

# UPDATE ON THE IMPLEMENTATION OF THE COMPREHENSIVE ACTION PLAN (CAP)

*Supporting package to  
the Executive Board*

*27 May 2021*



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

# FOREWORD

Following the recommendations made by the report prepared by the joint Board/WFP management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2019/9-A\*) in November 2019, the World Food Programme, through its Workplace Culture Department, embarked on a journey to achieve an improved, inclusive and respectful workplace, free of harassment, sexual harassment, abuse of power and discrimination.

That journey started officially in June 2020, when WFP Executive Board approved the Comprehensive Action Plan (CAP) (WFP/EB.A/2020/12-A\*) as a vehicle to guide our efforts around six core areas: reaffirming values, leadership role, employee engagement, policy and systems revisions, disciplinary processes and communications.

Since the approval of the CAP, our path to an improved workplace culture has been detailed through the monitoring of the implementation of the activities contained in the CAP report. The progress made in the implementation of the CAP is being measured through selected indicators coming from the 2021 Global Staff Survey results to show us how far we have come in achieving the desired end-states.

An important factor for the successful implementation of the CAP relates to activities in the area of employee engagement and communications. To foster employee engagement and ensure that everyone in the Organization had access to information about the improvements in WFP's workplace culture landscape, the Workplace Culture Department realized three important activities: the 'Values Talk LIVE', a global broadcast on 4 February 2021 which gathered more

than 8,300 views, a 'Values Tool Kit' for teams and individuals with useful information on how to create a better workplace culture at WFP, and a series of 31 stories and 20 videos under the concept of 'See the Difference', containing testimonials from more than 60 colleagues and team leaders from 20 different locations, and the developments we have made so far regarding Personal Growth, Wellbeing and Policy Improvements. All these projects were implemented through a coordination unit called CAP Team.

It is now my pleasure to share with you in this package a brief summary of these three projects. To allow continuity of these discussions in HQ and in the deep field, the resulting materials have been uploaded to our WFP Workplace Culture website.

The work of inspiring these conversations around our workplace culture has not finished yet. That is why I encourage every day our employees to get involved and share their stories and feedback how the work on the values and workplace culture is being implemented in their offices.

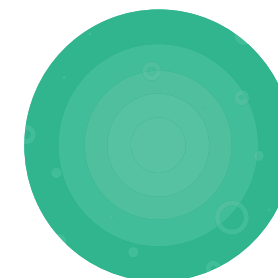
As you go through this package we have prepared for you, I would like to invite you to read some of those stories and be excited about the transformation that is taking place in every office, at every level in WFP.

I hope you enjoy reading what follows.

Best,

***Gina Casar***

*AED Workplace Culture*



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## VALUES TOOL KITS

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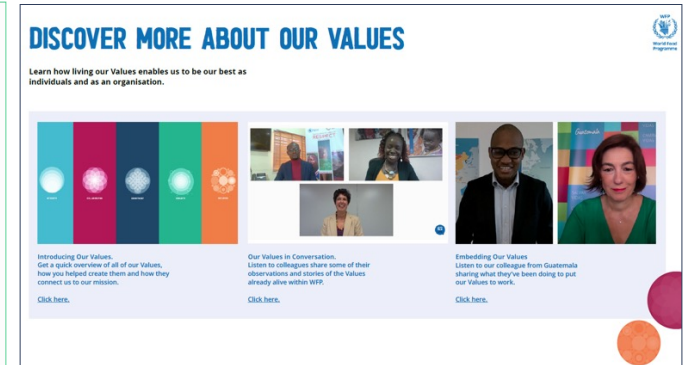
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# VALUES TALK LIVE EVENT

*Values Talk LIVE event was a live global broadcast held on 4 February 2020 which gathered more than 8,300 views; the event was a celebration of WFP's workplace culture and an opportunity to share inspiring ways we have been living our values and making a difference at WFP.*

*Presented by two co-hosts, Lola Castro, Regional Director, RBJ, and Tomson Phiri, Spokesperson in Geneva, we connected with over 10 locations to feature more than 20 contributors: from our Executive Director, David Beasley, in Rome, to colleagues calling from Nigeria, Kenya and Guatemala, to name a few.*



# VALUES TOOLKITS

The Values Toolkits, for teams and individuals, are a resource that the Workplace Culture Department made available to all employees following the Values Talk LIVE event.

Designed as a wrap up to the initiatives covered during the Values Talk LIVE event, the toolkits are a lightweight and simple introduction to our workplace culture. They include a set of voluntary activities to run by teams or individually, and provide a wide range of resources for easy and quick access to help structure conversations and allow employees to get more informed about our re-affirmed values.

SINCE THEIR PUBLICATION IN FEBRUARY, THE VALUES TOOLKITS HAVE BEEN ACCESSED MORE THAN 10,200 TIMES



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## RESOURCES

On this page you will find links to all the resources mentioned within this toolkit. Use this as your fast track when activating your teams.

<p><b>HOW OUR WORKPLACE CULTURE EFFECTS OUR MISSION</b></p> <p>Our Executive Director and Values Talks Live hosts. See them highlight the importance of our mission. <a href="#">Click here</a></p>	<p><b>BE THE DIFFERENCE</b></p> <p><b>Future of Workplace Culture.</b> Watch Gina Casar and Amir Abdulla as they discuss the vision for our workplace culture and the difference our colleagues have already made by being the difference. <a href="#">Click here</a></p> <p><b>Keynote Speaker on The Power of Culture.</b> Amanda Fajak discusses how Values impact behaviour and the magic discovered within the WFP Culture. <a href="#">Click here</a></p>	<p><b>OUR VALUES</b></p> <p><b>Introducing Our Values.</b> A short film provided an overview of our Values. <a href="#">Click here</a></p> <p><b>Our Values in Conversation.</b> Hear from colleagues who are sharing their observations and stories of the Values already alive within WFP. <a href="#">Click here</a></p> <p><b>Embedding Our Values.</b> Listen to our colleague from Guatemala sharing what they've been doing to put our Values to work. <a href="#">Click here</a></p> <p><b>Individual Value films.</b> Integrity Collaboration Commitment Humanity Inclusion</p>	<p><b>SEE THE DIFFERENCE</b></p> <p><b>Crowdsourced Film.</b> Good news stories from WFP teams around the globe. <a href="#">Click here</a></p> <p><b>See the Difference.</b> Find out more about the upcoming campaign. <a href="#">Click here</a></p>
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# SEE THE DIFFERENCE

Under the topic 'See the Difference', we brought to everyone's attention a series of stories on four key areas: Personal Growth, Wellbeing, Improvements and Workplace Culture.

The stories featured over 60 colleagues from different locations and backgrounds in a series of 31 articles and 20 videos. This gave every employee the opportunity to see first-hand testimonials from other colleagues on a variety of topics and re-discover new tools, programmes and initiatives developed to help them both professionally and personally in their journey at WFP. The different articles and videos have been accessed for over 3,000 colleagues by May 2021.

The pages that follow are a brief selection of the articles:

- Personal growth: Meaningful discussions
- Wellbeing: Nigeria CO on Counselling
- Improvements: Preventing and Responding to Abusive conduct; Service Contracts; and article on COVID and people centered initiatives
- Workplace culture: Respectful Workplace Advisors



### SEEING COUNSELING IN A NEW LIGHT

INTERVIEW WITH REGAN SHERCLIFFE



**Regan, people may think about personal growth purely in career terms but there's more to it than that isn't there?**

Personal growth in the context of working for WFP and a humanitarian organization is much more than just career increments or career progression. This is a vocation, and people feel passionate about the work. They feel that the work speaks to their ethical and moral centre and they feel a responsibility. So people grow in this job not just through being promoted- we grow in this job by doing the job and it touches people in ways that only a vocation can.

**How is staff counseling changing at WFP?**

Staff counseling and WFP is constantly evolving to meet the needs of the staff, their dependents and organizational demands. When I first joined the UN a number of years ago, the idea was that if there's a critical incident you call the staff counselor who comes in and provides support during that time. That is still a core responsibility but in recent years staff have started to come to us for a variety of reasons: personal issues, work-related issues, relationships, health etc because all of the personal aspects of our lives intersects with the work that we do. It's very hard to separate the personal from the work because in humanitarian work one impacts the other. So people are keen to explore how those two worlds, the personal and the work, impact each other through the decisions we make.

**How is WFP different in terms of staff counseling?**

WFP is different in terms of how it approaches staff counseling from other agencies I've been involved with because we have a division and under that division, we have medical, we have staff counseling, insurance plus we have a number of nurses, we have an ergonomist, and we have a Family Liaison Officer. So the idea is that we work together as an integrated clinic to best support staff- staff have a number of different disciplines looking at how the individual is managing, to provide the best support possible.

**Finally, is there anything you've seen in the last 12 months in terms of personal growth at WFP that you would want to mention?**

Over the last 12 months WFP has started the process of an engaged, sustained examination of our workplace culture. In terms of growth this is important to me in two realms; first from the sense of personal growth, it challenges us to look at how we behave and how we contribute to the culture of the Organization. If we can grow personally in how we live those values, then the Organization also grows as a result.

**And so people come and talk to us about how they navigate all the complexities associated with doing this kind of work. It's great work and it's super rewarding but it's also very challenging and so they use our services now more and more to explore their decisions.**

**Regan, thanks so much for speaking to us for See the Difference.**

### DUTY OF CARE: PUTTING PEOPLE FIRST IN A GLOBAL PANDEMIC



**WFP has always been a people-centred organization. Even in the face of a pandemic, this approach has remained constant.**

**We continue to do everything we can for the people we serve and make sure our colleagues have what they need to get the job done. Yet, COVID-19 has forced us to find more creative ways to balance flexibility with accountability.**

**And we have had to think differently about what 'duty of care' means.**

As a UN organization, WFP is governed by rules and frameworks. During the pandemic, where necessary, we have pushed the boundaries of those frameworks in order to do the right thing for our people.

For example, we increased sick leave for all employees regardless of contract categories. We also allowed colleagues who weren't able to take R&R to find different ways to rest and recuperate. And we granted exceptional compensatory leave for Special Service Agreement holders.

There have been so many instances where we have had to look at the reality on the ground, make a decision, and stand by it- even if it meant changing new territory within the organization.

**Here are some new measures introduced to help keep our staff safe during the COVID-19 pandemic:**

- All employees (regardless of contract type) and their dependents can get medical insurance for COVID-19.
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# SEE THE DIFFERENCE

*in Personal Growth*

# SEEING COUNSELING IN A NEW LIGHT

## INTERVIEW WITH REGAN SHERCLIFFE

We caught up with Regan Shercliffe, Chief Staff Counseling, to understand the role that counseling plays in the personal growth of colleagues:



**Regan, people may think about personal growth purely in career terms but there's more to it than that isn't there?**

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**"IT'S GREAT WORK AND IT'S SUPER REWARDING BUT IT'S ALSO VERY CHALLENGING"**

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**Regan, thanks so much for speaking to us for See the Difference.**



# SEE THE DIFFERENCE

*in Wellbeing*

# WFP STAFF COUNSELLING: A TEAM EFFORT

In Nigeria's Northeast a military insurgency has raged for more than 20 years. Conditions in the region pose a very real threat to the mental health of those living and working here. As staff counsellor, it is the job of Boia Efraime and his team to provide psychological support to WFP colleagues and their families. Here, he tells us how they are coping in the pandemic.

## AS LONG AS YOU STAY IN A GROUP, THE LION WILL STAY HUNGRY

*Nigerian proverb*

Every WFP colleague deployed to North East Nigeria will have a session with me before they begin work. During the session we will talk about the threats that may cross their path, ways to use their previous coping strategies to deal with the new challenges and the resources in place.



Providing ongoing support to all colleagues on a regular basis, cannot be done by just one staff counsellor alone. Trying to mitigate the consequences of operating in such a volatile region, along with the additional threats created by the pandemic is a team effort.

COVID-19 has forced staff members to work from home since March last year. As a result, colleagues have reported feeling increased levels of stress and isolation.

In answer to this, we created the Peer Support Volunteer, a network of social WFP volunteers, who were training on how to provide emotional support.

By calling every staff member weekly we are making sure that no one is left behind. Colleagues are able to address their challenges in a confidential and supportive environment. The calls also help us to identify more complicated cases which can then be referred to me.

Another initiative that was created to aid a feeling of connectedness was Nigeria Solidarity, a network which runs online quiz nights giving colleagues an excuse to get together. There are also stretch classes with the WFP ergonomist and yoga classes with colleagues in Johannesburg.

Recently, we have welcomed two occupational health associates to the team. This has helped us in the fight against COVID-19 as we are now able to monitor virus prevention measures and make recommendations for their improvement.

Here in North East Nigeria, wellbeing really is a team effort. As the old proverb says, "As long as you stay in a group, the lion will stay hungry".

# SEE THE DIFFERENCE

*in Improvements*

# HR STAFF RELATIONS: HOW THE TEAM ADDRESSES ISSUES WITH ABUSIVE CONDUCT

**We all want to get the working environment right at WFP.**

Central to achieving this goal is our HR Staff Relations team, based in HQ. Here, two experts from the team talk about the vital part they are playing in helping our organisation to achieve a respectful, diverse and inclusive workplace we can all be proud of.

**Change is happening**

**“I CAN HONESTLY SAY THAT CHANGE IS HAPPENING. COLLEAGUES FEEL MORE CONFIDENT TO TALK ABOUT INAPPROPRIATE AND ABUSIVE CONDUCT”**

*- Davide Marzano, Chief of Staff Relations*



“A large part of our role, here at Staff Relations, is to help managers promote respectful work environments and respond when workplace issues occur. We do this in a number of ways, including facilitating Speak Up! sessions, contributing to the development of policies and action plans, and advising management on the informal resolution of disputes and grievances where formal actions need to be taken against abusive conduct.

Since its launch in 2018, Speak Up! has allowed the Staff Relations team to meet with almost 6,000 colleagues to talk about getting the work environment right. Encouraging open, honest dialogue, these sessions help build awareness of protection mechanisms, reporting channels and the kind of situations that have been worked on.

An increased effort to prevent and address abusive

conduct, means that our team has expanded significantly over the past three years. In 2020, WFP completed a record number of disciplinary cases related to abusive conduct (eight in 2020 compared to four in 2019). As a result, three employees were fired in 2020 and one other employee, who had already left WFP, is banned from returning.

The 2020 disciplinary report will soon be shared with all colleagues so that everyone can see concrete examples of WFP’s zero tolerance of abusive conduct.

I can honestly say that change is happening. Colleagues feel more confident to talk about inappropriate and abusive conduct.”

**Davide Marzano**

**Chief of Staff Relations**

# HR STAFF RELATIONS: HOW THE TEAM ADDRESSES ISSUES WITH ABUSIVE CONDUCT

**In the last year, we have reached out to every single survivor of abusive conduct.**

"I lead a team in Staff Relations that is dedicated to all things relating to the workplace. Our main focus at the moment is the review of WFP's policy on abusive conduct. We are working with colleagues in HQ and the field to incorporate lessons learned from the last three years, as well as reinforce WFP's commitment to a victim-centered approach.

The changes we are making include: incorporating diversity and inclusion in our commitment to fostering respectful working environments, clarifying the interface between racism and harassment, simplifying how and when to speak up against abusive conduct, and reinforcing support and protection for affected colleagues.



A toolkit will accompany the revised policy to assist colleagues to understand their role. We have been working with an organisational psychologist to prepare behavioural change tools to help colleagues become active bystanders, create psychological safety for their team, and become aware of how their behaviour affects others. Elements of the toolkit will be integrated in other training modules, including people management training being developed by our HR colleagues.

In the last year, Joyce Luma, HR Director and myself have reached out to every single survivor of abusive conduct where WFP has punished the perpetrator. In doing so, we have communicated our deepest sympathy for the unpleasant experience that they have endured, informed them of outcomes and provided support. These survivors have endured a long process to ensure accountability at WFP, and on behalf of the WFP family I wish to acknowledge and thank each and every one of them for their courage and bravery in speaking up."

**Mylène Spence**  
**Staff Relations Officer**

## More about Speak Up!

**The two and a half hour interactive sessions are facilitated by Staff Relations HR experts and cover five sections:**

- Checking colleagues' perceptions with a true or false survey.
- Explaining what is considered inappropriate and abusive conduct including harassment, sexual harassment, discrimination and abuse of authority.
- Guiding colleagues through the processes for addressing such conduct.
- Empowering colleagues so they know the role that they can play, whether they have a problem, they hear about the problem or they are the problem.
- Putting findings into practice by going through a scenario together.

To find out more about the Speak Up! initiative, take a look at the video on WFPgo.

You can also read more information on the Staff Relations [website](#)

# SERVICE CONTRACTS: NEW INITIATIVE ON ITS WAY

National staff are the backbone of WFP operations, and many of them are on short-term contracts. Out of our global workforce of 20,000 people, 15,000 are national staff and nearly half of these are on service contracts.

Now for the good news.

**WE ESTIMATE THAT BY THE END OF 2021 APPROXIMATELY 2,400 ELIGIBLE SERVICE CONTRACT HOLDERS WILL HAVE THEIR CONTRACT CONVERTED TO A FIXED-TERM CONTRACT.**



This is not an isolated initiative, but part of a broader review of WFP's staffing framework. The review aims to ensure that all WFP employees are hired on the right type of contract in line with the role and function they are expected to perform.

WFP's drive to addressing our extensive use of short-term contracts is another example of our ongoing commitment to ensuring the fair treatment of all our employees.

**"AT RBD, WE HAD CONSIDERED PHASED AND GRADUAL APPROACHES TO TACKLE THIS ISSUE. WE WELCOME THE CORPORATE DECISION AND PLAN TO CONVERT ELIGIBLE SHORT-TERM CONTRACTS. THIS INITIATIVE IS NOT A MERE ADMINISTRATIVE ACT, IT IS A DEMONSTRATION OF THE VALUES OF THE ORGANIZATION AND ITS COMMITMENT TO ITS MEN AND WOMEN WHO ENABLE WFP TO SAVE AND CHANGE LIVES AROUND THE WORLD."**

- Chris Nikoi, Regional Director, Dakar

# DUTY OF CARE: PUTTING PEOPLE FIRST IN A GLOBAL PANDEMIC

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And we have had to think differently about what “duty of care” means.

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For example, we increased sick leave for all employees regardless of contract categories. We also allowed colleagues who weren't able to take R&R to find different ways to rest and recuperate. And, we granted exceptional compensatory leave for Special Service Agreement holders.

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# SEE THE DIFFERENCE

*in Workplace Culture*



# BEING THE DIFFERENCE: RESPECTFUL WORKPLACE ADVISORS

## Are you facing a workplace issue? Would you like to be able to talk, in confidence, to someone in your office?

Respectful Workplace Advisors (RWAs) are there to help you understand and identify the best option for the resolution of the issue you are facing.

First and foremost, RWAs are employees of WFP. They have been nominated by their colleagues and trained by the Office of the Ombudsman and Mediation Services to informally prevent or reduce workplace related issues and conflict among fellow employees.

Before taking up the role, RWAs undergo a five-day intensive training course. They are also serving as Ethics Ambassadors, raising awareness of the Code of Conduct and related policies.



## What do RWAs do?

- Provide colleagues with a confidential and neutral contact person, who is a source of information and support when experiencing a workplace conflict, or when having a concern about work.
- Serve as a sounding board.
- Provide guidance on accessing appropriate informal and formal dispute resolution services available within WFP.
- Provide information and referral services regarding ethics and standards of conduct.
- Proactively, and in response to requests, provide training and awareness with education materials created by the Ethics Office.
- Share best practices and stay abreast of relevant developments in the Organisation by, among others, taking part in the monthly telecom meetings.

## What are RWAs expected to do at all times?

- Respect the dignity and rights of all staff.
- Maintain the highest standards of personal integrity.
- Maintain strict confidentiality concerning all discussions with a staff member.
- Disclose to the Ombudsman any actual, perceived, or potential conflicts of interest that may arise while fulfilling the role of RWA.

- Disclose to the Ombudsman any request of or intent to become a member of a Committee or Working Group.
- Maintain the principles of neutrality and independence of the role of RWA, including when taking on other work-related roles.

## Who can become an RWA?

- Almost any employee is eligible. The exception is those holding senior managerial and administrative responsibilities or employees working in Human Resources. In addition, Staff Association or Staff Welfare Representatives and PSEA Focal Points should not be nominated as RWAs because dual roles could cause a conflict of interest. Peer Support Volunteers (PSVs) are eligible and can serve in both functions.

## How are employees nominated?

- Employees are nominated through a confidential nomination system, by employees in their respective offices, and appointed by the Ombudsman in consultation with the Director.
- Employees who have worked with the organization for at least one year.

# BEING THE DIFFERENCE: RESPECTFUL WORKPLACE ADVISORS

A worldwide programme

**CREATED IN 2007, THE RWA PROGRAMME HAS DEVELOPED INTO A NETWORK OF ALMOST 150 RWAS ACROSS REGIONAL BUREAUS, MOST COUNTRY OFFICES, LARGER SUB OFFICES AND, MOST RECENTLY, IN EACH DEPARTMENT IN HQ.**



## What does respect mean to you?

We asked Sagheer Ahmad Khan, RWA and Ethics Ambassador, Pakistan.

“It’s about other people’s feelings. A certain issue might seem like nothing to you, but it could mean everything to them. If you have respect for people as they are, you can be more effective in helping them to become better than they are. For me, respecting someone indicates the quality of your personality.

In my view, human beings are creatures of God’s design, so we must respect all of them. That does not mean I have to agree with their choices or opinions, but indeed I respect them as human beings.

It is my goal to love everyone. I hate no one. Regardless of their race, religion, how they want to live their life and the decisions that they make.

Humanity is my best religion”.

