

Briefing on Ethics

Executive Board Briefing

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2026 September



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The Mandate



The Team



At a glance: Delivering on the ETO 2024- 2026 Strategy

2024	Build and Expand 2024-2026 Strategy launched; satisfied increased advice demand; strengthened risk driven outreach; provided PSEA field support and inter-agency leadership through PSEAH Championship
2025	Scale and Embed Sustained advisory volumes, expanded outreach and use of e-learning tools, deepened leadership engagement, improved efficiency of annual disclosure process, introduced Ethics campaign, issued Outside Activities Circular and continued active policy contribution
2026	Consolidate and Target Increasing efficiency of outreach and advisory methods; providing director-level insights, supporting new managers, handling the Alternate Chair role for the UN Ethics Panel, and beginning work on the next multi-year strategy using lessons learned.

Achievements over the strategy period



Strategic Objective

Employees are equipped with the understanding and knowledge to uphold an organizational culture where ethical behaviour is the norm and in accordance with the Code of Conduct.

Ethics Awareness

- All high exposure COs reached
- Sustained in-person outreach
- Recurrent org-wide campaigns + new Ethics Awareness campaign
- Expanded library of e-learning tools/courses
- Annual All-Staff Executive Director message

Leadership Engagement

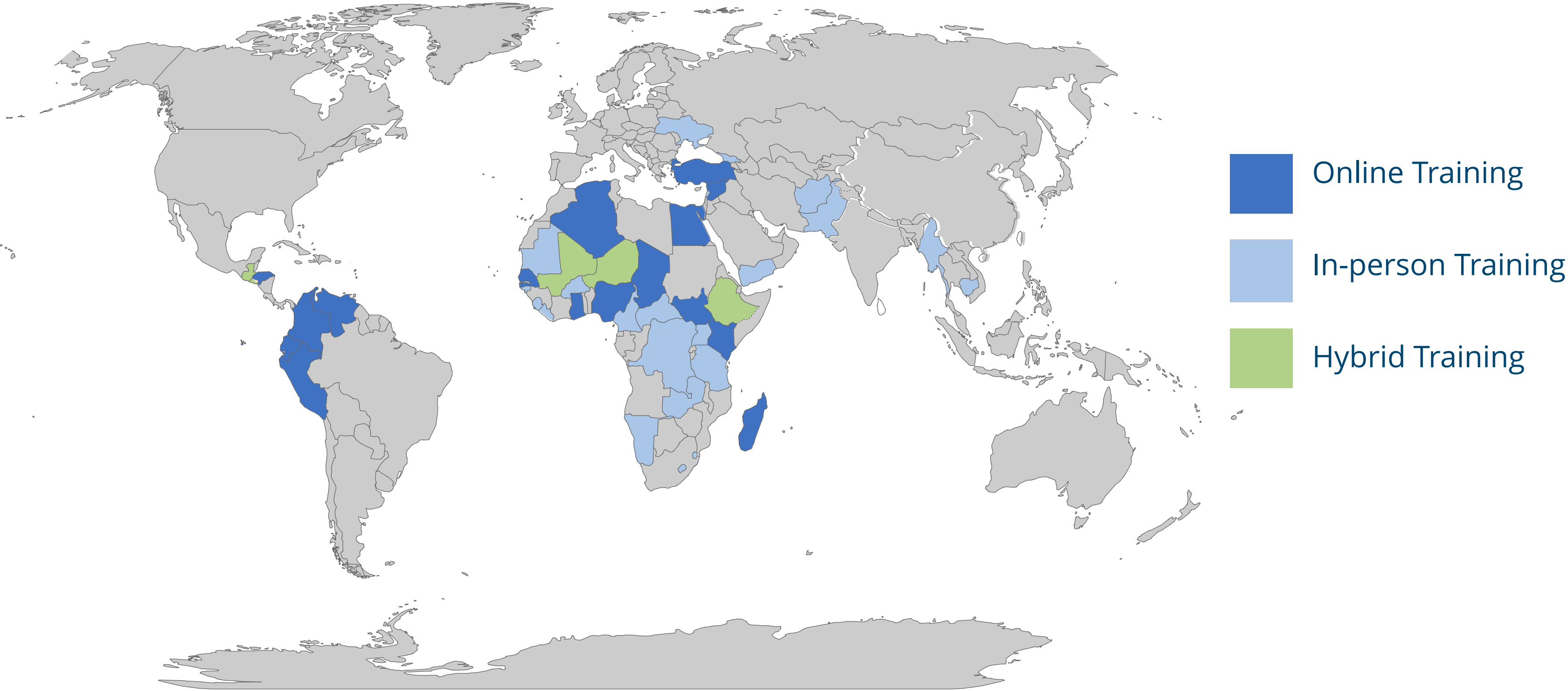
- CD/DCD and Head of Field Office induction
- Tools for CDs: Political activities, Code of Conduct
- Showcase ethical leadership in high-visibility communication tools

Whistleblower Protection

- Consistent and timely handling of requests
- Preserving a speak-up culture
- Guidance to managers for times of change

Trend: Country Offices/field remain priority, outreach activity 5 times higher than in previous 3-year period, and evolving into a more sustained and variable learning ecosystem, and using leaders as multipliers

Countries reached with direct tailored outreach



Achievements over the strategy period

02



Strategic Objective

Advice and guidance provided by ETO on ethical risks and dilemmas is widely recognized by WFP leadership and employees as **relevant and of added value**.

Advice and Guidance

- Approx. 900 requests/year managed
- Consistently high satisfaction rate
- 70% originate outside HQ
- Workday approval for outside activities

Disclosure & Risk Management

- Annual Disclosure Programme 15% of staff/ year
- System and questionnaire efficiencies introduced
- Enhanced data analysis and supporting tools

Leadership Engagement

- 1-on-1 calls with Country Directors and new leaders
- Information for CDs on CO ethics engagement

Trend: Advice is central to risk prevention, sustained level of demand for advice, especially from COs, increasing engagement of CDs for ETO support in setting expectations and tone

A woman with brown hair, wearing a light-colored blazer and a colorful patterned scarf, is speaking into a black microphone. She is gesturing with her right hand. The background is a blue wall with a faint, large-scale pattern.

We're sometimes asked to bend the rules. Still, we must stay true to our ethics and purpose: humanitarian service. Safety, security and integrity must always come first.

Sandra Legg, Senior Aviation Officer



Strategic Objective

WFP is an **active leader in the UN** on ethical policy framework and good practices, and WFP's organizational policies and practices consistently **reflect and incorporate the highest ethical standards**

Achievements over the strategy period

Policy & Standards

- ED Circular: Outside Activities
- ED Circular: Terms of Reference of the Ethics Office
- Whistleblower Protection Policy review

Strategic Partnerships

- Project with RMD on Organizational Conflict of Interest identification
- Coordination: OBD, HRSMR, OIGI, Workplace Culture
- Coaching HR & Procurement on COIs
- Organizational COI guidance with RMD

UN Collaboration

- UN Ethics Panel: including 2026 Alternate Chair role (22 reviews)
- Ethics Network (ENMO): Executive Committee, membership committee, standards for ethics functions

Trend: Ethics considerations increasingly integrated into policy, practices and guidance, more frequent collaboration on outreach/training with other related functions

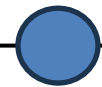
Joint ETO & RMD workshop on Organizational Conflicts of Interest

- ▶ Definition and core principles
- ▶ OCI Macro-categories
- ▶ Implementation and Follow-up
- ▶ Protocol Consolidation
- ▶ Role of Risk Officers



Translating research and policy work into practical tools and guidance for protecting WFP's impartiality, credibility, and accountability from operational pressures and risks related to institutional relationships

New and on-going challenges



Identifying evolving needs as may be impacted by:

- resource strapped workforce
- adaptation to 2-tier structure
- Implementation of localization



- Maintaining & increasing outreach coverage and effectiveness
- Measuring and assessing impact



Staying up to date on evolving areas of ethical challenges, such as AI



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Thank You