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Wellness Strategy 2020 – 2024

EB briefing

10/05/2021



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Objectives:

- Acknowledge WFP achievements in WEL 2015/2019
- Review the consultation process for the new WEL strategy 2020/2024
- WEL strategy 2020/2024: An update versus a new strategy with additional elements reflecting WFP renewed confirmation of values and culture
- A (tentative) implementation plan
- EB awareness and endorsement



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Wellness at WFP: a 3x5 Corporate Journey

(started in 2015)

WFP's Wellness Strategy will achieve impact through **three Goals**:

Goal 1 – OneWellness: Focus on the field

Goal 2 – Promoting a corporate culture of health

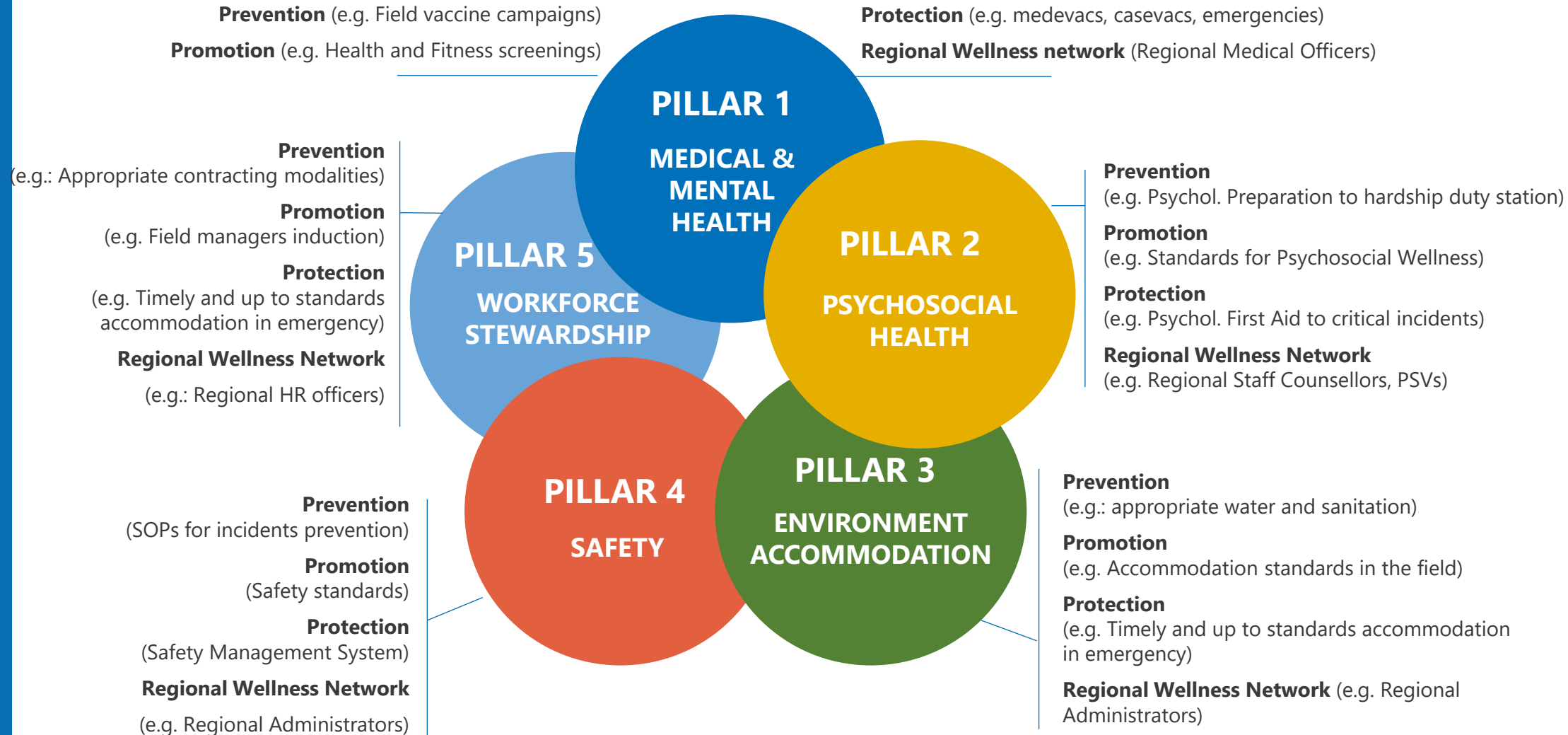
Goal 3 – Creating an enabling and supportive workplace



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Wellness at WFP: a 3x5 Corporate Strategy





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Pillar 1

Medical and Mental Health





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Pillar 2

Psychosocial Health

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Pillar 3 Working Environment/Accommodation Conditions

Upgraded compound,
WFP Paoua, CAR



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A young man in a yellow hard hat and high-visibility vest smiles at the camera. He is wearing a blue patterned shirt and black gloves, holding a trowel. In the background, other workers in similar safety gear are working on a construction site with wooden forms and rebar.

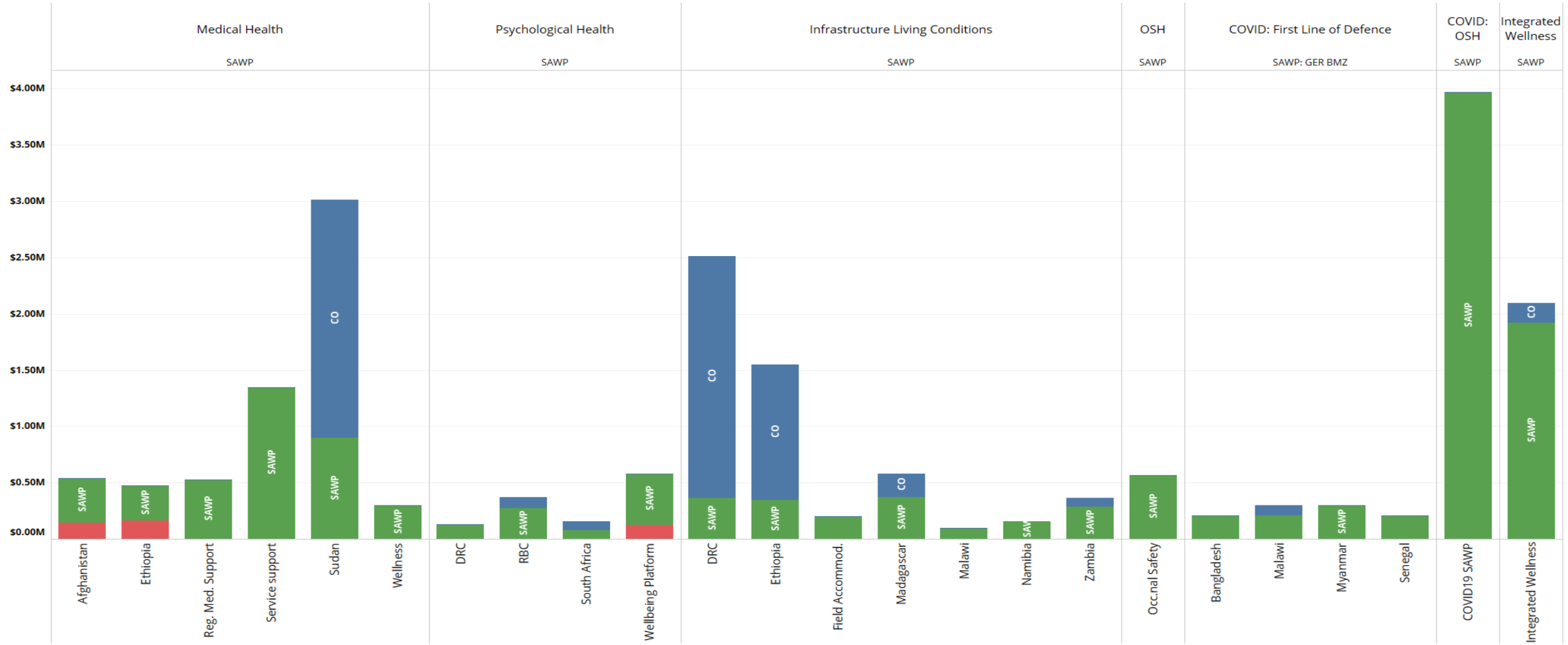
Pillar 4
Occupational safety

Pillar 5
HR Stewardship

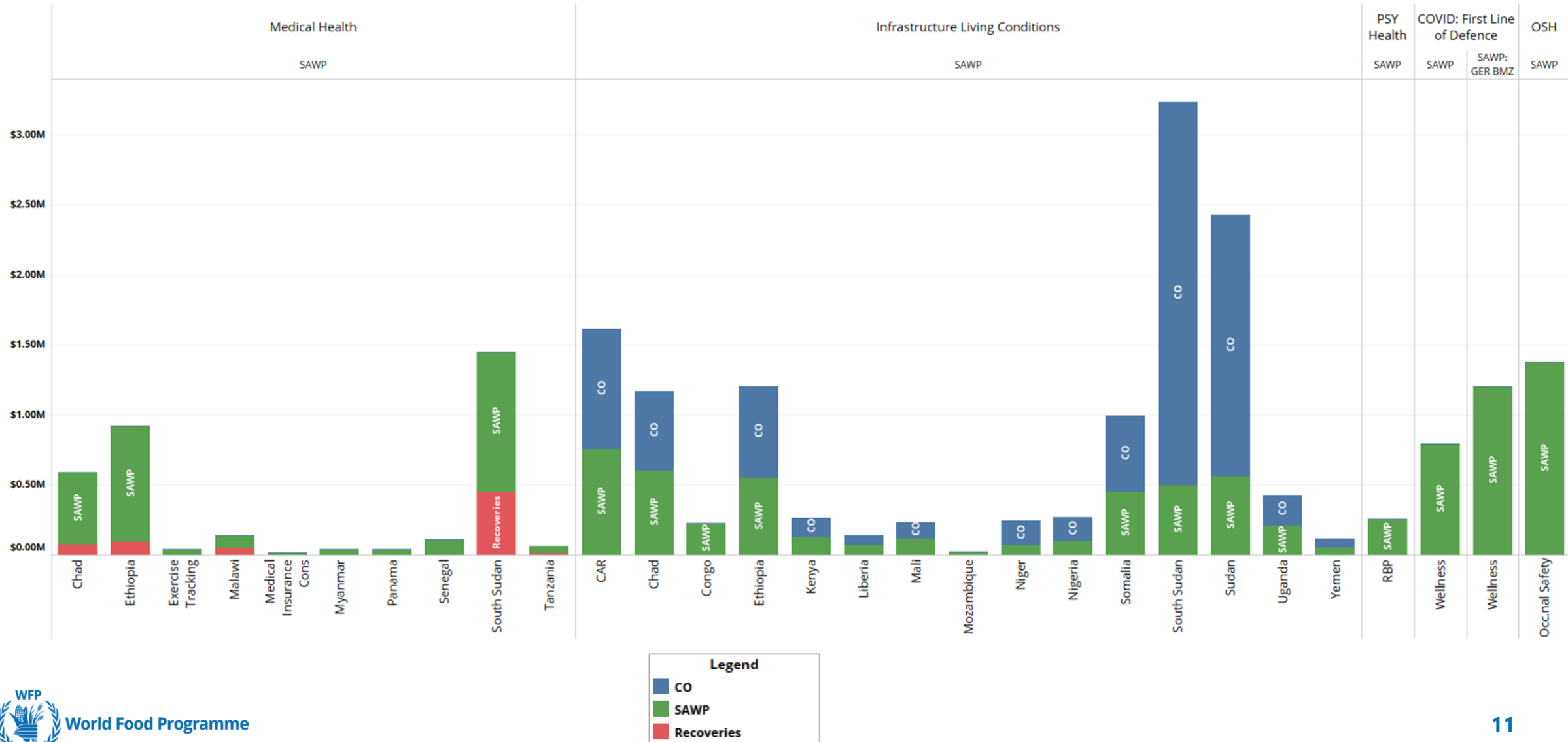
Wellness Funding to date

- **November 2015:** the EB authorized an allocation of **USD 10 million** from the PSA Equalization Account for the establishment of a Special Account aimed at providing seed funding for wellness projects globally and in the field in line with the WFP Wellness Strategy.
- **November 2017:** the EB authorized an allocation of **USD 8 million** from the PSA Equalization Account to replenish the Staff Wellness Programme Account and continue activities.
- **June 2020: BMZ Ministry of Germany** grant of **EUR 2 million** for COVID response wellness projects.
- **July 2020:** the EB authorized an allocation of **USD 8 million** from the PSA Equalization Account to replenish the Staff Wellness Programme Account and continue activities.
- **January 2021: Government of Israel** grant of **USD 40 k** for COVID Antigene Rapid Diagnostic Testing in Ethiopia

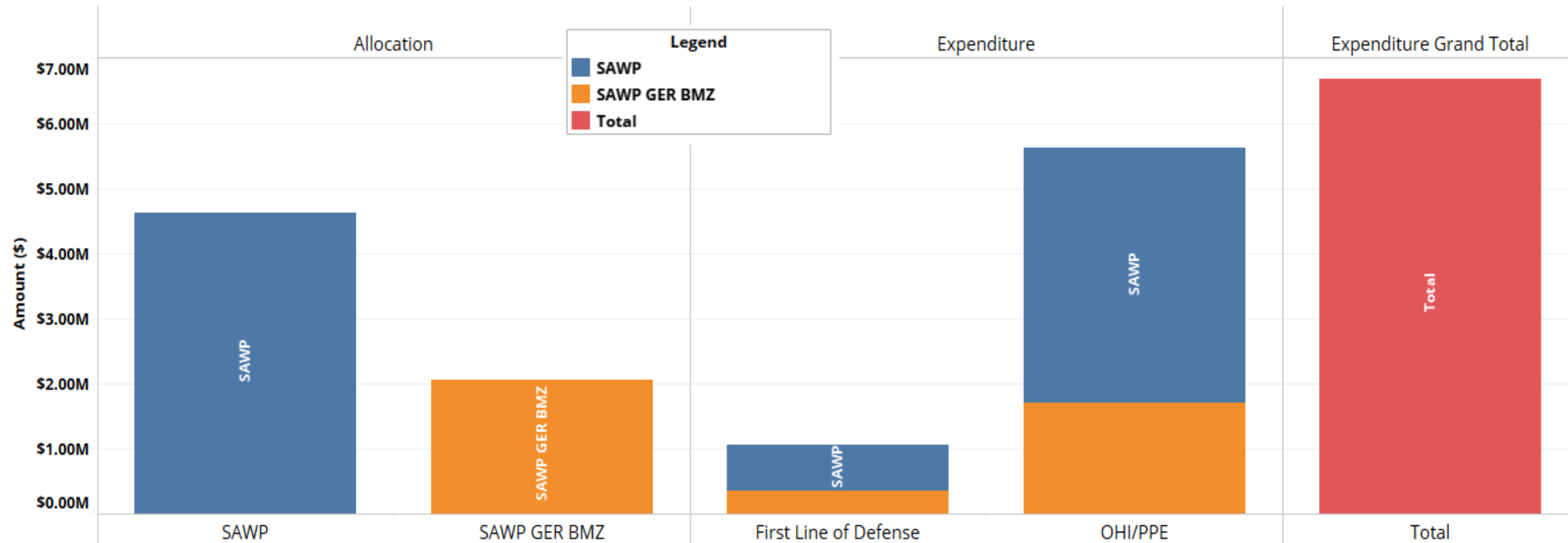
Wellness by Pillar and Country Office – Projects in progress



Wellness by Pillar and Country Office – Projects Completed



Wellness by Pillar and Country Office – COVID Projects Completed



2020-2024 Strategy consultation process

- Field staff at CO. Field Office input through multilingual survey

Staff Wellness  *we care*

For Staff Wellness Networks and Staff Wellness Committees: WFP Wellness Strategy Critique

Please share your opinions with us.

- Internal Staff Wellness review from WEL colleagues including Staff Counsellors in six Reg. Bureau and 11 COs, Medical Officers in six Reg. Bureau
- HQ Review 2020-2024 Strategy—reviewed by: Ethics Office, Ombudsman, HR Staff Relations including Staff Associations, Legal Division
- Workplace Culture Input: alignment with forthcoming People Policy and HR Strategy



What's Changed in WEL's 2020-2024 Strategy-1

WFP has progressed and evolved; so too has Wellness (Concept, Division and Strategy). Employees' Wellness has become:

- 1) integral to corporate risk mitigation and business continuity planning;
- 2) an enhancement of employees' morale;
- 3) a driver for engagement and productivity;
- 4) essential to the organization as it delivers on its mandate to save lives and change lives.

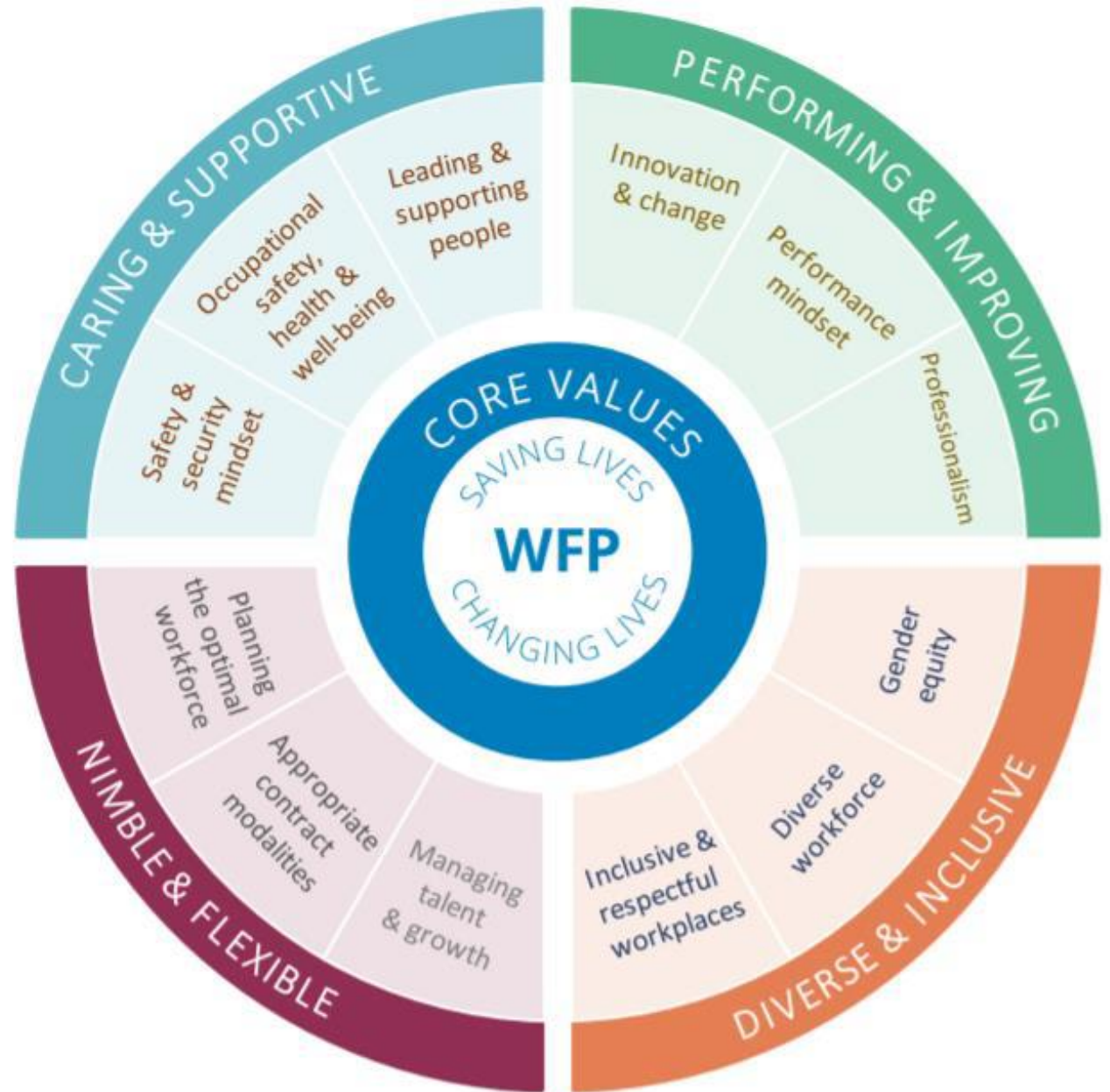
The Wellness Strategy emerged from the 2013 WFP Occupational Safety and Health (OSH) Policy and stems from WFP People Strategy and the forthcoming People Policy.

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People Policy People Excellence Model: Sets the direction and priorities



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What's Changed in WEL's 2020-2024 Strategy-2

- WFP CRR #12 Fiduciary category, *"Insufficient investment in employee health, safety and security, recommend mitigating measures to reduce risks"*

WEL 2020/2024 re-affirms the role of Staff Wellness in the corporate management of WFP's Duty of Care



- With the advent of the WFP Workplace People and Culture Department

WEL 2020-2024 Strategy asserts its integration with Workplace Culture and newly adopted WFP Values: integrity, collaboration, commitment, humanity and inclusion

What's changed in WEL's 2020-2024 Strategy-3

- 2020-2024 WEL Strategy is integral part of WFP implementation of the UNDIS in advocating and supporting necessary accommodations and policies for persons with disabilities in the effort to create an inclusive workplace



- The 2020-2024 WEL Strategy is aligned with the proposed People Policy Template for all WFP Strategies to a Strategy Implementation Plan that includes 1) Goals 2) Objectives 3) Outputs 4) Outcomes 5) KPIs 6) Timelines 7) Risks 8) Projected Costs

Wellness 2020/2024: 3 Goals X 5 Pillars of Wellness



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Goal 1: Focus on the Field

Outcomes:

- Extend already existing health promotion and illness prevention programmes to all employees in the field
- Increased access to healthcare in locations in need

Outputs:

- Central Digitalization
- CO Staff Wellness Committees
- In access-critical areas: WFP-sponsored primary healthcare clinics or outsourced to qualified commercial partners
- Locally recruited employees satisfied with insurance benefits

Goal 2: Promote a corporate culture of health

Outcomes:

- WFP Wellness promotes a corporate culture of disease prevention
- Risk management of Corporate Risk n. 12 Insufficient investment in employee health, safety, security
- Recommend mitigating measures to reduce risks

Outputs:

- Wellbeing and other platforms that support staff wellness
- PSVs become WEL champions/ family support
- WFP OSH safety management

Goal 3: Create an enabling supportive work Environment

Outcomes:

- OSH policy implementation
- Disability-inclusive workplace at WFP
- Internal partnership
- External partnership

Outputs:

- RBx have ACOSH Committees
- Progressively advance WFP's work on disability inclusion
- Internal partnerships
- External partnerships

Wellness 2020/2024: 3 Goals X 5 Pillars of Wellness



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Pillar 1 Medical and Mental Health	Pillar 2 Psychosocial health	Pillar 3 Working Environment/ Accommodation Conditions	Pillar 4 Safety	Pillar 5 Workforce Stewardship
<p>Prevention (e.g. Field vaccine campaigns,)</p> <p>Promotion (e.g. Develop ergonomic telework support, Health and Fitness campaigns)</p> <p>Protection (e.g. health insurance, medevacs, emergencies)</p> <p>Wellness network (Regional Medical Officers)</p>	<p>Prevention (e.g. Psychol. Preparation to hardship duty station)</p> <p>Promotion (e.g. Standards for Psychosocial Wellness,)</p> <p>Protection (e.g. Psychol. First Aid to critical incidents, health insurance)</p> <p>Wellness Network (Regional Staff Counsellors)</p>	<p>Prevention (e.g.: appropriate water and sanitation)</p> <p>Promotion: (e.g. Accommodation standards in the field)</p> <p>Protection: (e.g. Timely and up to standards accommodation in emergency)</p> <p>Regional Wellness Network</p>	<p>Prevention: SOPs for incidents prevention</p> <p>Promotion: (Safety standards)</p> <p>Protection: (Safety Management System)</p> <p>Regional Wellness Network</p>	<p>Prevention: e.g. preparedness, wellness aware management)</p> <p>Promotion: e.g. work/life balance</p> <p>Protection: (staff admin support in emergencies and critical incident)</p>
<p>Know your health; Measure Wellness; Take responsibility for improving health</p>	<p>Know your health; Measure Wellness; Take responsibility for improving health</p>	<p>Be aware, improve and measure health of work environment and living conditions</p>	<p>Safety monitoring and reporting risk stratification</p>	<p>Ensure an enabling, supportive and respectful workplace</p>
<p>Implementation of OSH Standards to mitigate work related stress, injuries, illnesses, ACOSH HQ and Regional Bureaux (MSDA- MSDI - SEC—CPP—TEC—HRM—EME—CAM)</p> <p>UNMD, UNSSCG, WHO, FAO, UNHCR, WB, Outsourced Care Providers</p>				

Dimensions:
 Prevention: The action of stopping something negative from happening or arising by screening apparently normal conditions or situations;
 Promotion: Supporting healthy or correct behaviours or practices, without screening purposes;
 Protection: Correcting dangerous situations or pathologies, once they are already established, to avoid further damage.



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2020

- 1. Safety, Compensation in CORITY
- 2. WEL Divisional Ethics Directive
- 3. 80% COs with Staff Wellness Committees
- 4. Increase ergonomic support for teleworkers
- 5. Health promotion and vaccine campaigns
- 6. Advocacy and awareness of WEL
- 7. ACOSH at HQ and Regional Bureaux
- 8. WEL Digital Platforms (e.g. WFP WEL APP, CIGNA)
- 9 Compensation + Social Security in WFP
- 10. Monitor Working Condition and Accommodations

2021

- 1. Field outreach sustainability (SAWP funding)
- 2. Consolidation of Regional Wellness Networks
- 3. Sick Leave Analysis
- 4. Mandatory Health Support Elements Monitoring
- 5. Further development of WEL platforms
- 6. Mental Health Strategy Implementation
- 7 Additional Medical Assistance Teams (DAMAT)
- 8. MIDD contract review
- 9 Stakeholder participation in People Policy
- 10. BMIP, MICS, MCS performance review

2022...

- 1 . PSVs -> Wellness Champions
- 2. Family Liaison Project
- 3. Regional OSH policy implementation
- 4. Ergonomic Workstation Assessors (EWAs)
- 5
- 6. TBD

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Staff Wellness *we care*

WEL STRATEGY IMPLEMENTATION PLAN-

GOAL 1: OneWellness Focus on the Field

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

Anticipated outcome:

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

#	Specific outputs	Estimated cost	2021	2022	2023	2024	Possible Risks	Proposed KPIs
1	Central Digitalization--WEL synthesizes and reports on WFP workforce health and illness trends using Cority to orient health promotion and illness/injury prevention	US\$ 250,000 / year (Cority Licenses)	50% (does not include SSA contract holders)	50% (does not include SSA contract holders)	50% (does not include SSA contract holders)		SKL records not accurately maintained	% of workforce SKL evaluated from epidemiologic point of view
2	Country Office Staff Wellness Committees provide the grassroots input to promote CO specific Wellness initiatives.	0.2	90% COs with Staff Wellness Committees	100% COs with Staff Wellness Committees			COs do not support SWCs	% of COs with Staff Wellness Committees



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WEL STRATEGY IMPLEMENTATION PLAN-

GOAL 1: OneWellness Focus on the Field (contd.)

#	Specific outputs	Estimated cost	2021	2022	2023	2024	Possible Risks	Proposed KPIs
3	Locally recruited employees in the field are satisfied with insurance benefits and services (measured by means of a yearly satisfaction survey).	0.a.	Satisfaction rate is at least 70%	Satisfaction rate is at least 70%	Satisfaction rate is at least 70%		Low response rate; Dissatisfaction about insurance benefits may lead to disengagement and low staff morale	Satisfaction rate: % of positive survey responses / total responses
4	Effective, efficient local alternatives such as WFP sponsored primary healthcare clinics or if not possible, outsourced healthcare provider team where UN Clinics/DPKO facilities not responding to requirements.	US\$500,000/year	Three COs (Malawi, Sudan and Ethiopia)	Four COs (4th to be defined: most likely Afghanistan)			Management of clinics is not feasible for COs with competing priority operational imperatives	n. of COs with quality access to primary care clinic
5	Yearly Annual Performance Plan for individual health risk management to work and travel	Yearly PSA budget	All staff are medically cleared prior to assignment	"	"		Operations continuity affected from unfit staff	n. airlifted international staff medevacs/year due to medical (no trauma) conditions

WEL STRATEGY IMPLEMENTATION PLAN-

Goal 2: Promote a corporate culture of health

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

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

Anticipated outcome:

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



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WEL STRATEGY IMPLEMENTATION PLAN-

Goal 2: Promote a corporate culture of health (contd.)

#	Specific outputs	Estimated cost	2021	2022	2023	2024	Possible Risks	Proposed KPIs
1	Wellbeing platform to enhance individual engagement in measurable behavioural changes addressing modifiable health risks.	\$100,000/year	50% of all WFP employees have used the app				Employees don't utilize APPS	% WFP employees that have used the app
2	Additional platforms (HUB), and programmes to address Staff Wellness needs across the organization	\$15,000/year	300/mo.	400/mo.	500/mo.		Employees choose not to go to UN Clinics	N. of users of UN Clinics through the Humanitarian Hub
3	PSVs become WEL champions/ family support	\$200,000	Training WEL champions	50%	60%		Absence of CO commitment	% of CO with trained and functioning WEL champions
4	WFP OSH safety management system investigates and mitigates risk causing safety incidents	\$ 100,000 / year	n. of safety incidents investigated versus those reported	10%	20%	30%	No mitigation measures are possible	n. of new service-incurred injuries/illnesses / year n. service-incurred disabilities/year



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WEL STRATEGY IMPLEMENTATION PLAN

Goal 3: Create an enabling and supportive workplace

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

Anticipated outcome:

1. OSH Policy Implementation: WEL promotes the daily implementation of the OSH Policy and the required support to the ACOSH both at HQ and Regional levels as required creating opportunities in the field to address the most prevalent occupational health risks.
2. Internal Partnerships: a) WEL partners with Administration/Field Engineering for implementation of minimum standards for WFP workplaces, living accommodations, associated facilities and basic services (i.e. sanitation, access to potable water, etc.). b) WEL's partnership with Human Resources (HRM) for the development and implementation of policies that support employee wellness (e.g. job safety, career development, manager trainings, social security, etc.) organizational continuity and psychological safety.
3. External Partnerships: WEL represents WFP in all interagency and private sector fora on OSH and corporate wellness to share experiences at leadership level.
4. Working with disabilities at WFP: The organization will strengthen its approach regarding the necessary accommodation and policies for persons with disabilities in the effort to create an inclusive workplace.



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WEL STRATEGY IMPLEMENTATION PLAN

WEL Goal 3: Create an enabling and supportive workplace contd.

#	Specific outputs	Estimated cost	2021	2022	2023	2024	Possible Risks	Proposed KPIs
1	RBx have ACOSH Committees	n.a	3	4	5	6	RDs do not support the creation of ACOSH committees	N. of RBx with ACOSH committees
2	Internal partnerships produce specific, concrete projects and policies that promote the creation and maintenance of an enabling and supportive workplace	1,000,000 USD/year	at least 5000 WFP employees	at least 5000 WFP employees	at least 5000 WFP employees	at least 5000 WFP employees	Lack of funding	N. of employees impacted by the creation of enabling/supportive workplace projects & policies
3	Benchmark key comparators especially with other UN Agencies with comparable operational model	n.a	4	4	4	4	Other UN agencies are not able to engage with WFP	N. of joint opportunities undertaken per year
4	WFP strengthens its approach with necessary policies & accommodations for persons with disabilities	500,000 USD/year	4	4	4	4	Lack of funding	N. of joint efforts with MSD, HR etc. to address physical, social and employment-related barriers to incrementally enhance 1) accessibility of premises, offices and facilities 2) participation, including in the course of recruitment, hiring, retention and career advancement

Lessons learned and way forward

Onewellness (Wellness Strategic Goal 1)

More prevention through:

- Additional field vaccination campaigns (so far Chad and South Sudan > 1454 = 9% workforce)
- Additional field health screening and promotion
- Improved access to insurance and medical services for national staff

Corporate Culture of Health (Wellness Strategic Goal 2)

Staff demand for direct involvement as protagonist of needs-based wellness delivery:

- CO Staff Wellness Committees (28 so far)
- CO Wellness Strategies (four so far)
- Customer directed care platform with the Medical Plans Insurers
- Occupational health portal

Cross-Functional and Interagency Partnership (Wellness Strategic Goal 3)

Leading digital revolution of United Nations Common Services impacting Wellness

- Full development of the United Nations Hub Platform
- Full implementation of the WFP Safety Management System
- HR Stewardship: family support and work/life interface framework