

## ANNEX V

# Costed workplans for 2024: The reassurance action plan and risks related to people and culture

## Introduction

1. This annex sets out the proposed workplans for addressing persistent issues highlighted in the [Annual report of the Inspector General](#)<sup>1</sup> and the management review of significant risk and control issues, 2022<sup>2</sup> for the period of 2024.
2. This annex has two parts:
  - **Part 1. The reassurance action plan, which addresses risks pertaining to monitoring, 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 programme support and administrative (PSA) budget, corporate critical initiatives (CCIs), special accounts and trust funds for part of their 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 the key performance indicators that will be used to track performance.

## Part 1. The reassurance action plan addressing risks pertaining to monitoring, 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 settings in which WFP operates, humanitarian needs are high and the risk of diversion and fraud 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*<sup>3</sup> and the *Management review of significant risk and control issues, 2022*<sup>4</sup> highlighted monitoring, identity management (formerly called "beneficiary management"), cooperating partners and supply chain (comprising procurement, logistics and commodity management) as current or emerging areas for improvement.
6. Seized by the importance and urgency of tackling these issues, the 2023 management plan acknowledged these risks and allocated funds from the PSA budget and CCIs to addressing 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

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<sup>1</sup> "Annual report of the Inspector-General, 2022" (WFP/EB.A/2023/6-D/1).

<sup>2</sup> "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.

<sup>3</sup> "Annual report of the Inspector-General, 2022" (WFP/EB.A/2023/6-D/1).

<sup>4</sup> "Management review of significant risk and control issues, 2022" (WFP/EB.A/2023/6-E/1)

- effectively and to clarify responsibility for balancing residual risks against humanitarian imperatives.
7. The development and implementation of the reassurance action plan is being led by the Deputy Executive Director, with participation from all regional bureaux and departments and with advisory services provided by internal auditors.. This broad level of participation is intended to reinforce integration between teams, processes and systems across the organization.
  8. As an immediate step, operations determined to be of highest risk were identified and regional bureaux worked with the corresponding country offices to develop detailed plans for reviewing risks and, where needed, reinforcing controls with support from headquarters. This work has 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 has been 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 chains
    - 1F. Digital solutions
    - 1G. Risk management measures
  10. Implementation of the plan in 2024 will draw on USD 59 million in funding from the PSA budget, CCIs,<sup>5</sup> special accounts and trust funds. PSA expenditure relates mostly to recurring expenses, while CCI, special accounts and trust funds are mostly used for 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 the 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. The workplans set out the main activities and targets for each risk area. WFP will continue to keep the Membership informed of progress in implementing the plans through the Executive Board and other channels, with due consideration of the request made by electoral list D during the 2023 annual session of the Executive Board to receive quarterly progress reports.

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<sup>5</sup> This refers to two CCIs: the CCI on monitoring, identity management and traceability; and elements of the CCI on the implementation of the strategic plan and CRF related to cooperating partner management.

TABLE V.1: SUMMARY 2024 BUDGET BY FUNDING SOURCE (USD million) <sup>6,7</sup>					
Risk	PSA	CCI	Trust fund/ other		Total
Monitoring and community feedback	6.4	9.8	0.2		16.4
Targeting	6.8	0.1	1.9		8.8
Identity management	7.3	6.5	1.3		15.1
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	1.7	-	-		1.7
<b>Total</b>	<b>31.5</b>	<b>22.8</b>	<b>4.5</b>		<b>58.8</b>

## 1A. Monitoring and community feedback

### *Risk characteristics*

12. Monitoring WFP's operations is critical for the quality of assistance provided 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 processes, outputs and outcomes in order to allow more timely adjustment of programmes, generate evidence and prevent fraud.

### *Mitigation actions*

13. In addition to measures taken in 2022 and 2023 to strengthen monitoring across the organization, additional efforts are planned in 2024 to enhance monitoring systems and strengthen teams in country offices, regional bureaux and headquarters through the following:
- Universal minimum requirements regarding the frequency and coverage of monitoring for activities 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 (CFMs).
  - 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 operations.

<sup>6</sup> Amounts in tables are rounded to nearest USD 0.1 million; totals refer to exact amounts so there may be some rounding errors.

<sup>7</sup> The amounts that will be incurred by country offices due to new requirements will be updated subsequently.

14. Preliminary estimates of the resources needed to meet the revised minimum monitoring standards suggest that an additional USD 137 million (approximately 1.3 percent of the 2024 provisional implementation plan) would need to be spent from country portfolio budgets in 2024 compared with total country office expenditures related to monitoring in 2022.

### **Performance targets**

<b>Performance targets</b>	<b>2023 baseline</b>	<b>2024 target</b>
Number of high-risk operations with remote process and outcome monitoring	0	15
WFP community feedback mechanism (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%	70%
Number of high-risk operations where the corporate process monitoring escalation system (Sugar CRM) is rolled out and aligned with the CFM	3	20
Minimum monitoring requirements established and rolled out	drafted	complete
Mechanism established for ensuring that sufficient resources are 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 there may be a lack of sufficiently reliable data on vulnerability to inform the definition of targeting criteria, 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 by introducing minimum standards for food security monitoring, assessment and data analysis to inform targeting criteria and the 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 CFMs 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 CFMs in 2024; subsequently, the running costs are expected to be incorporated into the country portfolio budgets of each country office.

### **Performance targets**

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

**1C. Identity management**

**Risk characteristics**

18. **Identity management**<sup>8</sup> (IDM) 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. Risks occur where there is insufficient integration between programming, 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 reassurance action plan foresees setting similar IDM standards for in-kind operations and clarifying accountabilities, particularly with regard to 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 at headquarters and regional bureaux and in 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. This refers to the management of non-governmental organizations (NGOs) and government entities that are 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, often due to the short duration and unpredictability of funding. The need for better oversight of partners coupled with efforts related to onboarding and strengthening partner capacity – for both government and non-government entities, especially local NGOs – has gained renewed emphasis in light of the localization agenda.

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<sup>8</sup> 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 improving onboarding processes for partners, strengthening programming and financial management and developing partners' digital literacy, particularly with a view to supporting the sustainability of local partners. The cooperating partnership digital road map aims to improve efficiency, transparency and integrity at each step of the partnership cycle. This includes the following:
- Tools to enhance the country office, regional bureau and headquarters management of these vital partnerships across all relevant functions such as programming, monitoring, budgeting, finance, supply chain and risk management.
  - A single point of contact for WFP's partners for reporting and contractual reviews.
  - Enhanced data analytics capabilities for all staff who engage with partners, in order to gather better evidence on which to base decisions and to achieve cost-effectiveness in budget allocations.
  - Establishing risk thresholds for targeted spot checks.
  - Cooperating partners, particularly local and national entities, will be given support to adopt Partner Connect, the WFP corporate solution for partner engagement, which provides 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 NGOs and government entities, the plan also prioritizes clearer guidance and capacity strengthening in countries where host government entities are actively involved in the targeting, implementation, monitoring and funding of WFP operations.
23. Efforts are being made to estimate the resources necessary for each country office to provide the requisite capacity strengthening and other support for cooperating partners such as training and equipment. This includes examining the possibility of providing greater predictability by setting higher thresholds for fixed costs related to transfers and the implementation of assistance within country portfolio budgets.

### **Performance targets**

<b>Performance targets</b>	<b>2023 baseline</b>	<b>2024 target</b>
Percentage of countries utilizing the NGO Partnerships Unit's corporate digital solutions for aspects of NGO partner engagements.	20%	85%
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 that the action plan is designed to address risks in an integrated manner, and as it is included in the proposed CCI on monitoring, identity management and traceability, the supply chain function is an important component of the task force. The reassurance action plan and CCI include the following actions:
  - 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 their delivery to beneficiaries.
  - 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 using 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 Executive Director’s assurance exercise and audit reports. These 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, so the Technology Division is an active member of the task force. Its role involves 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 on programme adjustments. The systems should also limit the chance of malfeasance and, where it does occur, able to identify and rectify incidents swiftly. This work will be carried out in alignment with the division’s overarching enterprise architecture review.

**Performance targets**

Performance targets	2023 baseline	2024 target
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****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 to 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 incorporated into each element of the reassurance action plan, with a focus on preventing and detecting fraud or corruption under each functional area. The Risk Management Division and its global network of risk officers and focal points is supporting the relevant functions in headquarters, regional bureaux and country offices in reviewing and, where needed, revising risk registers and adopting measures to mitigate known risks. Internal audit is also providing advisory services to the task force to highlight issues that 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
Provision of Internal Audit advisory service for action plan	under way	complete
Risk officer network reviews 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 on strengthening WFP's analytical capabilities across functions to ensure that the right controls are in place for more effective management oversight, and that WFP's 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, headquarters and global offices. WFP will continue to keep the Membership abreast of progress through Executive Board consultations and other channels.



## Part 2. Risks related to people and culture

32. The *Management review of significant risk and control issues 2022* drew upon feedback provided by management teams around the world in the 2022 Executive Director's 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 risks related to people and culture to ensure the most sustainable, efficient and effective use of WFP's resources and the safeguarding of its assets.
34. The costed workplan sets out the main activities, performance milestones and KPIs for each risk area.
35. Tables 1 and 2 provide an overview of the budget for the offices involved, for each of the two risk areas. In line with the people policy, the costed work plan reflects activities undertaken at three levels of WFP: 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 security, wellness and human resources strategies; 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.<sup>9</sup>
37. It is noted that CCIs are investments made to accelerate the drive towards excellence in people management and the creation of an inclusive and respectful workplace culture while the PSA budget funds are used for recurring activities that contribute to the achievement of 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 funds from CCIs, special accounts and trust funds. A total of 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 mitigating actions: Talent management and workforce planning

Level	Budget for 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
<b>Total</b>	<b>28.6</b>	<b>22.8</b>	<b>3.3</b>	<b>54.7</b>

<sup>9</sup> 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 the need for new skills and can engender an overreliance on short-term contracts, which can hamper efforts to attract and retain locally and internationally recruited talent, resulting in capacity gaps and skills shortages. Other risks include a lack of succession planning for key positions; limited career prospects; a lack of diversity; long hiring processes; and limited national capacity with a lack of qualified local – particularly female – candidates, which can make it difficult to fill critical national officer roles. This can be compounded by limited local infrastructure such as internet connectivity, professional recruitment agencies and appropriate channels for sharing vacancies. Some offices encounter challenges in attracting international talent because of WFP's employment offer, which is based on the United Nations salary scale alignment with its associated profile requirements and labour market and the slowness with which it responds to changing circumstances such as inflation and the erosion of purchasing power, all of which affects the competitiveness of the United Nations as an employer.

**Mitigation actions**

40. **Organization:** WFP is enhancing the coordination of its planning, budgeting, risk management, audit, evaluation and reporting processes at all levels and across all pillars of the organization. The development of CSPs is supported by strategic workforce planning and 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 United Nations General Assembly and carried out by the International Civil Service Commission over a three-year period from 2023 to 2026.
41. **Function:** Division, office and functional efforts, often led by staffing coordinators, contribute to a multi-year strategic working planning approach which provides capacity projections, overviews of critical skills and actions to address gaps in order to reach identified goals. This approach encompasses several critical components, which jointly lead to organizational success by fostering agility, competitiveness and the capacity to achieve its identified goals consistently over the long term. The components include:
- Forecasting WFP's capacity needs over the coming years, considering factors such as growth, change and evolving demands.
  - Conducting a comprehensive overview of critical skills required to meet predefined objectives.
  - Identifying and addressing skill and resource gaps, to ensure alignment with strategic goals. This process includes conducting thorough reviews of the existing organizational structure and developing proposals on recommended changes for management comprising the rationale behind proposed changes, and detailed implementation plans, specifying timelines, responsibilities and resource allocations. Regular annual reviews and updates are an essential part of this approach, enabling the organization to adapt to changing circumstances and remain on track with its strategic goals.
  - Continuously strengthening job profiles to align with evolving organizational needs and industry standards.
  - Developing organizational capabilities in job evaluation to ensure equitable and competitive compensation structures. In parallel, the recruitment process undergoes continuous refinement, including enhancements in assessment methodologies to identify the best talent efficiently.
  - Strengthening employee capabilities through robust learning and development programmes.

42. **Field:** Human resources capacity at the regional and country office levels is being enhanced to support managers, in line 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 are being implemented to address staffing or skills gaps in each context, working with partnerships for example with the United Nations Volunteers programme and universities.

### Spotlight

**Workforce alignment:** The end-to-end strategic workforce planning process is designed to create a multi-year plan including elements such as scenario based capacity projections and an overview of critical skills and actions needed to address gaps in order to achieve 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 and a costed implementation plan. 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 on investing in WFP people, addressing gaps, promoting change and enabling the organization to move further faster; some other funding comes through the PSA budget.

**Learning and development:** WFP will offer 17 formal learning programmes including four-week critical skills courses for all employees, three-month role-based learning programmes for field staff and nine-month leadership development interventions for senior leaders. Collectively, nearly 3,000 employees are expected to attend. In addition, a number of open resources designed to strengthen employee capabilities will remain available to all employees 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 through co-created learning solutions, toolkits on materials development, training courses for internal facilitators and regular information-sharing sessions and resources aimed at strengthening the 100+ learning and development community in WFP. These activities are funded by the CCI on investing in WFP people and through the PSA budget.

**Talent acquisition:** WFP will focus on 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. A systematic review will be undertaken of assessment processes globally to identify gaps and opportunities for improving the focus on skills-based and psychometric assessments, with implementation for headquarters general service and junior professional officer vacancies in the first quarter of 2024 and rollout to the field by the end of 2024. This work will include the development of related KPIs including average days to hire and cost of hire. While work on testing new ideas and addressing critical gaps in WFP's work in this area is funded by the CCI, talent acquisition is often a recurring activity that is funded through the PSA budget.

### 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 six-month lag as managers have six months to fill positions.

**2B. Risks and mitigating actions: Workplace culture and conduct**

Level	Budget for 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
<b>Total</b>	<b>30.3</b>	<b>13.9</b>	<b>2.0</b>	<b>46.2</b>

***Risk characteristics***

43. Risks in this area are associated with a lack of progress in the broader dimensions of diversity and inclusion including gender equity, disability, age and anti-racism; the 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; a lack of measures and mechanisms for addressing racism and racial discrimination; a 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, and the level of communication with affected parties throughout the process; a perception of management inaction in the face of wrongdoing, which contributes to a fear of retaliation and requires ongoing attention and prioritization from management; the need for cultural change and increased trust, which requires strong commitment and leadership by example from senior management; and the need for more transparency, including in appointments, promotion and reassignment exercises and exceptions to the mobility clause.

***Mitigating actions***

44. **Organization:** Efforts to improve workplace culture and conduct start with defining expected behaviours and ensuring that leaders have the skills to manage people, with methods for addressing poor behaviour when all else fails. This continues to be a key corporate priority for WFP. The Executive Director highlights the importance attached to workplace culture in her direct engagement with the Executive Board and with employees and managers. WFP translates this commitment into action through corporate functional strategies and by the prioritization set out in the management plan for 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, led from headquarters and implemented throughout all offices at all levels and across all pillars of WFP.
45. Activities in this area reflect 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 open and transparent communication and engagement with employees and with the staff representative bodies; support affinity and employee resource groups including for disability inclusion and indigenous people; promote alternatives to “managing by investigation” through referral pathways between the investigation function and human resources as well as through efforts by the Office of the Ombudsman to ensure that matters that may not warrant investigation are nonetheless addressed through interventions such as mediation or management intervention; and 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. Eighty percent of these activities are funded through the PSA budget.

46. **Function:** WFP functions are translating corporate priorities into action through various initiatives. In 2024, these include the following:
47. Enhanced ethics and learning: WFP is focusing on ethics through an improved mandatory e-learning course and new refresher modules that address ethical matters and dilemmas, enhancing the ethical awareness and decision making skills of its staff.
48. Improved outreach and engagement: through initiatives such as FLOCK (family liaison outreach) and senior leader missions, WFP aims to engage with its global workforce. The introduction of office-specific pulse surveys, the Speak Up! campaigns and the continued rollout of the highly appreciated Respect+ programme promote 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 is investing in strengthening informal conflict resolution mechanisms and identifying organizational conflicts of interest. 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 is being extended division directors and deputy country directors in 2024, aiming to strengthen inclusive leadership skills and people management. WFP maintains a zero-tolerance stance against misconduct, offering legal support in relation to misconduct and discipline cases, and takes timely and transparent disciplinary action to address abusive behaviour and build a culture of trust.
52. **Field:** The implementation of new and developing policies, practices, systems and processes must be managed in regional bureaux and incorporated into support for country offices. Such activities include the definition of operating models to provide clear reporting lines; the application of the performance standards, including those provided by WFP's values and the WFP people policy, and the tailoring of processes and practices; advice for managers and employees on workplace culture, diversity and inclusion; stronger internal communication on and rollout of corporate policies; coordination of capacity development initiatives for the region, providing learning and development opportunities including on disability inclusion, leadership and management; advice on performance management, tracking Performance and Capability Enhancement tool (PACE) completion and quality and the handling of underperformance; implementation of projects focused on workplace culture and employee well-being that aim to strengthen employee resilience, promote cohesion and interconnectedness and improve physical, mental and occupational health; and oversight missions to identify gaps and support country offices in addressing issues by proposing mitigation measures and recommending good practice. Notably, only 33 percent of these efforts are funded through the PSA budget and most risk mitigation efforts at the regional level are funded through a CCI.

**Spotlight on efforts relating to preventing and addressing wrongdoing**

**Mediation** – Twenty mediations are planned for 2024 to identify and analyse underlying issues that need attention. Voluntary, informal and flexible, mediation is a process in which an impartial person helps the disputing parties to communicate with and understand each other in order to negotiate a resolution to their issues, thereby restoring work relationships.

**Team climate assessment** – Twelve teams are expected to participate in team climate assessments in 2024, providing qualitative feedback on leadership style, team cohesion and morale. The assessment process produces concrete data that can offer 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, ensuring that responses remain anonymous. Benefits of the assessment 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 four months of them joining WFP. A total of 130 **management Interventions** are planned to support managers and employees worldwide in addressing matters of inappropriate and abusive conduct. This will involve various tools including “cautioning”, performance management, e-learning modules and personality assessments followed by tailored coaching sessions for individuals or groups. Up to 15 team effectiveness journeys are planned; these are for teams where there is a need to strengthen or rebuild 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.