organizational level	18.2	8.0	0.8	27.1
Functional level	5.9	4.6	2.4	12.9
Field level	4.6	10.2	-	14.7
Total	28.6	22.8	3.3	54.7

⁹ It should be noted that in this context, the costed work plan should be viewed as a complement to the work country offices are undertaking under the CSPs, funded through other sources such as directed contributions to the country portfolio budget.

Risk characteristics

39. Changing emergencies and priorities create needs for new skills; over-reliance on short-term contracts impacts on attracting and retaining locally and internationally recruited talent, resulting in capacity gaps and skills shortages; lack of succession planning for key positions; limited career prospects; diversity imbalance; long hiring processes; limited national capacity with a lack of qualified local, particularly female, candidates, leading to difficulties in filling critical national officer roles compounded by limited local infrastructure such as internet connectivity, professional recruitment agencies and appropriate channels to share vacancies; difficulties in attracting international talent attributed to WFP's employment offer based on the United Nations salary scale alignment with profile demands and the market and slow to respond to changing circumstances like inflation and erosion of purchasing power, thereby impacting the competitiveness of the United Nations as an employer.

Mitigation actions

40. **Organization:** WFP is enhancing the coordination of planning, budgeting, risk management, audit, evaluation and reporting processes, at all levels, and across all pillars of WFP. The development of country strategic plans is supported by strategic workforce planning and/or organizational alignment projects; the resulting workforce action plans are implemented; and strategic challenges in filling required roles are to be addressed, including through active involvement in the *Comprehensive Review of the Compensation Package* mandated by the General Assembly and carried out by the ICSC over a 3-year period from 2023 to 2026.
41. **Function:** Division, office and functional staffing coordinators contribute to a multi-year functional/CO strategic working planning approach which provides capacity projections, overview of critical skills and gap closing actions to reach identified goals; reviews of the existing organizational structure results in management proposals following WFP's organizational alignment methodology, proposing structures, narrative for changes and implementation plans, as well as annual review and updating; strengthening of job profiles in line with organizational requirements; building organizational capacity in job evaluation; continued streamlining of the recruitment process, including enhancement of assessment methodologies; and the strengthening of employee capabilities through learning and development.
42. **Field:** HR capacity at the regional and country office level is being enhanced to support managers consistent with the [Evaluation of the WFP People Strategy \(2014–2017\)](#); regional bureaux continue to act on closing workforce gaps, recognizing the local context and strategic challenges faced; innovative resourcing, learning and capacity strengthening initiatives to address staffing or skills gaps in each context, working with partnerships for example with the UNV programme and universities.

Spotlight

Workforce alignment: The end-to-end strategic workforce planning (SWP) process is facilitated to create a multi-year plan including elements such as the directional most-likely scenario, capacity projections, overview of critical skills and gap closing actions to reach the identified scenario. By the end of 2024, a cumulative total of 30 country offices and 13 functions will have completed this process. The review of existing organizational structures results in the formulation of a change proposal, including proposed structures, the narrative for change, an implementation plan, with costings. By the end of 2024, a cumulative total of 34 organization alignment reviews will have been completed. These activities are partially funded by the CCI Investing in WFP People, addressing gaps, promoting change and enabling the organization to move further faster, and also partially funded through PSA.

Learning and development: 17 formal learning programmes including 4-week critical skills for all employees, 3-month field, role-based learning programmes and 9-month leadership development interventions for senior leaders will be offered. Collectively, nearly 3,000 employees are expected to attend. In addition, a number of open resources will remain available to all employees to strengthen employee capability including access to self-paced digital learning, mentoring, a career resource centre, recurring career energizers and formal language learning tuition and examinations. Support for functional learning will continue via co-created learning solutions, toolkits to guide materials development, courses to train internal facilitators and regular information-sharing sessions and resources which strengthen the 100+ L&D community across WFP. These activities are funded by the CCI Investing in WFP People, as well as PSA.

Talent acquisition: Aligning positions with identified requirements through the provision of new Job profiles in multiple languages for 80 percent of general service and professional roles by the end of 2024; systematic review of assessment processes globally, identifying gaps and opportunities to improve shifting the focus on skill-based and psychometric assessments with implementation for headquarters general service and junior professional officer vacancies in Q1 2024 and roll out to the field by the end of 2024 with the development of related KPIs including average days to hire and cost of hire. Whilst piloting of new ideas and addressing critical gaps in the organization's work in this area is funded by the CCI, this is often a recurring activity that is PSA funded.

Performance targets

Performance milestone targets	2022 baseline	2023 target	2024 target
Percentage of the workforce employed on short-term contracts	50%	49%	48%
Percentage of women among international professional and national staff	42.2%	44.9%	46.5%
Percentage of functions and country offices with a workforce action plan	26%	54%	100%*
Average # days for external recruitment to fill vacant international posts**	207	160	120

* Based on the target of 72 offices.

** Figures for each reference period have a 6-month lag as managers have 6 months to fill positions.

2B. Risks and Mitigation Actions: Workplace Culture and Conduct

Level	Budget 2024 (USD million)			
	PSA	CCI	Trust fund/other	Total
Organizational level	19.9	4.1	1.8	25.8
Functional level	6.9	3.0	0.2	10.0
Field level	3.5	6.8	-	10.4
Total	30.3	13.9	2.0	46.2

Risk characteristics

43. Lack of progress in the broader dimensions of diversity and inclusion, including gender equity, disability, age and anti-racism; need for a discussion around the value that diversity can bring to the workforce and how WFP will tackle deep-rooted issues in this area; cases of sexual harassment, abuse of authority and discrimination (HSHAAD); lack of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations (March 2023), which found that racism and racial discrimination are widespread and underrecognized problems across the United Nations that require urgent whole-of-system responses; lack of strong leadership commitment, including concrete action in response to cases of discrimination and measures to prevent unconscious bias; lengthy investigative processes, including the length of time to reach a conclusion as well as communication with affected parties throughout the process; a perception of inaction for wrongdoing from management, contributing to the fear of retaliation require ongoing attention and prioritization from management; culture change and fostering trust needs strong commitment and leadership by example from senior management; and the need for more transparency was also noted, including in appointments, the promotion and reassignment exercises and exceptions to the mobility clause.

Mitigation actions

44. **Organization:** Workplace culture and conduct starts from defining expected behaviours and ensuring that leaders have the skills to manage people, addressing poor behaviour when all else fails. It continues to be an important corporate priority for WFP. The Executive Director highlights the importance attached to workplace culture, through direct engagement with the Executive Board and with employees and managers. WFP translates this commitment into action through corporate functional strategies and by prioritization in this Management Plan 2024-2026. Workplace culture is also a Leadership Group priority and, as such, the people dimension of WFP's work is being increasingly integrated into planning, budgeting, risk management, audit, evaluation and reporting processes, not only led from headquarters but throughout all offices at all levels, and across all pillars of WFP.
45. Activities recognize the unique nature of WFP's volatile operating environments and multicultural workforce, promote ethical decision making and address ethical dilemmas, strengthen support for decision making with a focus on integrity, accountability, impartiality, and neutrality; increase the open and transparent communications with and engagement of employees, and with the staff representative bodies; quarterly meetings with the Staff Management Council; support for affinity or employee resource groups including for disability inclusion and indigenous people; alternatives to "managing by investigation" through referral pathways between its investigation function and HR as well as the Office of the Ombudsman ensuring that matters that may not warrant investigation are nonetheless addressed through interventions including mediation or management intervention; invest in prevention by ensuring new employees complete the mandatory training on 'Preventing

and responding to abusive conduct at WFP' and attend awareness-raising activities as part of their onboarding. 80 percent of these activities are funded by PSA.

46. **Function:** At functional level, corporate priorities are being translated into action through various initiatives. In 2024, this includes:
47. Enhanced Ethics and Learning: WFP focuses on ethics through an improved mandatory e-learning course and new refresher modules addressing ethical matters and dilemmas, enhancing the ethical awareness and decision making skills of its staff.
48. Improved outreach and engagement: Through initiatives like FLOCK (family liaison outreach) and senior leader missions, WFP aims to engage its global workforce. The introduction of office-specific pulse surveys, Speak Up! Campaigns, and the continued roll out of the highly appreciated Respect+ programme promotes openness and collaboration.
49. Diversity, Equity, and Inclusion (DEI): WFP is committed to fostering understanding and empathy by providing regular DEI training to all employees. The organization integrates DEI principles into policies, processes, and practices, focusing on inclusive recruitment practices and a diverse workplace.
50. Conflict Resolution and Culture: WFP invests in strengthening informal conflict resolution mechanisms and identifying organizational conflicts of interest (OCI). Staff counsellors play a vital role in developing inclusive workplaces, while continued feedback mechanisms and the management intervention process aid conflict resolution.
51. Inclusive Leadership, Accountability, and Prevention: WFP's Inclusive Leadership programme extends to divisional directors and deputy country directors in 2024, aiming to strengthen inclusive leadership skills and people management. The organization maintains a zero-tolerance stance against misconduct, offering legal support for conduct and discipline cases, and takes timely and transparent disciplinary actions to address abusive behaviour and build a culture of trust.
52. **Field:** The absorption of new and developing policy, practice, systems, and processes must be managed in regional bureaux and incorporated into support to country offices. Activities include the definition of operating models to provide clear reporting lines; the application of the performance standards provided by *inter alia* WFP's values and the WFP People Policy and tailoring of processes and practices; advising managers and employees on workplace culture, diversity and inclusion, strengthening internal communication and rolling out of corporate policies; coordination of capacity development initiatives for the region, providing learning and development including on disability inclusion, leadership and management; advising on performance management, tracking PACE completion and quality and the handling of underperformance; implementation of projects focused on workplace culture and employee well-being, strengthening employee resilience, promoting cohesion and interconnectedness and improving physical, mental and occupational health and conducting oversight missions to identify gaps and support country offices to address issues noted by proposing mitigation measures and recommending good practice. Notably, only 33 percent of these efforts are PSA funded and a majority of risk-mitigating efforts at regional level are funded through a CCI.

Spotlight on preventing and addressing wrongdoing

Mediation – 20 mediations are planned for 2024 seeking to identify issues that need attention. Support is provided through a mediation process towards a resolution to their conflict. Voluntary, informal, and flexible, mediation is a process in which the neutral third-party helps the disputing parties communicate, understand, and negotiate a resolution of their issues, leading to a restoration of work relationships.

Team climate assessment –12 teams in 2024 are expected to participate to provide qualitative feedback on leadership style, team cohesion and morale. The assessment process provides concrete data that offers insight into areas that may need to be adapted or improved. Once this information is gathered the feedback is shared with the leader and the team, as appropriate, while maintaining complete anonymity of participants. Benefits include improved team cohesion and morale and improved team productivity after three months.

In addition to tailored sessions, the **Speak Up!** programme will focus on new employees in 2024 with the aim of reaching 70 percent of new recruits within 4 months of them joining WFP. 130 **management Interventions** are planned to support managers and employees worldwide in addressing matters of inappropriate and abusive conduct. This will involve different tools including “cautioning”, performance management, e-learning modules, personality assessments followed by tailored and individual or group coaching. Up to 15 team effectiveness journeys are planned in teams where there is a need to strengthen or re-build working relationships.

Performance targets

Performance targets	2022 baseline	2023 target	2024 target
Percentage of employees completing mandatory training on fraud, corruption and protection from sexual exploitation and abuse (PSEA)*	88%	95%	95%
Percentage of employees completing mandatory training on preventing and responding to abusive conduct (harassment, sexual harassment, abuse of authority and discrimination)	93%	95%	95%
Percentage of country offices with designated PSEA focal points who have successfully completed the Ethics Office PSEA	80%	80%	85%
Percentage of offices which have implemented corporate prevention of abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) and outreach tools aimed at employees	0%**	90%***	90%
Percentage of country offices which have implemented corporate SEA prevention and outreach tools aimed at employees, cooperating partners, and frontline workers	75%	80%	85%
Number of matters addressed through management intervention	107	115	130

* Training course on PSEA is being updated and employees who have a course expiring have been advised to complete the new course available by Q4 2023

** With the launch of the new course on abusive conduct, the baseline is 0 percent.

*** 90 percent of targeted and priority country offices.