

ANNEX III-D: 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 (JWG REPORT)

TABLE A. PROGRESS IN CORE AREA 1: REAFFIRMING VALUES

Comprehensive action plan core area				Recommendation in JWG report	Comprehensive action plan end state
<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>
2021 global staff survey (GSS) indicators	2018 GSS baseline (%)	Target (%)	2021 GSS (%)	Comments on indicators	
<p>*Core area (CA) 1.1 In my experience, employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability.</p>	61*	71	70	<p>The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 9 percentage points over the 2018 GSS, for an improvement of 15 percent. * This indicator differs slightly from that in the 2018 GSS, which read: “All employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability”.</p>	
Initiatives	Progress on activities (%)		Key highlights of progress on initiatives and activities		
<p>Total of 2 initiatives with 4 activities (by Workplace Culture Department (WP), Ethics Office (ETO)).</p>	<p>Completed: 75 Revised timeline and/or covered under other initiatives: 25</p>		<ul style="list-style-type: none"> The values of <i>integrity, collaboration, commitment, humanity and inclusion</i> were reaffirmed through a series of events in 2020: a global consultation in the first quarter, with over 7,000 participants; 16 follow-up virtual conversations with WFP employees – “values jam sessions” between 8 and 10 September; and 6 “anti-racism jam sessions” on 8 and 9 December. In the first quarter of 2021, a global “Values Talk Live!” event was organized to showcase improvements in WFP’s workplace culture and to share examples of how employees are “living the values”, with more than 3,300 attendees. In 2021, WP promoted organization-wide communications and employee engagement campaigns and provided guidance that encouraged WFP employees to apply a values-based approach in the design of policies (people policy) and strategies (human resources and wellness strategies), training activities (for leadership, middle management and country directors) and awareness sessions (Speak Up campaign). In 2021, ETO continued its revision of the WFP code of conduct, carrying out a round of substantive consultations, which included gathering comments from members of staff representative bodies and the Oversight and Policy Committee. The final version of the Code of Conduct and circular is expected to be promulgated in 2022. 		

TABLE B. PROGRESS IN CORE AREA 2: LEADERSHIP ROLE

Comprehensive action plan core area				Recommendation in JWG report	Comprehensive action plan end state
Core area 2: Leadership role				“Starting at the top, with the Executive Director and his leadership group, and permeating through to all levels of the organization, WFP’s core behavioural standards need to be heard and seen, and leadership qualities need to be identified, cultivated and measured.”	“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.”
2021 GSS indicators	2018 GSS baseline (%)	Target (%)	2021 GSS (%)	Comments on indicators	
CA 2.1 My supervisor leads effectively.	65	75	73	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 8 percentage points over the 2018 GSS, for an improvement of 12 percent.	
CA 2.2 In my team, we hold each other accountable for doing a good job.	56	66	83	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 27 percentage points over the 2018 GSS, for an improvement of 48 percent. * This indicator differs slightly from that in the 2018 GSS, which read: “At WFP we hold people accountable for performing their job well.”	
CA 2.3 The executive management of WFP are active role models for our core values.	66	76	75	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 9 percentage points over the 2018 GSS, for an improvement of 14 percent.	

Initiatives	Progress on activities (%)	Key highlights of progress on initiatives and activities
<p>A total of 2 initiatives with 6 activities (by WP, Human Resources Division (HRM))</p>	<p>Completed: 50</p> <p>Revised timeline and/or covered under other initiatives: 50</p>	<ul style="list-style-type: none"> • Activities aimed at applying WFP's core behavioural standards were developed, including with regard to the role of leaders and managers in fostering an inclusive and respectful workplace. Training on leadership skills for WFP managers at all levels has been redesigned and mainstreamed through the work of HRM on leadership. A new WFP leadership framework, anchored in WFP's corporate values, was endorsed by senior management in November 2021, and the formulation of leadership compacts for the WFP leadership group proceeded as planned. HRM has put in place a communications and implementation plan that addresses the prioritization and integration of the leadership framework through relevant human resource management processes, with engagement and activation activities to be implemented in the first quarter of 2022. • Due to continuing COVID-19-related travel limitations, the training programmes for managers and supervisors have been redesigned and made available online. One example is the virtual training platform that enabled HRM to make full use of the WFP supervisory programme remotely, which received three golden awards from Brandon-Hall Excellence in 2020 and by the end of 2021 had been used to train approximately 2,400 supervisors. • The induction programme for country directors and deputy country directors was redesigned to incorporate a values-based approach and new elements such as diversity and inclusion, reaching a total of 79 participants in five cohorts, and a new head of field office programme was designed and implemented for 67 participants in three cohorts in 2021. • Following a revision to the timeline, the establishment of a dedicated "managers' helpdesk" that provides expertise and guidance on the pre-emptive and remedial management of underperformance is planned for 2022.

TABLE C. PROGRESS IN CORE AREA 3: EMPLOYEE ENGAGEMENT

Comprehensive action plan core area				Recommendation in JWG report	Comprehensive action plan end state
<p style="text-align: center;">Core area 3: Employee engagement</p>				<p>“In order to prompt behaviour change across a large, devolved and dispersed organization, all WFP employees should feel encouraged and supported by leaders and frontline managers to participate in the change process.”</p>	<p>“WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.”</p>
2021 GSS indicators	2018 GSS baseline (%)	Target (%)	2021 GSS (%)	Comments on indicators	
CA 3.1 I am proud to work for WFP.	88	88	92	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 4 percentage points over the 2018 GSS, for an improvement of 5 percent..	
CA 3.2 The mission or purpose of WFP makes me feel my job is important.	87	87	92	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 5 percentage points over the 2018 GSS, for an improvement of 6 percent.	
CA 3.3 I feel supported during organizational change at WFP.	49	59	60	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 11 percentage points over the 2018 GSS, for an improvement of 22 percent.	

Initiatives	Progress on activities (%)	Key highlights of progress on initiatives and activities
<p>A total of 9 initiatives with 11 activities (by WP, ETO, Management Services Division (MSD), Security Division (SEC), Technology Division (TEC), Staff Wellness Division (WEL))</p>	<p>Completed: 82</p> <p>Revised timeline and/or covered under other initiatives: 18</p>	<ul style="list-style-type: none"> • The Assistant Executive Director for Workplace Culture, together with the comprehensive action plan (CAP) team, engaged regularly with staff representative bodies and promoted activities through informal networks, such as respectful workplace advisors (RWAs) and the WFP Youth Network, which were invited to contribute to the realization of a “Values Talk Live” event in February 2021 and the “See the Difference” campaign. • In March 2021 a group of selected RWAs participated in an assessment of the progress made in each of the CAP core areas, in close collaboration with the Office of the Ombudsman and Mediation Services (OBD) and the HRM GSS team. The outcome of that assessment was fed into the CAP progress report included in the WFP annual performance report for 2020. • ETO continued to promote communications and outreach activities aimed at ensuring compliance with mandatory ethics training and enabling WFP employees to observe and perform their functions with the highest standards of integrity. • MSD and TEC developed employee engagement campaigns and activities to strengthen team culture and facilitate onboarding. Owing to COVID-19, onboarding sessions and “brown bag lunches” aimed at fostering a spirit of openness and inclusiveness in the WFP workplace were held virtually. • Following strategic alignment with United Nations-wide initiatives and delays in the procurement tender process, in the first quarter of 2022 SEC will continue to develop a learning programme aimed at helping security personnel to identify the elements of bystandership in any given context and to take appropriate action in case of a gender-related security incident, following assessment of the situation, which involves learners understanding what they are looking at and what may prevent them from seeing what is happening in plain sight. • Specific women’s security awareness training for WFP employees was provided in El Salvador, and an additional session was integrated into the activities that the gender unit of the Regional Bureau for Latin America and the Caribbean organized for the 16-days of Activism against Gender-based Violence in November 2021. The implementation of women’s security awareness training has now been mainstreamed, with additional training that took place in February and March 2022, and will continue to be rolled out in the Latin America and the Caribbean and other regions going forward. • WEL enhanced the counselling services provided to WFP employees as part of its regular service portfolio with a view to addressing new challenges posed by COVID-19 and providing support related to workplace culture and well-being issues, including through a family liaison officer recruited in 2020. Well-being committees continued to function in a number of country offices, and a new project related to physical health, in particular cardiovascular disease, is currently being piloted in Malawi.

TABLE D. PROGRESS IN CORE AREA 4: POLICY AND SYSTEM REVISIONS

Comprehensive action plan core area				Recommendation in JWG report	Comprehensive action plan end state
<p align="center">Core area 4: Policy and system revisions</p>				<p>“WFP should revise personnel-related systems and processes to support prevention and remedial mechanisms, foster safe and respectful work environments and ensure a true meritocracy. Revisions should also address organizational inequalities and vulnerabilities, including across dimensions such as gender, staff versus non-staff and managers versus the team members they supervise.”</p>	<p>“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.”</p>
2021 GSS indicators	2018 GSS baseline (%)	Target (%)	2021 GSS (%)	Comments on indicators	
CA 4.1 At work, I have the opportunity to do what I do best every day.	69	79	78	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 9 percentage points over the 2018 GSS, for an improvement of 13 percent.	
CA 4.2 I am confident my supervisor will take appropriate action if our team has an ongoing performance problem.	66	76	74	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 8 percentage points over the 2018 GSS, for an improvement of 12 percent.	
CA 4.3 At WFP, career progression is based primarily on merit.	38	48	44	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 6 percentage points over the 2018 GSS, for an improvement of 16 percent.	
CA 4.4 WFP is doing all it realistically can to ensure my security and protect us from security risks.	70	80	80	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 10 percentage points over the 2018 GSS, for an improvement of 14 percent. * This indicator differs slightly from that in the 2018 GSS, which read: “WFP is doing all it realistically can to ensure my safety and security.”	

Initiatives	Progress on activities (%)	Key highlights of progress on initiatives and activities
<p>A total of 10 initiatives with 28 activities (by Inspector General and Oversight Office (OIG), ETO, Enterprise Risk Management Division (ERM), Gender Office (GEN), HRM, WEL)</p>	<p>Completed: 82</p> <p>Revised timeline and/or covered under other initiatives: 18</p>	<ul style="list-style-type: none"> At the end of 2021, the Interdisciplinary Committee – previously known as the Inter-divisional Standing Committee – revised its terms of reference and explored multidimensional approaches to addressing abusive behaviour and strengthening its victim-centred approach. The terms of reference were issued by the Executive Director as part of his circular on prevention and response to abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) in February 2022. A dedicated webpage is being developed with assistance from the Communications, Advocacy and Marketing Division (CAM), OIG and HRM to provide WFP employees with information on the role and work of the Interdisciplinary Committee. OIG conducted a series of audits on areas relevant to the improvement of WFP's workplace culture: performance management (completed in 2019), "tone at the top" (completed in 2019), and reassignment (completed in 2021). The timelines of other audits were revised to improve their alignment with the OIG work plan for 2022 (e.g., an audit on the management of consultants) and with corporate timelines (e.g., an audit on promotion). OIG designed and rolled out new tools for improved service delivery, such as a new case management system launched in 2020, the EthicSphere hotline launched in 2020, and the OIG web portal and hotline relaunched in 2021. ETO revised and promulgated the Executive Director's circular on protection against retaliation in December 2020, and a series of communication products to support the implementation of the circular are being developed. ERM built anti-fraud and anti-corruption (AFAC) capabilities across WFP through an updated AFAC policy (approved by the Board in June 2021); extensive AFAC awareness training at headquarters and in the field; and the embedding of AFAC specialists in regional work teams (in Asia and the Pacific and Eastern Africa in 2021, and possibly in Western Africa in 2022). Owing to COVID-19 restrictions, GEN revised the timeline for the implementation of a social norms initiative involving regional bureaux and country offices and organized a webinar on the initiative in December 2020. In April 2020, HRM launched the performance and competency enhancement tool PACE 2.0, which includes new features such as an upward feedback function piloted in 2021 and to be made available to all users in 2022; a revised staffing framework issued in September 2021; and competitive selection and recruitment processes for all contract modalities. In 2021, HRM launched a global exercise aimed at converting 2,300 long-serving staff from service contracts to fixed-term positions. Major progress has been made on the development of a strategic workforce planning project, with workforce plans for several functions completed in 2021 (finance, partnerships, nutrition, security and supply chain) and several others nearing completion. A concept model for country offices was finalized and piloted in two country offices – Jordan in July 2021 and Peru in November 2021 – with valuable lessons learned for the roll-out of strategic workplace planning in several regional bureaux and country offices. HRM has been implementing the recommendations from the gender parity action plan, and the revision and update of relevant human resource policies are on track, in line with the implementation of the diversity and inclusion framework and the antiracism action plan in 2022.

- As part of WFP's response to COVID-19, HRM continues to lead organization-wide efforts to evaluate the advantages and disadvantages of remote working and has established a project team to focus on new ways of working in 2021. The guiding principles, project governance and budget for the new ways of working project have been discussed and approved by the Executive Director and the leadership group. And a pilot will start in the first quarter of 2022 at headquarters and in selected regional bureaux and country offices. HRM represents WFP in the task force on the future of United Nations work of the High-Level Committee on Management, which explores new ways of working, complementary contract modalities and enabling technologies.
- In 2020 and 2021, WEL developed and launched a wellness-focused mobile application that provides practical information on employee health and well-being. Available in Arabic, English, French and Spanish, it offers information on 117 duty stations. WEL also redesigned the peer support volunteers programme and in 2021 provided training to new members in Ethiopia, the Sudan, Yemen and Zimbabwe, with training in other locations planned for 2022.
- The Interdisciplinary Committee provided OBD with guidance on the piloting of harmonious workplace counselling in 2021.

TABLE E. PROGRESS IN CORE AREA 5: DISCIPLINARY PROCESSES

Comprehensive action plan core area				Recommendation in JWG report	Comprehensive action plan end state
<p style="text-align: center;">Core area 5: Disciplinary process</p>				<p>“WFP should work to gain greater confidence and trust from its employees in its internal justice system. Appropriate disciplinary action should continue to be taken against proven perpetrators, while those who report as well as witnesses should be protected from retaliation and provided with credible assurances that their careers will not be derailed as a result of reporting abusive conduct.”</p>	<p>“WFP has policies, processes and systems that ensure a highly functional internal justice system that brings justice to all and protects employees from retaliation.”</p>
2021 GSS indicators	2018 GSS baseline (%)	Target (%)	2021 GSS (%)	Comments on indicators	
CA 5.1 I have personally experienced harassment by a WFP employee within the past year.	18	0	13	<p>The percentage of staff members agreeing with this indicator statement in the 2021 GSS decreased by 5 percentage points over the 2018 GSS, for an improvement of 28 percent.</p> <p>* This indicator differs slightly from that in the 2018 GSS, which read: “I have personally experienced harassment on the job within the past year.”</p>	
CA 5.2 I trust WFP to protect me if I speak out about something that is not being done right.	48	58	58	<p>The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 10 percentage points over the 2018 GSS, for an improvement of 21 percent.</p>	
CA 5.3 I believe that WFP employees at all levels are held accountable for unethical behaviour and misconduct.	63	73	67	<p>The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 4 percentage points over the 2018 GSS, for an improvement of 6 percent.</p>	

Initiatives	Progress on activities (%)	Key highlights of progress on initiatives and activities
A total of 4 initiatives with 11 activities (by OBD, HRM, OIG)	<p>Completed: 72</p> <p>Revised timeline and/or covered under other initiatives: 28</p>	<ul style="list-style-type: none"> • HRM continued to improve the effective response to abusive conduct based on the Executive Director's circular on the prevention and response to abusive conduct. New mandatory training is being developed and will be implemented in 2022. • Using virtual platforms, HRM continued to roll out "Speak Up" sessions across the organization, and additional modules for managers, human resources officers, RWAs and heads of offices were incorporated into the programme. A specific session on addressing sexual misconduct is being finalized in collaboration with ETO. • HRM has also developed behaviour change e-modules on becoming "active bystanders", creating psychological safety in teams and helping colleagues to achieve behavioural shifts when their abusive behaviour has been reported. In 2022, with the performance team, HRM plans to review the management of underperformance with regard to behavioural issues. • The human resources manual has been revised to reflect policy changes related to disciplinary process procedures, and HRM is developing communication materials for all employees as part of the promulgation of the circular on the prevention and response to abusive conduct. • In 2020, OIG recruited additional investigators and intake officers to address an increase in the volume of harassment, sexual harassment, abuse of authority and discrimination complaints and started to use a more flexible staffing model that includes rosters of investigators and investigation consultants to manage peaks in activity and improve the timeliness of investigations.

TABLE F. PROGRESS IN CORE AREA 6: COMMUNICATIONS

Comprehensive action plan core area				Recommendation in JWG report	Comprehensive action plan end state
Core area 6: Communications				“WFP needs to clearly communicate its values and how they apply to specific roles and responsibilities at all levels of the organization. WFP should also ensure that policies and procedures on abusive conduct, including reporting mechanisms, are easy to understand, for example by developing a pocket guide, educational videos, articles and other easily accessible materials on how to act properly and respond to abuse.”	“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.”
2021 GSS indicators	2018 GSS baseline (%)	Target (%)	2021 GSS (%)	Comments on indicators	
CA 6.1 I am satisfied with the information I receive about what is going on in WFP.	59	69	70	The percentage of staff members agreeing with this indicator statement in the 2021 GSS increased by 11 percentage points over the 2018 GSS, for an improvement of 19 percent.	
*CA 6.2 In my office, communication between teams is effective.	-	-	62	* This indicator statement differs from a similar one in the 2018 GSS, which read: “At WFP, there is open and honest two-way communication.” In the 2021 GSS the statement was rephrased to gain more insight into communications and dynamics within teams rather than between teams. Forty-four percent of staff members agreed with the statement in the 2018 GSS.	
Initiatives	Progress on activities (%)			Key highlights of progress on initiatives and activities	
A total of 5 initiatives with 14 activities (by WP, CAM, GEN, OBD)	Completed: 93 Revised timeline and/or covered under other initiative(s): 7			<ul style="list-style-type: none"> Through its internal webpage launched in 2020, WP has promoted a series of activities and communication products aimed at disseminating and activating information on WFP’s progress in improving workplace culture: WP and the CAP team organized “Values Talk Live”, a global broadcast held on 4 February 2021 that garnered more than 8,500 views online. Subsequently, WP implemented the “See the Difference” campaign, a four-week series of 31 articles and stories and 20 videos with testimonials from more than 60 colleagues and team leaders in 20 locations focusing on four key areas of improvement: personal growth, well-being, policy improvements and workplace culture. WP and the CAP team, in collaboration with CAM, produced a digital version of the Respect+ programme (formerly known as the “Respect Each Other” campaign), aimed at improving WFP employee awareness of workplace culture issues. In October 2021, the Respect+ programme was launched in English, with Arabic, French, Portuguese and Spanish versions to be made available to all employees by the first quarter of 2022. 	

- GEN supported country offices participating in the gender transformation programme aimed at increasing employee awareness and understanding of the centrality of gender to WFP's work. In the last quarter of 2021, three country offices graduated from the programme (Libya, Tajikistan and Yemen), and three additional country offices signed up for the programme.
- GEN continues to roll out the annual 16 Days of Activism against Gender-based Violence campaign and related activities with the other Rome-based agencies, and in 2021 approximately 1,200 employees joined two online panels held by WFP on gender equality, gender-based violence and cybersecurity.
- The work of OBD was supported through the appointment of RWAs in the field and at headquarters in 2020. OBD services are delivered in four WFP languages (Arabic, English, French and Spanish) and core training in conflict resolution is being offered to country offices, regional bureaux and headquarters units upon request.
- OBD hired an experienced consultant mediator to structure WFP's mediation services and established an agreement with the Office of the Ombudsman for United Nations Funds and Programmes, which will enable it to hire mediators as needed from the joint office's global network of 90 mediators.
- Since 2020, OBD has used team climate assessments, which provide managers with guidance on how to map conflicts within their teams and to understand supervisees' perceptions of their leadership style.