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

Executive summary

This document presents a comprehensive action plan by which WFP will address harassment, sexual harassment, abuse of power and discrimination in the workplace.

Work on the comprehensive action plan began in January 2020, following the delivery of a progress report¹ of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination and the nomination of the Senior Advisor to the Executive Director on Workplace Culture. A report on concrete steps towards the implementation of the recommendations of the joint working group² was presented at the abbreviated first regular session of the Board in April 2020. The report introduced the overall design and key elements of the comprehensive action plan.

¹ WFP/EB.2/2019/9-A.

² WFP/EB.1/2020/9-A/2/Rev.1.

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The plan is designed around the six core areas recommended by the joint working group: the reaffirmation of values, the role of leadership, employee engagement, policy and system revisions, disciplinary processes and communications. For each core area, it details the expected end state, WFP's ongoing and planned initiatives and a set of outcome indicators. Each end state describes where WFP expects to be once the comprehensive action plan is fully implemented. The initiatives and their related activities detail the practical efforts WFP is making to achieve these end states. The indicators measure progress towards the end states and ultimately towards the desired outcomes of the implementation of the comprehensive action plan.

The 16 introduced indicators cover the six core areas of the plan and are based on metrics that have been used in past WFP global staff surveys. The use of these metrics fosters employee engagement in the process and allows WFP to focus on high-level outcomes and the impact of the plan on its workplace culture: upon full implementation, it is expected that, WFP will have an improved, inclusive and respectful workplace, in which issues with harassment, sexual harassment, abuse of power and discrimination are fully addressed. The selected indicators will also facilitate continuity of measurement. As the next comprehensive global staff survey will not take place until early 2021, the first comprehensive action plan progress report to the Executive Board in November 2020 will utilize indicator values collected in October as a part of a "Reaffirming and Living the Values" exercise.

Besides the outcome indicators, the comprehensive action plan includes an updated list of ongoing and planned WFP initiatives related to workplace culture. Following a thorough gap analysis, this list now includes 19 additional headquarters, regional bureau and country office initiatives, further to the 20 major initiatives included in the April concrete steps report. The newly included headquarters initiatives cover, most importantly, gaps with regard to the leadership core area (e.g. the introduction of a compact for the leadership group), questions related to new ways of working in the light of the COVID-19 pandemic and internal communications. Initiatives in the field include initiatives designed to respond to staff psychosocial needs during the pandemic as well as initiatives that address internal collaboration and communication issues. Despite the new initiatives, the overall distribution of actions across the six core areas has remained the same: most initiatives are in the core area of policy and system revisions. This pattern is also reflected in the allocation of resources. Since 2018, 37 percent of the total investment of USD 13.2 million in workplace culture initiatives (obtained through the WFP Strategic Resource Allocation Committee and critical corporate initiatives) has been allocated to the core area of policy and system revisions.

Despite the challenges presented by COVID-19, progress has been made in most of the workplace culture initiatives presented in the comprehensive action plan. For example, the global consultation on WFP values is on target and the revision of disciplinary processes has been completed as planned. However, some initiatives have faced delays, mainly stemming from a reprioritization of work and challenges in employee engagement in the face of the pandemic.

The first **progress report on the implementation of the comprehensive action plan will be presented at the 2020 second regular session** of the Executive Board; thereafter an annual report on progress will be presented as part of the WFP annual performance report. This document includes a proposed reporting template for the comprehensive action plan organized around the six core areas.

Draft decision*

The Board expresses its appreciation for the comprehensive action plan set forth in document WFP/EB.A/2020/12-A, and requests the Secretariat:

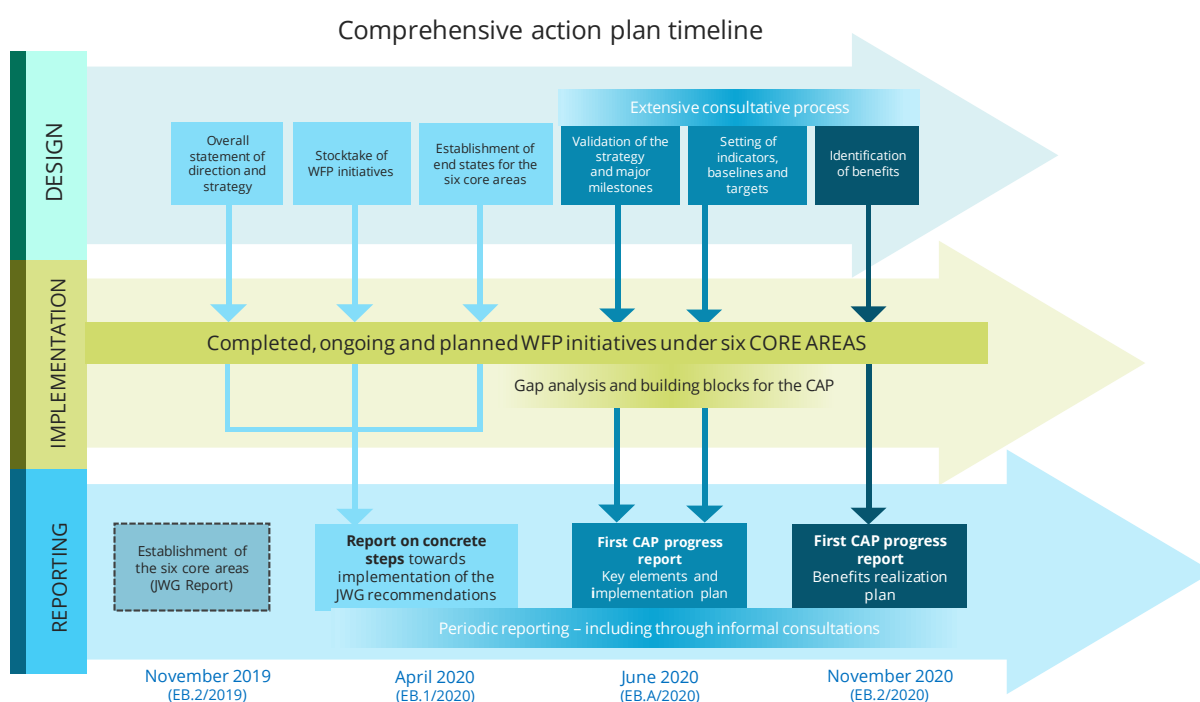
- i) to provide it with quarterly oral updates for the duration of the mandate of the Senior Advisor to the Executive Director on Workplace Culture, describing the implementation of and any revisions to the plan; and
- ii) to provide a formal progress report on the implementation of the plan at the Board's 2020 second regular session and thereafter annually as part of the WFP annual performance report.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Process of designing, implementing and reporting on the comprehensive action plan

1. Work on the comprehensive action plan (CAP) began in January 2020, following the delivery of a progress report³ by the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (JWG) and the nomination of the Senior Advisor to the Executive Director on Workplace Culture. A report by the Senior Advisor on concrete steps towards the implementation of the JWG recommendations⁴ was presented at the abbreviated first regular session of the Board in April 2020. The report introduced the overall design and key elements of the CAP.
2. The process used to establish the architecture of the CAP is presented in figure 1.

Figure 1: Comprehensive action plan design, implementation and reporting process



3. The initial stages in the design of the CAP involved gathering feedback from stakeholders, establishing the end states and taking stock of ongoing WFP initiatives. A detailed gap analysis of initiatives was conducted, potential outcome indicators were identified and further stakeholder consultations were held (mainly in the field) before the design was finalized. Comments from the Executive Board gathered via an informal e-consultation on the report on concrete steps towards the implementation of JWG recommendations⁵ have also been incorporated.
4. Going forward, the emphasis will be on implementing the plan, reporting on progress and identifying long-term benefits.

³ WFP/EB.2/2019/9-A.

⁴ WFP/EB.1/2020/9/-A/2/Rev.1.

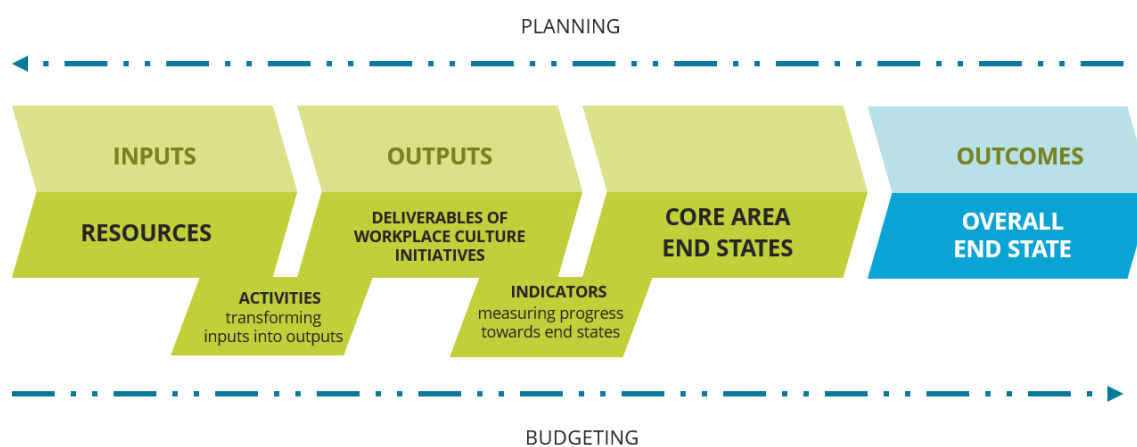
⁵ *Ibid.*

The comprehensive action plan

Six core areas and outcome indicators

5. As requested by the Board, the CAP is structured around six core areas: reaffirming values, the leadership, employee engagement, policy and system revisions, discipline and communication.
6. Operationalization of the CAP is based on three key elements for each core area: the expected end state; the completed, ongoing and planned WFP initiatives and activities; and a set of outcome indicators. Each end state describes where WFP expects to be once the CAP is fully implemented. The initiatives and their related activities represent the practical efforts WFP is making to achieve the end states. The indicators measure progress towards the end states, and ultimately towards the desired outcomes and impact of the implementation of the CAP.

Figure 2: Interlinkages of the comprehensive action plan elements



7. The outcome indicators focus on the high-level results and impact of the CAP, gauging the extent to which WFP has communicated and mainstreamed the benefits of its reaffirmed values, improved the role of leadership, enhanced employee engagement, policy and systems revisions and upgraded disciplinary processes, resulting in an improved, inclusive and respectful workplace where issues with harassment, sexual harassment, abuse of power and discrimination are fully addressed.
8. Based on an analysis of WFP's management performance indicators, the past global staff survey (GSS) metrics have been chosen for measuring progress towards the CAP end states. The GSS response rate in 2018 was 85 percent, so GSS metrics are a good measure of employee perceptions of WFP's workplace culture. The use of GSS indicators also ensures continuity in performance measurement, facilitates the establishment of baselines and targets and avoids duplication of effort and additional administrative burden. For example, progress towards reaffirming values will be measured by the percentage of staff who consider that "all employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity and physical ability" (see table 1).
9. The baselines of the indicators are the values recorded in the 2018 GSS. The targets for 2020 have been set to show a statistically significant (10 percent) improvement for most of the indicators compared to 2018; if reached, these targets would demonstrate that employees perceive that the organization is taking action and moving in the right direction with regard to workplace culture. For two indicators relating to employee engagement (CA3.1 and 3.2), the targets are the same as the baseline because WFP achieved relatively high scores for these indicators already in 2018. The target of "0" for the indicator that relates to employees experiencing harassment (CA5.1) reflects WFP's zero tolerance for misconduct.

10. Once the CAP is fully implemented, all indicator values should support the notion that WFP has fully communicated and mainstreamed the benefits of its reaffirmed values, the improved role of leadership, enhanced employee engagement, policy and systems revisions and upgraded disciplinary processes, resulting in an improved, inclusive and respectful workplace. Nevertheless, the exceptional circumstances caused by the COVID-19 pandemic (such as the negative external outlook, higher uncertainty, limited contact and face-to-face interaction with colleagues and the inability to leave remote locations or take time off) are likely to affect the results of internal staff surveys of all organizations and may have an impact on WFP's ability to meet the CAP targets.
11. Table 1 sets out the selected indicators for each core area along with their baselines and targets.

Table 1: Comprehensive action plan outcome indicators

CAP core areas	End states	Indicator code	GSS indicators	GSS 2018 baseline (%)	GSS 2020 target (%)
Core area 1: Reaffirming values	WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.	CA1.1	All employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity and physical ability.	61	71
Core area 2: Leadership role	The WFP Leadership Group, as well as senior and middle management, abide by WFP's core behavioural standards and inspire a shared vision of respect and commitment that is fully communicated and actively applied across the organization.	CA2.1	My supervisor leads effectively.	65	75
		CA2.2	At WFP we hold people accountable for performing their job well.	56	66
		CA2.3	The Executive Management of WFP are active role models for our core values.	66	76
Core area 3: Employee engagement	WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.	CA3.1	I am proud to work for WFP.	88	88
		CA3.2	The mission or purpose of WFP makes me feel my job is important.	87	87
		CA3.3	I feel supported during organizational change at WFP.	49	59
Core area 4: Policy and system revisions	WFP has policies, processes and systems that enable structured workforce planning and a performance management culture that fosters equality and respect and is based on meritocracy by providing employees in all categories with tools, guidance and opportunities for learning and growth.	CA4.1	At work, I have the opportunity to do what I do best every day.	69	79
		CA4.2	I am confident my supervisor will take appropriate action if our team has an ongoing performance problem.	66	76
		CA4.3	At WFP, career progression is based primarily on merit.	38	48
		CA4.4	WFP is doing all it realistically can to ensure my safety and security.	70	80
Core area 5: Disciplinary process	WFP has policies, processes and systems that ensure a highly functioning internal justice system that brings justice to all and protects staff members from retaliation.	CA5.1	I have personally experienced harassment on the job within the past year.	18	0
		CA5.2	I trust WFP to protect me if I speak out about something which is not being done right.	48	58
		CA5.3	I believe that WFP employees at all levels are held accountable for unethical behaviour and misconduct.	63	73
Core area 6: Communications	WFP has fully implemented all elements of its social behaviour change communications, thereby enhancing transparency, and staff at all levels understand and foster accountability in all their actions, in particular those related to abusive behaviour, harassment and discrimination.	CA6.1	I am satisfied with the information I receive about what is going on in WFP.	59	69
		CA6.2	At WFP there is open and honest two-way communication.	44	54

Workplace culture initiatives and outcome indicators

12. Annex I provides an updated presentation of ongoing and planned WFP initiatives related to workplace culture. The initiatives are documented in a newly developed database that includes all initiatives, corresponding activities, starting and end dates and offices in charge. The database facilitates a structured analysis of the initiatives and a detailed gap analysis; it also reinforces accountability. In this context it should be noted that all detailed data is not shown in this report.
13. Starting in February 2020 a gap analysis was conducted in three steps: confirmation of the details of the initially included initiatives; identification of gaps within the initially included initiatives; and identification of gaps in activities in each core area compared with the JWG recommendations. Following a thorough assessment, the database now includes

- 19 additional headquarters, regional bureau and country office initiatives, further to the 20 major initiatives included in the April concrete steps report.⁶
14. Newly included headquarters initiatives address issues such as gaps in reaffirming values, leadership accountability (e.g. through the introduction of a compact for the leadership group), questions related to new ways of working in connection with the COVID-19 pandemic and internal communications. The gap analysis has also led to the incorporation of two new gender-related initiatives, one aimed at increasing awareness on elements of diversity, specifically gender, at WFP through events and documents and another aimed at the promulgation of gender-equitable norms for WFP programmes, humanitarian operations, workplaces and workforces to enhance inclusion. The initiative to raise gender awareness builds on the personal commitment by the Executive Director to improve gender parity among WFP employees; 1,462 additional women⁷ have joined the national employee workforce since the Executive Director took office in March 2017.
 15. New initiatives and activities of regional bureaux and country offices are contributing to the headquarters initiatives. These initiatives (with more than 200 activities) fall in core areas 1, 3 and 4 and focus on improvements in the workplace and relationships among staff. Some regional bureaux, such as those in Cairo, Dakar and Panama, are undertaking initiatives aimed at responding to staff psychosocial needs during the COVID-19 crisis (see table 4 in annex II).
 16. Analysis of the initiatives also highlighted several that could be scaled up to the whole of WFP. One example is an outreach campaign by the Information Technology Division that aims to increase the number of female information technology experts in the workforce. Informal ways of improving workplace culture are also very important in making a lasting difference; examples range from encouraging staff to invite colleagues with whom they are not well acquainted to have coffee or lunch to setting up office football leagues involving staff at all levels. The stocktake of new ideas and initiatives is under way and includes ideas that would be compatible with social distancing. The results will be shared with all offices through workplace culture communications campaigns.
 17. The planning, implementation and monitoring of individual initiatives will be done as part of the regular WFP performance management process, through the management plan, annual performance plans, annual country reports and the annual performance report. The information from these processes will inform CAP design adjustments, monitoring and reporting. The use of existing performance management processes will avoid a duplication of effort and additional administrative burden. (See annex IV for relevant indicators reported in the 2019 annual performance report, and management performance indicators included in the management plan for 2020 to 2022 and reported in annual performance reports.) In this context, it should be noted that beyond WFP's own processes, the already existing United Nations system-wide reporting mechanisms will be utilized to the extent possible. For example, WFP is expected to report on implementation of the United Nations disability inclusion strategy as part of the Secretary-General's report to the General Assembly at its seventy-fifth session, in September 2020. The report will assess the extent to which disability inclusion is mainstreamed in the system's work, spotlight good practices and identify key areas that may require, for example, development of staff knowledge and capacity, technical resources and assistance.

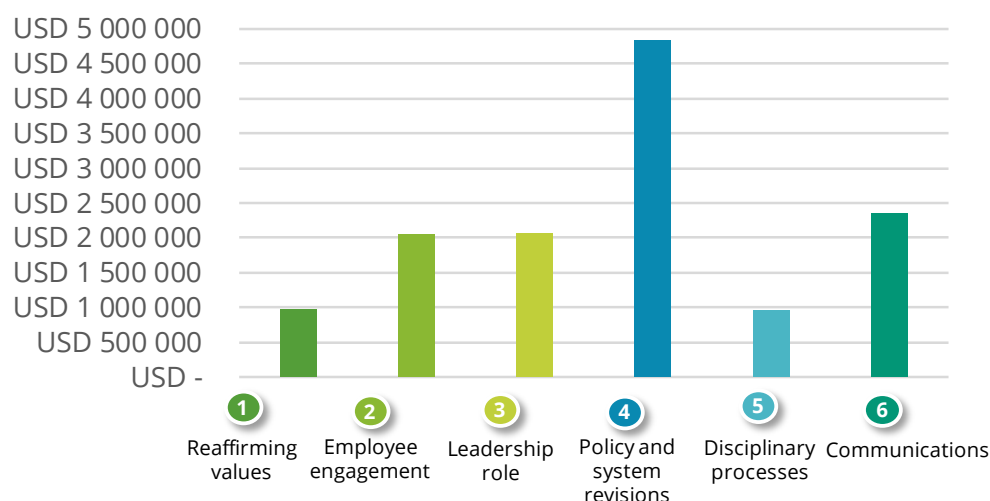
⁶ WFP/EB.1/2020/9-A/2/Rev.1.

⁷ As at the end of April 2020.

Allocation of resources to the six core areas and initiatives

18. The resources used to implement the CAP-related initiatives include funds allocated to headquarters divisions and field offices via the programme support and administrative (PSA) budget and through country strategic plans (as part of direct support costs), as well as dedicated funding allocated by WFP's Strategic Resource Allocation Committee (SRAC) or through critical corporate initiatives (CCIs). Between 2018 and the end of May 2020, the total investment in workplace culture initiatives through SRAC and CCIs was USD 13.2 million, an amount that reflects the importance of workplace culture for strategic planning and the priorities of the organization. It will be possible to assess the effectiveness of these investments by measuring progress towards the CAP outcomes.
19. The first CAP progress report to the Executive Board will provide an initial assessment of the resources used to achieve results, which were allocated as shown in graph 1.

Graph 1: Allocation of funding to workplace culture initiatives by core area (2018–2020)



Note: Dedicated funding represents investment cases and critical corporate initiative funding. The chart only includes funding for corporate initiatives (which are led by headquarters). For estimation purposes, funding has been equally split between the core areas addressed by an initiative. For example, if an initiative funded by an investment case addresses core areas 1 and 2, the funding of the investment case is split equally between these two core areas.

20. The allocations in graph 1 include the USD 5 million CCI on workplace culture in the WFP management plan for 2020 to 2022. Together with an annual USD 0.9 million for the Senior Advisor and project management office staff costs, this CCI funding will be used mainly to retain external experts.
21. As pointed out by the JWG, the use of external experts is key to instigating successful and sustainable change in workplace culture. WFP is seeking the services of external experts in areas such as social and behaviour change communication, organizational psychology and organizational culture. For 2020, the USD 5 million CCI allocation will cover technical work and initiatives in the six core areas that are not covered by the PSA budget or additional investment cases in 2020 (e.g. the initiative on reaffirming and living WFP values); CAP-related communication products and campaigns not covered by the PSA budget (e.g. the Respect Each Other campaign); and other change management efforts directly related to the CAP, including training and workshops. The allocated amounts will be confirmed once experts have been selected and hired and a detailed analysis of available funding for the new initiatives identified in the gap analysis has been conducted. All efforts will be made to meet requirements within existing resources.

Measuring progress in the six core areas and initiatives

Progress towards comprehensive action plan end states

22. Since the CAP outcome indicators and corresponding baselines and targets are just being introduced, any assessment of progress is indicative. Progress made with the ongoing initiatives is used as a proxy for indicator values. In this analysis, the initiatives are assigned to one primary core area, even though all initiatives contribute to a number of core areas.
23. As shown in annex II, there appears to be greater progress in the core areas of reaffirming values and disciplinary processes than in the other four core areas. Delays mainly stem from a reprioritization of work due to the COVID-19 pandemic and related challenges in employee engagement. However, significant progress has been made in most of the core areas.

Core area 1: Reaffirming values

24. As shown in figure 3, the ongoing initiatives related to reaffirming values are progressing as planned. Following the gap analysis, one additional initiative has been introduced.

**Figure 3: Comprehensive action plan
core area 1: end state, initiatives, activities and progress**

TABLE 1. CORE AREA 1: REAFFIRMING VALUES							
End state: WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.							
Initiative	Lead	Activity	2020				
			Q1	Q2	Q3	Q4	
Design and implementation of a global process for reaffirming WFP values	CCH	Design and utilize a bespoke tool to reaffirm values and behaviours through a global consultation exercise with all staff		▬			
		Testing of values with leaders, main stakeholders and key networks (RWAs and Youth Network) using a combination of 1:1 interviews and workshops			▬		
		Create a 18-month people activation plan identifying the symbols and systems that need to be improved in order to live the values and behaviours throughout all levels of the organization				▬→	
Revision of the Executive Director's circular on WFP Code of Conduct and related activities	ETO	Create and roll out a revised code of conduct		▬			
Regional Bureau-specific initiative							
Staff training on workplace behaviour and related matters New	RBN RBP	Emotional intelligence awareness sessions for staff with the goal of helping staff know how to better regulate their emotions important in managing behaviours	←▬				

We are here today

CCH = Project Management Office for Culture Change; ETO = Ethics Office; RBN = Regional Bureau for East Africa; RBP = Regional Bureau for Latin America and the Caribbean

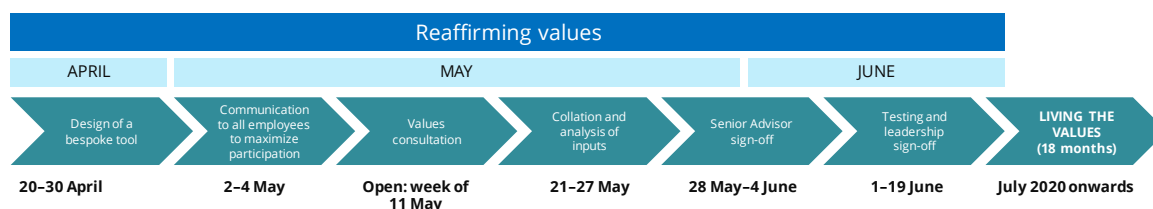
25. The work on reaffirming values is the foundation for an improved and respectful WFP workplace; a WFP values consultation entitled “Be the Difference” has therefore commenced as a priority. The initiative was introduced at the WFP global management meeting “It’s All About The People” in January 2020. Since then, the Senior Advisor and her team have consulted all key stakeholders and external experts in order to develop a plan and design the values exercise, which consists of the elements presented in figure 4.

Figure 4: Reaffirming values exercise



26. The elements are designed to ensure a highly inclusive and consultative approach. To this end, a digital application – available in Arabic, English, French, Portuguese and Spanish – has been shared with all 18,000 WFP employees to seek their views on WFP values. The design of the application is based on input from 162 participants at the 2020 global management meeting; the Respect Each Other campaign conducted in 40 offices; past values exercises conducted in some regional bureaux, country offices and headquarters; and interviews with WFP leadership and senior management group members. Feedback from the staff representative bodies, the Youth Network and respectful workplace advisors (RWAs) is also included. WFP’s aspirational values from 2008 and the values and competencies of selected United Nations system organizations were also considered in the preparation of the exercise.
27. As shown in figure 5, the digital reaffirming values consultation will be followed by steps to embed the values in behaviour. It is vital to “live the values” in order to create an improved, inclusive and respectful workplace; this entails designing and implementing an 18-month “people activation plan” by involving key stakeholders in digital “culture jams” (conversational platform) to gather and prioritize ideas for lasting culture change at WFP.

Figure 5: Timeline of the reaffirming values exercise



28. The progress and outcomes of the reaffirming values consultation will be shared with the Board as they become available. The overarching aim of the initiative is to ensure that “WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization”.

Core area 2: leadership role

29. As shown in table 2 of annex II, the ongoing initiatives related to the core area of leadership are progressing as planned. Based on the gap analysis, one additional initiative has been introduced, including the design and rollout of a compact between the members of the leadership group and the Executive Director, the introduction of 180° assessments for all managers and specific leadership training.

30. These new initiatives, particularly the introduction of the compact, stem in part from the observations of a recent tone-at-the-top audit, which resulted in a recommendation that senior management accountability be strengthened. The compact includes a personal commitment to the CAP aimed at accelerating its implementation. The new compact is due to be launched on 1 June 2020. The other new initiatives in this core area include a new circular from the Executive Director on the terms of reference and composition of senior management committees, including for meetings of the leadership group and senior management.
31. Early observations arising from these new initiatives will be shared with the Board as they become available. The initiatives in the leadership core area aim to ensure that WFP senior managers abide by the organization's core behavioural standards and inspire a shared vision of respect and commitment that is fully communicated and actively applied across the organization.

Core area 3: employee engagement

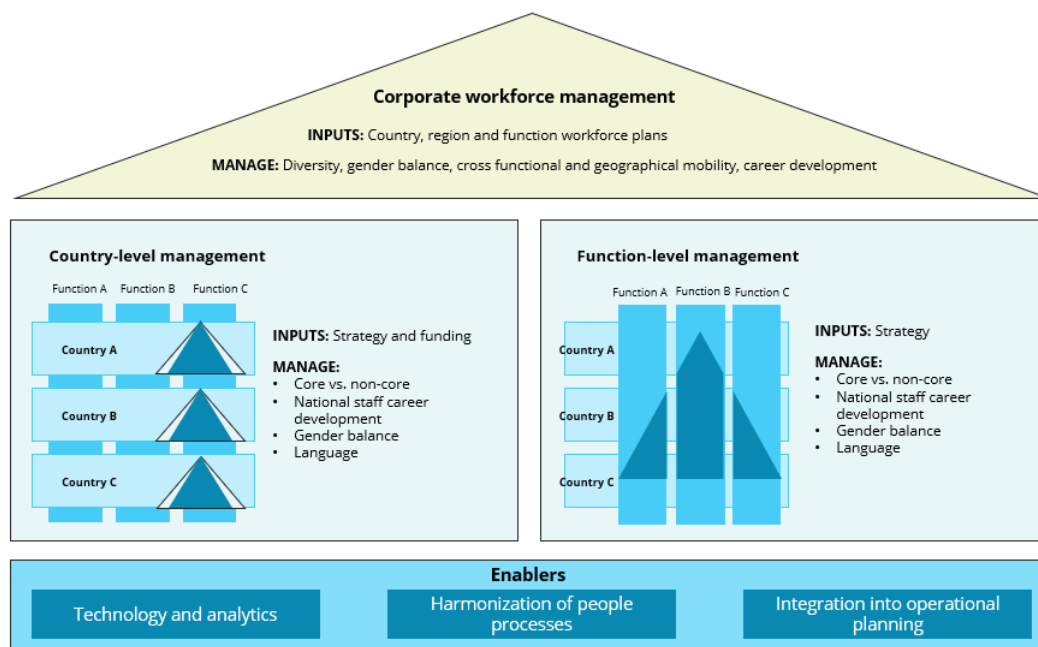
32. Table 3 in annex II summarizes ongoing initiatives in core area 3, employee engagement. Although progress has been made in this area, it has been slower than anticipated due to the COVID-19 pandemic. Based on the gap analysis, eight additional initiatives have been introduced, including the design and rollout of a project on a WFP "youth identity".
33. Despite the challenging situation posed by COVID-19, a number of major engagements have taken place related to this core area. The Senior Advisor and her team have conducted several meetings with the two official staff representative bodies and the staff relations team from the Human Resources Division to update them on the initiatives, particularly the reaffirmation of values consultation. The Senior Advisor's "Tea with the ED" video on workplace culture may be viewed by all staff; another similar video discussion on COVID-19 and workplace culture was released in May. A virtual global town hall meeting on workplace culture will take place in June, postponed from March due to COVID-19.
34. Several meetings with the WFP Youth Network (700+ members) have also taken place, with the WFP Youth Network Task Force and with the entire membership. One of the global meetings focused on gender perspectives and was attended by over 80 members; another focused on youth-related workplace culture issues. The participants in the latter highlighted issues related to job security, contract type and the ability of young people to contribute to WFP's mandate of saving lives, changing lives, through innovation and new ways of working. Following these conversations, and with the support of the Senior Advisor and her team, the network will implement in three steps the WFP youth identity initiative referred to above to fully embrace young people as agents of positive change and representatives of WFP's future workforce. A virtual meeting between the WFP Youth Network and the Executive Director is being scheduled for June.
35. Similar engagements have been taking place with the RWAs. In April 2020, more than 50 were briefed about the CAP workplace culture agenda and the values exercise through a virtual global meeting. During the discussions, the participants highlighted challenges in working in the field and the need to address the multicultural nature of WFP in the reaffirming values exercise. Currently, the RWA network is operational in all WFP regions and comprises 130 RWAs; field-based RWAs are almost exclusively national staff. An initiative is under way to expand the RWA programme to headquarters and to increase the number of RWAs to 150.
36. Stakeholder consultations and employee engagement will be intensified at all levels through activities that reaffirm WFP values. At the end of the process, WFP employees should feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.

Core area 4: policy and system revisions

37. The ongoing initiatives in the core area of policy and system revisions are progressing as planned, as shown in table 4 in annex II. Based on the gap analysis, six additional initiatives in this area have been introduced.
38. The WFP workforce planning initiative is paramount not only for this core area but for the successful implementation of the CAP: workforce planning ensures that the needs and priorities of the organization are matched by staff having the right skills in the right places at the right time. The initiative included in the CAP builds on the workforce planning CCI presented in the WFP management plan for 2019–2021 and approved in November 2018. Through the initiative, the Human Resources Division continues to design and roll out new tools such as easy-to-use dashboard reports for country directors, division directors, staffing coordinators and senior human resources staff to use as part of workforce analysis, forecasting and decision making related to talent management; the revision of contractual modalities; and policies on recruitment.

Figure 6: Workforce planning initiative

Corporate workforce plan – combination of country office and function plans



Supported by **change management**, ongoing **project management** and defined **governance and ownership** model

Note: Adapted from Human Resources Division (HRM).

39. Due to competing priorities and the COVID-19 pandemic, progress in some areas of the initiative has been slower than planned. In order to expedite the work, additional resources have been allocated to the initiative. Planned internal audits on contractual status and reassignment are also expected to facilitate the work.
40. Overall, the initiatives in this core area aim to ensure that WFP has policies, processes and systems that support structured workforce planning and a performance management culture that fosters equality and respect and is based on merit by providing employees in all categories with tools, guidance and opportunities for learning and growth.

Core area 5: disciplinary processes

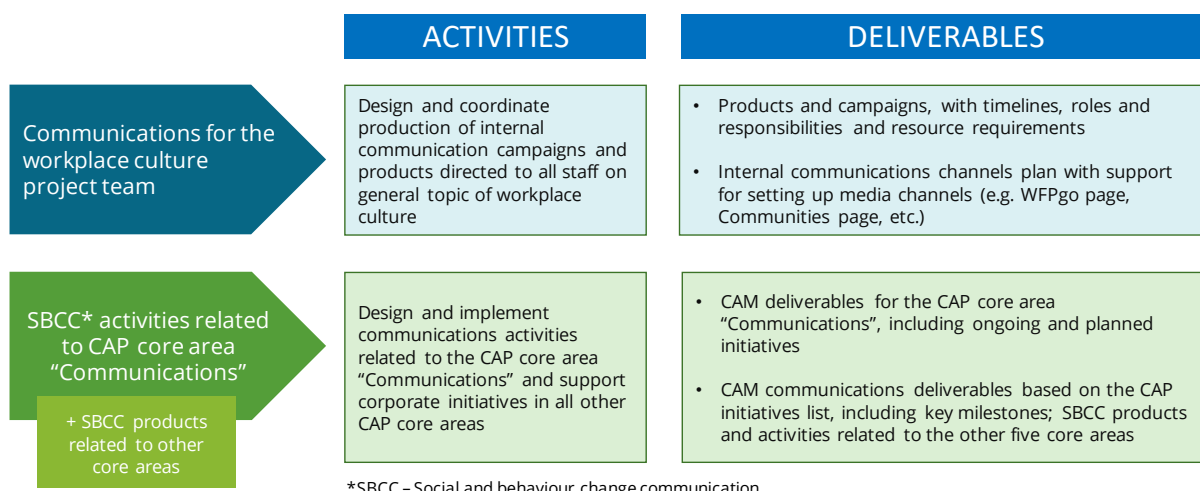
41. Two additional initiatives have been identified in this core area based on the gap analysis. Although most of the ongoing initiatives are progressing as planned, some delays have been caused by the COVID-19 pandemic (table 5 in annex II).

42. The initiative on disciplinary processes is on target. Its main aim is to speed up disciplinary processes while ensuring due process and the effective handling of a significantly increased number of reports. Besides reducing the time between the start and the conclusion of a case, other improvements to the disciplinary process are envisaged; steps are being taken to ensure, among other things, that evidentiary issues are identified and addressed in the early stages of an investigation; that interaction between internal stakeholders (investigators, human resources staff and legal officers) is streamlined; that alleged perpetrators are informed of and given an opportunity to comment on draft investigation findings before an investigation report is issued; and that resources are utilized more efficiently by limiting overlaps in the roles of the officials involved and by ensuring that cases that do not warrant investigation or that would be better handled through managerial or administrative action are referred without delay.
43. In order to reap the benefit of the improvements, WFP has assigned many more experts to work on these matters. Moreover, focal points are being identified within the Office of Inspections and Investigations of the Office of the Inspector General and the Human Resources Division to ensure sufficient communication with concerned parties (most notably, affected employees and alleged perpetrators) and to manage expectations during investigations and disciplinary actions. The next steps in the initiative include implementation of improved processes and communications to inform all employees.
44. While good progress has been made in reengineering disciplinary processes, the implementation of the Speak up! outreach initiative is facing significant delays. Travel restrictions related to the COVID-19 pandemic have halted the face-to-face awareness-raising sessions for regional bureaux and country offices. So far, 5,000 employees in 25 country offices have participated in Speak up! sessions; the target of reaching 10,000 employees by the end of 2020 will not be met. Alternative ways of delivering the programme are currently being considered.
45. The successful completion of the initiatives in the core area of disciplinary processes is a prerequisite for WFP to have in place policies, processes and systems that ensure a highly functioning formal internal justice system.

Core area 6: Communications

46. One initiative and several new activities have been introduced to this core area based on the gap analysis (see table 6 in annex II). The initiatives and activities relate particularly to the comprehensive communication plan, including initiatives in the core area of communications; support for communication activities related to initiatives in the other core areas; and communications directed to all staff on workplace culture issues unrelated to specific CAP initiatives and the set-up of and support with regard to selected communication channels and tools. While communications is a stand-alone core area in the CAP, each of the other core areas will also require communication activities as key enablers for promoting accountability and transparency throughout WFP.
47. One of the key initiatives in this core area – the Respect Each Other campaign – is facing some delays due to COVID-19. A plan has been devised to develop a digital platform in order to resume the campaign in the third quarter of 2020. The WFP leadership group has agreed to pilot the platform before it is launched for headquarters and field offices.

Figure 7: Comprehensive action plan communications plan



Description of overall progress

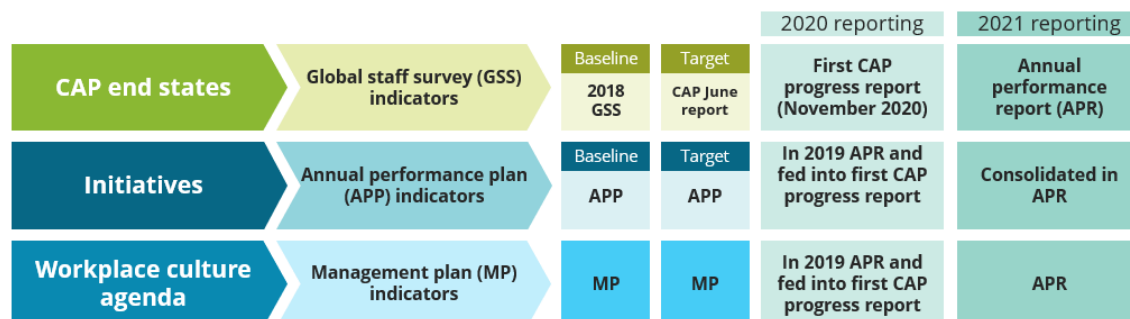
48. Based on an initial indicative analysis, it can be tentatively concluded that progress in the core areas of reaffirming values and disciplinary processes is more advanced than in the other four core areas. The process of reaffirming WFP values using a highly inclusive digital application is well under way. The streamlining of disciplinary processes has also been completed. In both areas, the next step is the practical application of the outcomes of the initiatives.
49. Overall, there are indications that WFP has to a large extent put in place workplace culture standards, policies, systems and guidance (see level 1 in figure 8). WFP is also in the process of establishing effective change management processes that will lead to the application of these policies, systems and tools across its operations. WFP is also largely able to demonstrate how and to what extent policies are being implemented. This includes through clear actions, structures and resources that enable and hold the organization accountable for the implementation of its policies (level 2 in figure 8). Once the CAP is fully implemented, WFP will be at a stage where its efforts to prevent and respond to harassment, abuse of power, retaliation and sexual misconduct bear fruit: WFP will have fully communicated and mainstreamed the benefits of its reaffirmed values, the improved role of leadership, enhanced employee engagement, policy and systems revisions and upgraded disciplinary processes, resulting in an improved, inclusive and respectful workplace (level 3 in figure 8).

Figure 8: Levels of ambition for comprehensive action plan implementation



50. Going forward, reporting on progress towards the end states will be based on the progress made with ongoing initiatives and indicators. Annex III contains a proposed reporting template and figure 9 shows the use of indicators in this context.

Figure 9: Use of indicators to measure progress towards the implementation of the comprehensive action plan



Conclusion

51. The fundamental design elements of the CAP are now in place, namely the end states for the six core areas and the CAP as a whole; corresponding outcome indicators; and an updated list of ongoing and planned workplace culture initiatives. The list of initiatives reflects the gaps identified, particularly in leadership role, internal communication, the gender sensitivity of initiatives and the implications of changing ways of working. The design also captures the nature of the CAP as a living document.
52. The indicative analysis of the ongoing initiatives suggests that while there have been some delays and reprioritizations, mainly due to the COVID-19 pandemic, significant progress has been made in the areas of reaffirming WFP values and disciplinary processes. The global exercise of reaffirming and living WFP values is particularly well under way. The success of this highly inclusive and consultative process is a key element in implementation of the CAP, as it is a prerequisite for making progress towards the end states in all six CAP core areas.
53. Implementation of the CAP is expected to facilitate a lasting change in WFP's workplace culture, resulting in a workplace free of harassment, sexual harassment, abuse of power and discrimination. In the long term, the realization of the benefits of the change in workplace culture will contribute to broader efforts to help WFP adapt to the growth of the organization, the increasing complexity of its operations and changing ways of working.

ANNEX I

Comprehensive action plan – Initiatives by headquarters divisions and specific initiatives by regional bureaux

Comprehensive action plan – Initiatives by headquarters divisions

Lead	Initiative	2019				2020				2021				Core areas						
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	1	2	3	4	5	6	
CCH	Design and implementation of a global process for reaffirming WFP values																			
	Design and launch of social behaviour change communications efforts to enable workplace culture change*																			
	Leaders as role models New																			
	Streamlining of systems and networks related to workplace culture																			
CAM	Respect Each Other (RESPECT) Campaign**																			
ERM	Build anti-fraud and anti-corruption capabilities across WFP through building regional expertise, policy, guidance and training New																			
ETO	Implementation of activities to enable efficient, effective and meaningful advice and guidance																			
	Revision of the Executive Director's Circular on WFP Code of Conduct and related activities																			
	Revision of the Protection against Retaliation Executive Director circular and related activities																			
	Training of staff on Ethics-related matters vis-à-vis culture through education and outreach activities New																			
GEN	Promulgation of gender equitable norms in WFP programmes and workplace New																			
	Increasing awareness and understanding of the centrality of gender to WFP's work through document dissemination New																			
HRM	Development and revision of human resource processes and systems																			
	Development of leadership skills of WFP managers at all levels, as well as enhancement of people management and manager accountability																			
	Increasing of inter-agency cooperation to detect staff members with history of harassment or misconduct																			
	Implementation of the WFP Gender Parity Action Plan																			
IDSC	Improvement of the effective response to abusive and disrespectful behaviour																			
	Response to COVID-19 New																			
	Establishment of the Inter-Divisional Standing Committee, composed of internal justice system stakeholders																			
	All-staff informal discussions, blind lunch dates and other social activities to strengthen team culture New																			
MSD	Development of an organizational wide capacity building strategy on conflict resolution and respectful leadership																			
	Enhancement of services of the Office of the Ombudsman																			
OBD	Submission of a proposal on harmonious workplace counselling New																			
	Audit of areas relevant to improvement of WFP workplace culture																			
OIG	Design and rollout of new tools for improved service delivery of OIG																			
	Strengthening the number of investigators																			
SEC	Promotion of security operational safeguarding for enhanced security risk management New																			
	Strengthening employee security awareness through training and induction programmes																			
TEC	Creating a culture of learning by shaping and implementing learning and development programmes New																			
	Creation and strengthening of wellbeing committees New																			
WEL	Improvement of Staff Counselling services																			
	Support missions, outreach and guidance to country offices on the enhancement of a safe and healthy work environment New																			

*Includes activities in collaboration with Communication, Advocacy and Marketing Division; includes activities in collaboration with the Office of the Ombudsman.

Note: In the context of this report, we have aggregated initiatives and activities under high-level categories for presentation purposes. A more comprehensive and detailed list of contributing activities will be maintained through a project management tool.

CAM = Communication, Advocacy and Marketing Division; ERM = Enterprise Risk Management Division; GEN = Gender Office; IDSC = Inter-Divisional Standing Committee; MSD = Management Services Division; OBD = Office of the Ombudsman and Mediation Services; OIG = Inspector General and Oversight Office; SEC = Security Division; TEC = Information Technology Division; WEL = Staff Wellness Division.

Comprehensive action plan – Specific initiatives by regional bureaux

RB	Initiative	2019				2020				2021				Core areas						
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	1	2	3	4	5	6	
RBB RBD RBN RBP	Development and implementation of learning and development activities New																			
RBC RBD RBP	Responding to staff psychosocial needs during COVID-19 crisis New																			
RBN	Implementation of a programme to reward employees for good workplace culture behaviour New																			
RBN RBP	Staff training on workplace behaviour and related matters New																			
RBN RBP	Strengthening of feedback culture New																			
RBx	Establishment and implementation of a GSS action plan (culture, strategy, communication, leadership) New																			
RBx	Strengthening of team culture and communication between staff members at all levels New																			

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RBB = Regional Bureau for Asia and the Pacific; RBD = Regional Bureau for West Africa; RBC = Regional Bureau for the Middle East, North Africa, Eastern Europe and Central Asia; RBx = regional bureaux

ANNEX II

Core area end states, initiatives, activities and progress

TABLE 1. CORE AREA 1: REAFFIRMING VALUES

End state:

WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.

Initiative	Lead	Activity	2020			
			Q1	Q2	Q3	Q4
Design and implementation of a global process for reaffirming WFP values	CCH	Design and utilize a bespoke tool to reaffirm values and behaviours through a global consultation exercise with all staff		←		
		Testing of values with leaders, main stakeholders and key networks (RWAs and Youth Network) using a combination of 1:1 interviews and workshops			←	
		Create a 18-month people activation plan identifying the symbols and systems that need to be improved in order to live the values and behaviours throughout all levels of the organization				←
Revision of the Executive Director's circular on WFP Code of Conduct and related activities	ETO	Create and roll out a revised code of conduct		←		
Regional Bureau-specific initiative						
Staff training on workplace behaviour and related matters <i>New</i>	RBN RBP	Emotional intelligence awareness sessions for staff with the goal of helping staff know how to better regulate their emotions important in managing behaviours				←

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TABLE 2. CORE AREA 2: LEADERSHIP ROLE

End state:

WFP Leadership Group, as well as the senior and middle management are abiding with WFP’s core behavioural standards and inspiring a shared vision of respect and commitment that is fully communicated across the organization, and actively applied in all operations.

Initiative	Lead	Activity	2019		2020				2021				
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Leaders as role models New	CCH	Design and roll out of a process for working intensively with the top 2 levels of leadership to build momentum to demonstrate leaders as role models											
Development of leadership skills of WFP managers at all levels, as well as enhancement of people management and manager accountability	HRM	Revamp ongoing WFP leadership programme to equip managers to become role models for the promotion of a respectful working environment											
		Develop a leadership framework at different levels and develop a systematic approach/framework to management skills assessment and development											
		Roll out a corporate programme for middle managers that ensures they are equipped to establish positive team interactions											
		Establish a dedicated “managers help desk”											
		Train incoming country directors and deputy country directors on effective staff management and respectful working environment											

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TABLE 3, PART I. CORE AREA 3: EMPLOYEE ENGAGEMENT

End state:
WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work and interactions.

Initiative	Lead	Activity	2019				2020				2021							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Streamlining systems and networks related to workplace culture	CCH	Streamline strategic conversations and engage with networks (RWAs and Youth Network) and associations related to workplace culture																
Training of staff on ethics-related matters vis-à-vis culture through education and outreach activities	ETO	Ensure compliance with mandatory ethics trainings																
Implementation of activities to enable efficient, effective and meaningful advice and guidance		Continue to provide communications, education and outreach to nurture ethics and integrity in WFP																
All-staff informal discussions, blind lunch dates and other social activities to strengthen team culture <i>New</i>	MSD	Organize brown bag lunches and workplace culture strengthening activities such as blind lunch dates (with a possibility to scale up)																
Promotion of security operational safeguarding for enhanced security risk management <i>New</i>	SEC	Develop learning programme to raise awareness on security related threats, risks and vulnerabilities of all WFP personnel																
Strengthening employee security awareness through training and induction programmes		Provide training to WFP female staff members on awareness of security risks																
Creating a culture of learning by shaping and implementing learning and development programmes <i>New</i>	TEC	Create online/virtual onboarding for TEC (in partnership with INK)																
Support missions, outreach and guidance to country offices on the enhancement of a safe and healthy work environment <i>New</i>		Develop pilot platform for online collaboration tools and methods, including capacity building webinars, coaching, and process documentation for learning purposes																
Creation and strengthening of well-being committees <i>New</i>	WEL	Provide staff counsellor support to country offices in addressing workplace issues																
Implementation of a programme to reward employees for good workplace culture behaviour <i>New</i>		Promote the inclusion of physical and mental health related activities in country office plans and promote staff cohesion																
RB-specific initiative	Lead	Activity																
Implementation of a programme to reward employees for good workplace culture behaviour <i>New</i>	RBN	Organize a monthly event to recognize and celebrate colleagues who invest their time in using the learning tools available at the WeLearn platform																

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INK = Innovation and Knowledge Management Division

TABLE 3, PART II. CORE AREA 3: EMPLOYEE ENGAGEMENT

End state:
WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work and interactions.

Regional Bureau-specific initiative	Lead	Activity	2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strengthening of feedback culture <i>New</i>	RBN RBP	Encourage supervisors to use the PACE as a central tool for enabling an improved staff experience, engagement and driving organizational effectiveness												
Strengthening of team culture and communication between staff members at all levels <i>New</i>	RBx	Design and organize retreats and team building sessions to promote positive relations across teams at all levels, in addition to ensuring staff well-being												

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TABLE 4, PART I. CORE AREA 4: POLICY AND SYSTEM REVISIONS

End state:

WFP has policies, processes and systems that enable structured workforce planning and a performance management culture that fosters equality and respect and is based on meritocracy by providing employees in all categories with tools, guidance and opportunities for learning and growth.

Initiative	Lead	Activity	2019				2020				2021				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Establishment of the Inter-Divisional Standing Committee (IDSC), composed of internal justice system stakeholders	IDSC	Revise Terms of Reference of IDSC and hold regular meetings to explore coordinated, multi-dimensional approaches to addressing abusive behaviour and protecting victims													
		Design and launch of the Inter-Divisional Standing Committee web portal													
Revision of the Protection against Retaliation Executive Director Circular and related activities	ETO	Analyse and consolidate data on retaliation as per the workplace survey and provide recommendations to management to address fear of retaliation													
		Revise and roll out of Executive Director circular on protection against retaliation and tools to support the implementation – FAQs, for example													
		Organize awareness campaign as part of rollout of the revised whistleblower protection policy													
Build anti-fraud and anti-corruption (AFAC) capabilities across WFP through building regional expertise, policy, guidance and training New	ERM	Update AFAC policy													
		Develop learning and campaign material for AFAC and conduct AFAC training													
		Recruit and embed regional AFAC specialists in RBC and RBN													
Promulgation of gender equitable norms in WFP programmes and workplace New	GEN	Implement the social norms initiative with regional bureaux and country offices													
Development and revision of human resources processes and systems	HRM	Launch PACE 2.0 tool and review other tools of performance management													
		Continue to develop and enhance the skills of the human resource professionals to support employees on conflict management													
		Address WFP's use of non-staff contract modalities through review of recruitment, reassignment, and promotion policies													
		Design and develop strategic workforce planning at both functional and country level													
Implementation of the WFP Gender Parity Action Plan		Incorporate gender parity in the revision and update of human resource processes													
Response to COVID-19 New		Set up a working group to present a proposal on a new operational model based on potentially higher flexibility and new agile and remote ways of working													
Audit of areas relevant to improvement of WFP workplace culture	OIG	Conduct audit on performance management internally													
		Conduct 'tone-at-the-top' audit													
		Conduct country office audits focused on 'tone-at-the-top' area													

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TABLE 4, PART II. CORE AREA 4: POLICY AND SYSTEM REVISIONS

End state:

WFP has policies, processes and systems that enable structured workforce planning and a performance management culture that fosters equality and respect and is based on meritocracy by providing employees in all categories with tools, guidance and opportunities for learning and growth.

Initiative	Lead	Activity	2019				2020				2021				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Audit of areas relevant to improvement of WFP workplace culture	OIG	Conduct audit on reassignment process internally													
		Assign advisory for staff promotion process													
		Conduct audit management of consultants internally													
Design and rollout of new tools for improved service delivery of OIG		Design and launch of the case management system													
		Design and launch of the EthicSphere hotline													
		Establishment and rollout of an OIG hotline													
		Relaunch of the new OIG web portal													
Improvement of staff counselling services		WEL	Review and revision of department standard operating procedures in advance of LEAN process review												
			Launch of a wellness-focused mobile application to proactively raise staff and manager awareness												
	Redesign model for peer support programme														
RB-specific initiative															
Development and implementation of learning and development activities New	RBB RBD RBN RBP	Face-to-face training sessions to identify learning needs across teams and help staff to develop individual and team learning and development plans													
		Responding to staff psychosocial needs during COVID-19 crisis New	RBC RBD RBP	Dissemination of information on COVID-19 and human resources support related to wellness and well-being at workplace and psychological support to staff and dependents											
				Establishment and implementation of a GSS action plan New	RBx	Establishment of an end-to-end action plan to bring the GSS action plan to life, and focus on topics related to workplace culture (culture, strategy, communication, leadership)									

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TABLE 5. CORE AREA 5: DISCIPLINARY PROCESSES

End state:
WFP has policies, processes and systems that ensure a highly functional internal justice system that brings justice to all and protects staff members from retaliation.

Initiative	Lead	Activity	2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Improvement of the effective response to abusive and disrespectful behaviour	HRM	Continuous policy development related to abusive conduct	←				←							
		Roll out "Speak Up", face-to-face awareness raising sessions	←				←							
		Issue an annual report on disciplinary practice					■							
		Develop tools and procedures supporting HRM to address workplace behavioural issues					■							
		Implement revised disciplinary process procedures					■							
		Develop internal communications language on disciplinary policies					■							
Increasing of inter-agency cooperation to detect staff members with history of harassment or misconduct	HRM	Participate continuously in the UN-wide "Clear-Check" database	←				←				→			
		Vet WFP new recruitments against "Clear-Check" database					←				→			
Submission of a proposal on harmonious workplace counselling <i>New</i>	OBD	Submit proposal to IDSC on harmonious workplace counselling					■							
Strengthening the number of investigators <i>New</i>	OIG	Recruit additional investigators and intake officers to address the increase in volume across harassment, sexual harassment, abuse of power, and discrimination complaints					■							
		Develop and continuously monitor a flexible staffing model – supported by a roster, to manage peaks in activity and timeliness of investigation					←				→			

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TABLE 6. CORE AREA 6: COMMUNICATIONS

End state:

WFP has fully implemented a social and behaviour change communications (SBCC) plan and staff at all levels understand and foster accountability in all of their actions, in particular those related to abusive conduct.

Initiative	Lead	Activity	2019				2020				2021					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Design and launch of SBCC efforts to enable workplace culture change	CCH	Design and coordinate internal SBCC communication campaigns and products directed to all staff on topics related to the other five core areas*														
Respect Each Other (RESPECT) Campaign	CAM	Develop and launch Respect Each Other campaign website <i>Completed in Nov-18</i>														
		Develop and roll out RESPECT campaign toolkit <i>Completed in Nov-18</i>														
		Design and launch WFP Communities page on RESPECT campaign	←													
		Improve WFP's transparency and awareness of workplace culture related matters through the training of RWAs as RESPECT Campaign facilitators**														
		Develop and roll out of RESPECT campaign online platform for virtual training														
Increasing awareness and understanding of the centrality of gender to WFP's work through document dissemination New	GEN	Support country offices participating in the gender transformation programme in meeting the "enabling environment" category benchmarks	←												→	
		Implement United Nations Secretary-General's Orange Campaign and annual 16 Days of Activism	←													→
Enhancement of services of the Office of the Ombudsman	OBD	Launch service package on how OBD can support work-related matters														
		Provide support to managers on how to map conflicts through cultural assessment scans and interventions from Ombudsman														
		Expand the RWAs network to headquarters														
		Expand capacity to provide mediation and facilitation services														
		Make Ombuds services in Arabic available														
Development of an organizational wide capacity-building strategy on conflict resolution and respectful leadership																

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* With support from CAM
 ** In collaboration with OBD

ANNEX III

Proposed reporting template for comprehensive action plan core areas

CAP core areas				Definition according to JWG report	End states	Overall progress
<p>Core area 1: Reaffirming values</p>				<p>"WFP should continue and expand its efforts to ensure a common understanding of values, standards of conduct and internal rules across the organization, including by continuing its global awareness-raising efforts while also identifying ways to reinforce them in daily practice."</p>	<p>WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.</p>	
Indicators	Baseline	Target		Comments		
<p>CA1.1 All employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity or physical ability.</p>						
Overall progress						

ANNEX IV

**Summary of relevant 2019 management performance indicators
(reported in the 2019 WFP annual performance report and the
management plan for 2020 to 2022)**

KPI 3: Overall achievement of management performance standards		Overall target: 100%	
Component indicators		Baseline	2019 target
Annual performance report	Management: gender representation	-	Achievement of milestones
	Human resources: Performance and competency enhancement (PACE) compliance rate	96%	100%
	Human resources: % of staff who have completed all mandatory training	49% (2018)	85%
	Security: % compliance with field security accountability framework standards	96% (2018)	100%
	MP	Percentage of employees completing harassment, sexual harassment, abuse of power and discrimination mandatory training	73% (2016)

Acronyms

APP	annual performance plan
APR	annual performance report
CAP	comprehensive action plan
CCI	critical corporate initiative
GSS	global staff survey
IDSC	Inter-Divisional Standing Committee
JWG	joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination
MP	management plan
PSA	programme support and administrative (budget)
RWA	respectful workplace advisor
SBCC	social and behaviour change communication
SRAC	Strategic Resource Allocation Committee