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

Executive summary

This document presents progress made in implementation of WFP's comprehensive action plan for addressing harassment, sexual harassment, abuse of power and discrimination. The plan is designed around six core areas: reaffirming values, the role of leadership, employee engagement, policy and system revisions, disciplinary processes, and communications. For each core area, WFP has defined an expected end state and ongoing and planned initiatives for achieving that state. A set of 16 indicators used in WFP's global staff survey will be used to measure progress towards the end states and the desired outcome of the implementation of the plan. As the next WFP global staff survey is scheduled for early 2021, the present document is based on the perceptions of progress reported by employees during a global WFP "pulse check". The pulse check was conducted as part of a major employee engagement exercise via digital sessions on workplace culture using the Jam platform, involving a total of 1,043 participants. Conclusive 2020 GSS indicator values and a progress update on the comprehensive action plan will be provided in WFP's 2020 annual performance report.

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The results of the global pulse check demonstrate that progress has been made in all six core areas of the comprehensive action plan. Following a major organization-wide digital exercise on reaffirming values, 91 percent of pulse check participants said that significant or some progress had been made in this core area. Significant or some progress was also observed in the leadership role (by 67 percent of respondents), employee engagement (86 percent) and policy and system revisions (68 percent) core areas. However, despite the recent launch of an improved disciplinary process, only 57 percent of participants felt that significant or some progress had been made in respect of disciplinary processes. On the other hand, major outreach and communication efforts resulted in 92 percent perceiving major progress in communications related to workplace culture.

The pulse check findings reflect the progress made in WFP initiatives in five of the six core areas. The reaffirmed values of integrity, collaboration, commitment, humanity and inclusion are now confirmed and ways of embedding them into everyday work are being defined. The role of leadership has been strengthened through compacts between leadership group members and regional directors and the Executive Director, and efforts are currently being made in training and strengthening of the leadership framework. Success in the core area of employee engagement is demonstrated by positive feedback from more than 5,000 employees who participated in digital consultations on values, with more than 70 employees subsequently joining 10 preparatory sessions on “disseminating” the values and 1,043 joining the workplace culture Jam sessions. Another example of successful employee engagement is WFP’s digital well-being platform, which covers more than 40 topics, including nutrition, sleep and families and relationships, and provides all employees direct access to the global WFP wellness team. Work in the area of policy and system revisions, including adjustments to policies in response to COVID-19 and development of a people policy, has also been a high priority. An extensive communications campaign on reaffirming values, with materials in Arabic, English, French, Spanish and Portuguese, is an example of successful initiatives in the communications core area. A recently launched internal communications plan will further improve communication efforts, including in the core area of disciplinary processes.

Despite the progress made, major efforts are still needed to ensure that WFP has an improved, inclusive and respectful workplace where issues related to harassment, sexual harassment, abuse of power and discrimination are fully addressed. Findings from the recent Jam sessions on workplace culture will be used to expedite progress and benefits realization. The findings make it possible to identify “moments of truth” in WFP’s journey towards an improved workplace culture. Such “moments of truth” constitute key interventions and the right sequence of those interventions for unlocking desired behaviours linked to the reaffirmed values of integrity, collaboration, commitment, humanity and inclusion.

In addition to expediting implementation of the comprehensive action plan by prioritizing the moments of truth, efforts will be made to align CAP initiatives and activities with other critical WFP initiatives. The aim is to minimize overlaps and duplication of efforts among interrelated major WFP undertakings such as the development and implementation of an anti-racism action plan and a disability inclusion road map. While work in these important and complex areas is currently managed as two separate workstreams, the aim is eventually to mainstream them into the organizational structure of WFP.

Draft decision*

The Board expresses its appreciation for the progress report on the implementation of the comprehensive action plan on the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.2/2020/10-A) and requests the Secretariat:

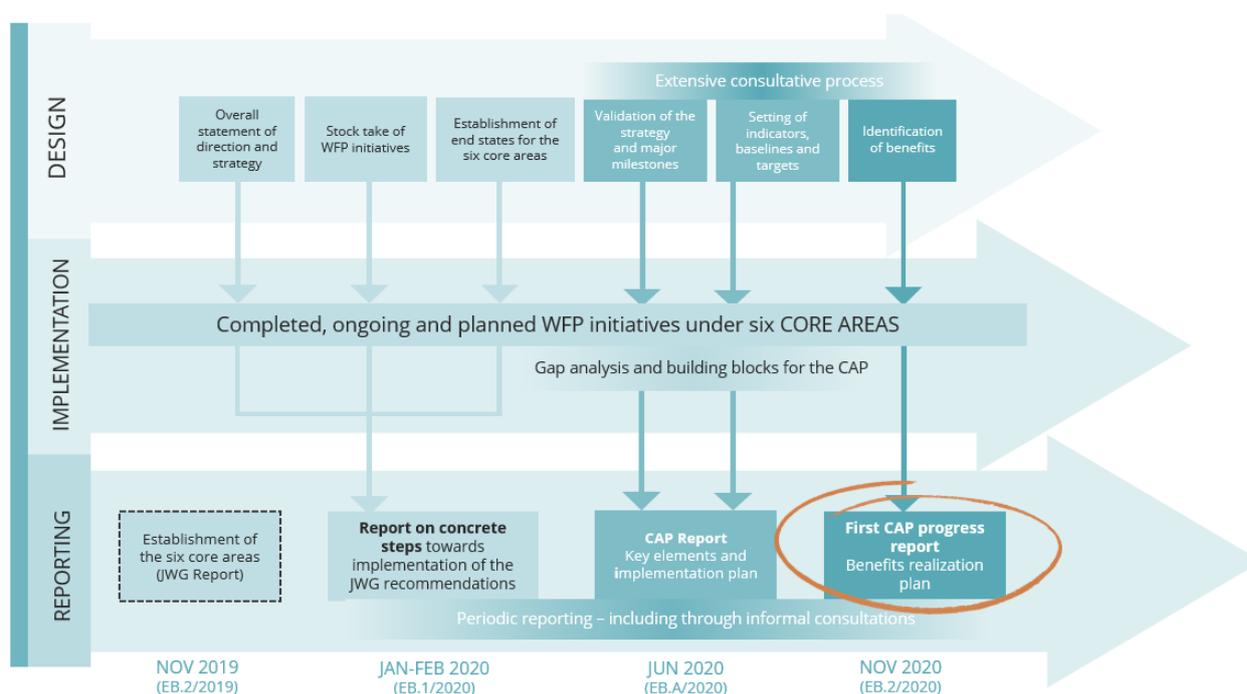
- i) to provide quarterly oral updates for the duration of the mandate of the Assistant Executive Director, Workplace Culture, describing the implementation of and any revisions to the plan; and
- ii) to provide a formal progress report annually as part of the WFP annual performance report.

* 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.

Major milestones – in the design and implementation of and reporting on the comprehensive action plan

1. The Executive Board considered a report on the comprehensive action plan (CAP) for addressing harassment, sexual harassment, abuse of power and discrimination at its 2020 annual session.¹ The report described the plan, which is designed around six core areas, each with an expected end state; a set of 16 indicators used in WFP's global staff survey (GSS), for measuring progress towards the end states; and WFP's ongoing and planned initiatives in each core area (see annex I – CAP performance indicators). The report also provided an indicative assessment of progress.

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



2. The Board requested that a progress report on implementation of the CAP be presented at its 2020 second regular session and thereafter annually as part of the WFP annual performance report. In this context, the Board considered a template for reporting on each core area.² In the present document, the template has been amended to incorporate the results of a WFP global “pulse check” rather than the outcomes of the 16 selected GSS indicators (see annex I – CAP performance indicators). The next WFP GSS is scheduled for February 2021 and the GSS indicator values will be available for the 2020 annual performance report.³

¹ WFP/EB.A/2020/12-A.

² WFP/EB.A/2020/12-A, annex III.

³ The annual performance report for 2020 will be presented at the Board's 2021 annual session.

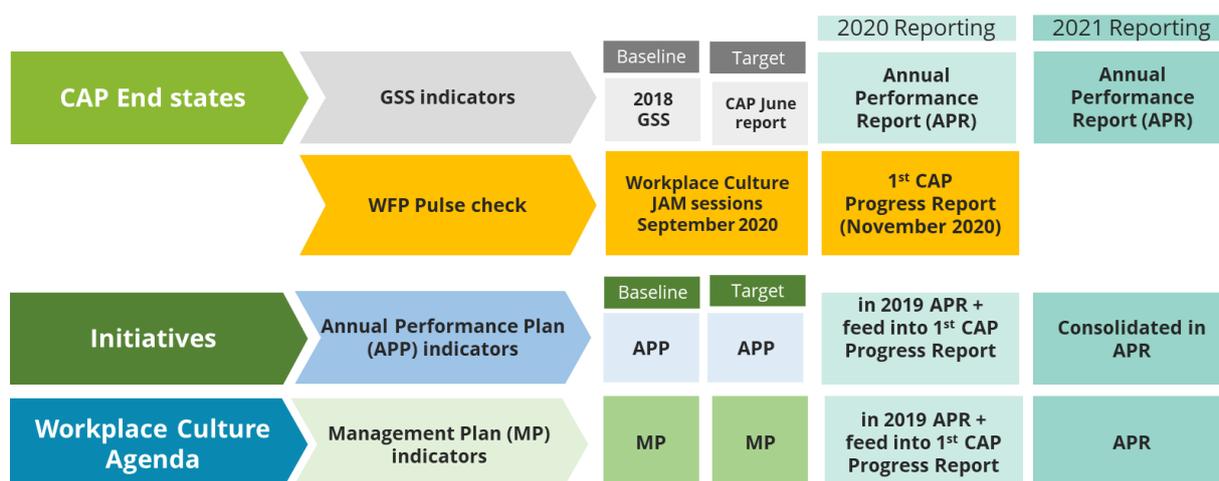
Table 1: Revised comprehensive action plan reporting template by core area

CAP core area			Definition according to JWG report	End state	Progress Pulse Check*
Core area:			"WFP should..."	WFP has...	
GSS Indicators for 2021	GSS Baseline	Target	CAP Pulse Check – as of September 2020		
Description of the GSS Indicator	90	100			

*The Progress Pulse Check refers to the responses that were captured during the Values Jam Sessions, a one-hour inclusive and online workshop held from 8 to 10 September 2020, which involved 1,043 WFP employees from over 90 countries.

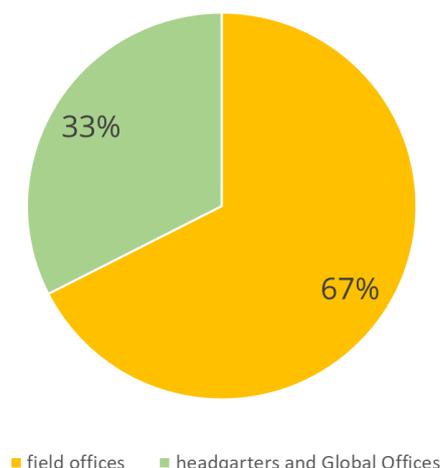
- The use of indicators to assess progress in CAP implementation will also be amended as indicated in figure 2 below.

Figure 2: Amended comprehensive action plan reporting template for each core area

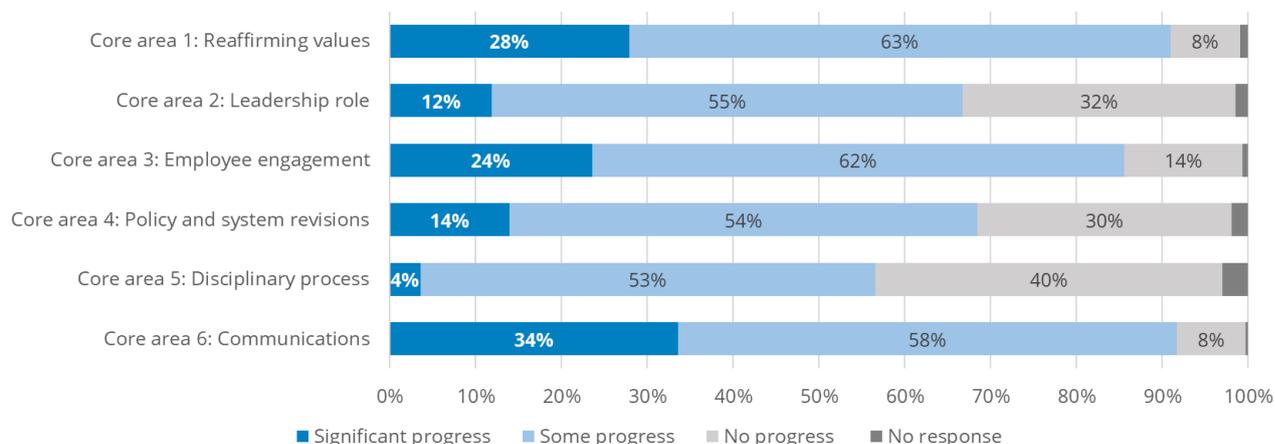


Progress by comprehensive action plan core area

- A global WFP “pulse check” was used to assess employees’ perception of progress towards the end states and desired outcomes of the implementation of the comprehensive action plan. The pulse check was carried out as a part of digital sessions on workplace culture using the Jam platform in September 2020. All WFP employees were invited to participate and 1,043 attended the sessions. Sixteen 45-minute Jam sessions were organized with participants from regional bureaux, country offices, global offices and headquarters (67 percent were from field offices and 33 percent from headquarters and global offices).

Figure 3: Employee participation in the values jam sessions per location

5. The sessions were facilitated by WFP employees with a variety of professional backgrounds and were conducted in English, with assistance for Arabic, French and Spanish speakers. Prior to the Jam sessions, the participants received material in a digital “waiting room”, including a video on WFP’s reaffirmed values and a summary of the CAP. The sessions focused on the six core areas of the CAP, and participants were asked to submit inputs in writing, to vote for the best ideas submitted and to express their perceptions of progress in each core area (see annex II – WFP workplace culture jam sessions preview and list of questions).

Figure 4: Pulse check on progress made in the core areas of the comprehensive action plan

Note: The Progress Pulse Check refers to the responses that were captured during the Values Jam Sessions, a one-hour inclusive and online workshop held from 8 to 10 September 2020, which involved 1,043 WFP employees from over 90 countries.

6. Many of the findings are in line with those reported in the initial assessment presented to the Board in June, which tentatively concluded that “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.”⁴ The reasons for differences and the evolution of progress since June vary among the core areas.

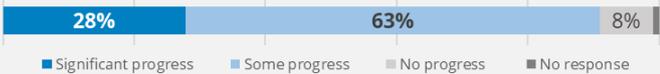
⁴ WFP/EB.A/2020/12-A.

7. Extensive consultations on values have helped to ensure that progress in the core area of reaffirming values has remained on target since June, with the expectation that increasing efforts will be made in “living the values” and making desired behaviours part of day-to-day work. These expectations also apply to the leadership core area, where lower ratings indicate a need to demonstrate effectively the benefits of, for example, leadership training. Efforts to mitigate the impact of COVID-19 are reflected in employees’ perceptions of progress in the core areas of employee engagement and communications. The relatively slow progress in these two areas that was registered in June – mainly due to the pandemic – has been successfully addressed through the extensive digitalization of initiatives and activities. Challenges in the core area of policy and system revisions have continued, but employees perceived good progress in this area, reflecting the very effective work on adapting human resources policies and systems to COVID-19 conditions. The relatively low rating in the core area of disciplinary processes and the difference in perceptions since June are largely related to delays in communicating the improvements made in this area, such as the launch of an improved disciplinary process and enhanced communication with employees about disciplinary cases.

Core area 1: reaffirming values

8. In the core area of reaffirming values, 28 percent of pulse check participants said that significant progress had been made, 63 percent perceived some progress and 8 percent no progress (table 2).

Table 2: Progress in core area 1: reaffirming values

CAP core area			Definition according to JWG report	End state	Progress Pulse Check*
Core area 1: Reaffirming values			“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.”	WFP has well-defined and reaffirmed values that are fully endorsed, communicated and actively applied across the organization.	 91% Significant progress + Some progress = Progress
GSS Indicators for 2021	GSS baseline	Target	CAP Pulse Check – as at September 2020		
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.	61	71	 ■ Significant progress ■ Some progress ■ No progress ■ No response		

*The Progress Pulse Check refers to the responses that were captured during the Values Jam Sessions, a one-hour inclusive and online workshop held from 8 to 10 September 2020, which involved 1,043 WFP employees from over 90 countries.

9. The progress perceived in this core area is in line with the status of related WFP initiatives and activities (see annex III – Core area 1 – end states, initiatives, activities and progress). In particular, significant progress has been made through consultations on values in which more than 5,000 employees participated. The consultations drew on extensive work on values from other United Nations organizations, the aspirational WFP values defined in 2008, the outcomes of values exercises held in WFP regional bureaux and the results of implementation of the WFP “Respect Each Other” (or Respect) campaign in more than 60 country offices (see annex IV – WFP values and examples from United Nations agencies’ values).

10. The participants in the consultations engaged anonymously in 45-minute digital sessions, available in Arabic, English, French, Portuguese and Spanish, during which they were asked to select, from a predefined list of 12 values, the 5 that most accurately capture WFP's current values. They were then asked to define the values that they thought WFP would need in the future and to describe their own values. Throughout the exercise participants were also able to provide open-ended feedback (see annex V – Summary of values consultation).
11. The results from the digital consultations were refined and confirmed during ten sessions on “disseminating the values” held with focus groups of representatives from regional bureaux, country offices and headquarters. More than 70 staff members from various functions, grades and demographic groups took part. Similar sessions were held for the Leadership Group, the Youth Network, respectful workplace advisors and staff representative bodies. Focus group discussions endorsed the values selected and provided ideas for the next steps in “living the values”.
12. Following the consultations the reaffirmed values of integrity, collaboration, commitment, humanity and inclusion were communicated to staff through an extensive communications campaign in August, which launched one value at a time and provided related materials to be used in all WFP offices (see annex VI – WFP reaffirmed values – posters in five languages).

Figure 5: WFP's reaffirmed values

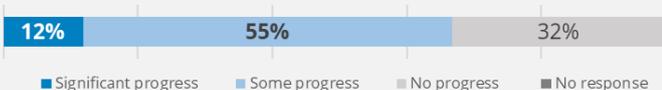


13. The next step will be to incorporate the values increasingly into the daily behaviour of all staff members – “living the values”. An extensive campaign and activities for putting the values into action are being planned for the coming months and the reaffirmed values have already been embedded into ongoing CAP initiatives such as the design of training programmes and the revision of the WFP Code of Conduct.

Core area 2: leadership role

14. In the leadership area significant progress was perceived by 12 percent of pulse check participants, 55 percent observed some progress and 32 percent saw no progress.

Table 3: Progress in core area 2: leadership role

CAP core area			Definition according to JWG report	End state	Progress Pulse Check*
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.	
GSS indicators for 2021	GSS baseline	Target	CAP Pulse Check – as at September 2020		
CA2.1 My supervisor leads effectively.	65	75	 <p>■ Significant progress ■ Some progress ■ No progress ■ No response</p>		
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			

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15. Perceptions of progress in the leadership core area reflect the status of related WFP initiatives and activities (see annex III – Core area 1 - end states, initiatives, activities and progress). While progress has been made in ongoing initiatives, despite the COVID-19 pandemic, the resulting benefits have still to be effectively demonstrated.
16. Most efforts to design, develop and launch training programmes and new management tools are on target, with some adjustments being made to accommodate COVID-19-related conditions. Face-to-face workshops for the WFP leadership programme are on hold, but remote sessions and online training materials on managing people during the pandemic are available and a comprehensive revision of the programme has started. Development of a corporate programme for middle managers is proceeding as planned: a training needs analysis was completed in June 2020, design of the programme will be completed in September, and training materials will be developed during the last quarter of the year. Piloting of the programme will commence in 2021, depending on travel restrictions related to COVID-19. In the meantime, training needs in this area will be addressed through expanded use of WFP's digital supervisory programme, which received three gold excellence awards from the Brandon Hall Group in 2020.⁵ Progress has also been made in training for country directors and deputy country directors in effective staff management and respectful working environments. Since the February 2020 pilot, the supervisory programme has been adapted for remote delivery via webinars with coaching and mentoring.
17. Increased efforts have also been made in the development of a new WFP leadership framework that establishes a systematic approach to the assessment and development of management skills. This initiative is closely linked to work in the core area of reaffirming values and the new framework will be aligned with the United Nations leadership framework, as applicable.

⁵ Information about the awards is available at <https://www.brandonhall.com/excellenceawards/>.

Core area 3: employee engagement

18. In the core area of employee engagement, 24 percent of pulse check participants perceived significant progress and 62 percent some progress.

Table 4: Progress in core area 3: employee engagement

CAP core area			Definition according to JWG report	End state	Progress Pulse Check*
Core area 3: Employee engagement			"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."	WFP employees at all levels feel empowered and encouraged to speak up and foster a spirit of inclusiveness and openness in their work.	 86% <small> ■ Significant progress + Some progress = Progress </small>
GSS indicators for 2021		GSS baseline	Target	CAP Pulse Check – as at September 2020	
CA3.1	I am proud to work for WFP.	88	88	 <small> ■ Significant progress ■ Some progress ■ No progress ■ No response </small>	
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		

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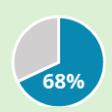
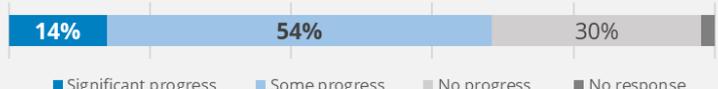
19. The progress perceived in this core area reflects the status of related WFP initiatives and activities (see annex III – Core area 1 - end states, initiatives, activities and progress). As well as extensive consultations on values and jam sessions on workplace culture, significant employee engagement efforts have also been made in the areas of security and wellness. Examples in the area of security include a review of course content and delivery methodologies for women's security awareness and safe and secure approaches to field environments training with a view to enabling both online and face-to-face delivery. A learning programme for raising awareness of the security-related threats, risks and vulnerabilities faced by WFP personnel is being developed, together with training for women personnel on addressing security concerns. Gender considerations are mainstreamed into all security initiatives, including through the incorporation of awareness-raising sessions on gender-based violence in security briefings. Remote working modalities and travel restrictions have had an impact on the delivery of briefings and training, and alternative delivery methodologies that facilitate effective employee engagement are being explored.
20. While travel restrictions related to COVID-19 have prevented counsellors from visiting country offices, WFP's wellness team is providing virtual and remote solutions such as webinars and virtual counselling sessions for individuals and groups. The recently launched digital WFP wellbeing platform provides all WFP employees with access to new digital services that cover a broad range of wellbeing topics and direct access to all members of the global WFP wellness team. A total of 22 staff counsellors are available to support country offices in addressing a wide variety of workplace culture issues, and a recently recruited family liaison officer can provide help in addressing family-related challenges and support employees as they adjust to and are integrated into new workplaces, during reassignment, for example. The wellness team is also promoting the inclusion of activities for enhancing physical and mental health in country offices' annual plans. While the creation of new wellbeing committees in country offices has been disrupted by the pandemic, the committees that have been set up so far are serving diverse functions, depending on the country and the situation on the ground. The emphasis is on fostering compliance with health protection measures and facilitating the adaptation of working modalities to the COVID-19 crisis.

21. Initiatives and activities in the core area of employee engagement have been well received. The digital consultations and focus group discussions on values were highly rated by participants and 80 percent of respondents awarded the jam sessions on workplace culture scores of 4 or 5 on a scale of 1 to 5.

Core area 4: policy and system revisions

22. In the policy and system revisions core area, major progress was observed by 14 percent of pulse check respondents, some progress by 54 percent and no progress by 30 percent.

Table 5: Progress in core area 4: policy and system revisions

CAP core area			Definition according to JWG report	End state	Progress Pulse Check*
Core area 4: Policy and system revisions			"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."	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>68%</p> <p>■ Significant progress ■ Some progress ■ Progress</p>
GSS indicators for 2021		GSS baseline	Target	CAP Pulse Check – as at September 2020	
CA4.1 At work, I have the opportunity to do what I do best every day.		69	79	 <p>14% 54% 30%</p> <p>■ Significant progress ■ Some progress ■ No progress ■ No response</p>	
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		

*The Progress Pulse Check refers to the responses that were captured during the Values Jam Sessions, a one-hour inclusive and online workshop held from 8 to 10 September 2020, which involved 1,043 WFP employees from over 90 countries.

23. The progress perceived in this core area reflects the status of related WFP initiatives and activities (see annex III – Core area 1 - end states, initiatives, activities and progress). The expanded workload and reprioritization of activities in the human resources function due to the COVID-19 pandemic have posed considerable challenges, but significant progress has been made, particularly in adapting human resources policies and practices to pandemic conditions. The design and approval of “return-to-office” plans and activities to follow COVID-19-related closures is an example of such work, and assessments and planning for new ways of working are under way. A cross-functional WFP working group has recently completed a proposal on a new operational working model based on increased flexibility and agile and remote working modalities, and WFP is actively participating in inter-agency work in this area, including through the United Nations High-Level Committee on Management task force.
24. Other human resources initiatives in the core area of policy and systems revisions have continued to the extent possible. A new unit and team for strategic workforce planning were established in September 2020, but the timeline of the strategic workforce planning initiative has been revised. Although good progress has been made in workforce planning at the functional level, a framework for the country office level needs to be developed and implemented in 2021 and 2022. A review of contract modalities, including proposals for

addressing concerns about the use of non-staff contracts, is closely linked to this initiative and to a thorough review of recruitment, reassignment and promotion policies. Planned internal audits on reassignment and promotion are expected to provide critical insights into this policy work, and a revision and update of human resources-related policies and systems will be informed by a WFP diversity and inclusion road map and an anti-racism action plan. Recommendations on a gender parity action plan are another important reference for all WFP policy and system revisions.

25. Alongside this progress in human resources policies, major progress has been made in anti-fraud and anti-corruption policies and practices. Initiatives and planned activities in this area are largely on target: a new WFP anti-fraud and anti-corruption handbook was launched in June 2020, and an updated draft of WFP's anti-fraud and anti-corruption policy has been circulated for internal consultation and is expected to be submitted for approval at the Board's annual session in June 2021. More than 3,000 staff members have taken part in extensive training on fraud risk management during emergencies, and progress has been made in the development of additional anti-fraud and anti-corruption training and campaign materials. Regional capacity has also been strengthened, with two regional anti-fraud and anti-corruption specialists recruited and deployed to the Regional Bureau for the Middle East, North Africa, Eastern Europe and Central Asia and the Regional Bureau for East Africa.
26. Initiatives related to the inter-divisional steering committee, which comprises the heads of the Human Resources Division, the Legal Office, the Office of Internal Audit, the Office of the Ombudsman and the Ethics Office, have also made progress. Updated terms of reference for the committee are close to being finalized, pending the outcome of discussions on alternative channels for addressing staff complaints and the role of the committee in such channels which include formal mediation, intervention and coaching and peer mediation. The committee is now holding weekly meetings to explore coordinated and multi-dimensional approaches to addressing abusive behaviour and protecting victims. Regarding efforts to improve the delivery of specific services by the Office of the Inspector General (OIG), delays have affected some communications and outreach projects such as the establishment of a new OIG hotline and an OIG portal. However, the hotline is now fully functional and information on how to use it has been incorporated into the web portal of the Office of Inspections and Investigations to facilitate access. Employees can now report their concerns via a web-based portal in Arabic, English, French, Portuguese and Spanish. In addition, the mechanism that allows anonymous reporting of complaints has been greatly enhanced.
27. Staff Wellness Division initiatives related to systems have also made progress as planned. The wellbeing platform launched in March 2020 provides all employees who have WFP email accounts with practical tools and tips for taking a proactive approach to all aspects of wellbeing. An upgraded version, launched in six country offices so far, includes additional up-to-date information on specific duty stations for employees before and during their deployment. Newly developed Apple and Android smartphone applications providing access to the platform are expected to be released in the last quarter of 2020, along with additional country-specific pages on several major WFP operations. Further roll out of the platform will coincide with the launch of an improved peer support volunteers programme, with a revised on-line training package for volunteers. This will enable peer support volunteers to work more effectively as wellness champions, encouraging wellbeing initiatives in the workplace.

Core area 5: disciplinary processes

28. Despite the recent launch of an improved disciplinary process, only 4 percent of pulse check participants felt that there had been significant progress in respect of disciplinary processes, while 53 percent perceived some progress and 40 percent perceived no progress.

Table 6: Progress in core area 5: disciplinary processes

CAP core area			Definition according to JWG report	End state	Progress Pulse Check*
Core area 5: Disciplinary processes			"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."	WFP has policies, processes and systems that ensure a highly functional internal justice system that brings justice to all and protects employees from retaliation.	
GSS indicators for 2021		GSS baseline	Target	CAP Pulse Check – as at September 2020	
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			

*The Progress Pulse Check refers to the responses that were captured during the Values Jam Sessions, a one-hour inclusive and online workshop held from 8 to 10 September 2020, which involved 1,043 WFP employees from over 90 countries.

29. The progress perceived in this core area does not fully reflect the status of related WFP initiatives and activities. The relatively low rating of progress in disciplinary processes is related, to some extent, to delays in communicating the improvements made, such as the launch of an improved disciplinary process and enhanced communications with employees about disciplinary cases. In addition, the timelines for some initiatives in this core area have been extended owing to a reprioritization of work and the implications of the COVID-19 pandemic (see annex III – Core area 1 – end states, initiatives, activities and progress).
30. The practice of reporting annually on disciplinary matters continues, with the Director of the Human Resources Division issuing and sharing the 2020 report with all employees in June 2020. Implementation of the revised disciplinary process has also continued, with the revision of the human resources manual and the convening of an interdisciplinary working group to implement the improvements. New communications products such as infographics and videos are being developed to facilitate access to information on WFP's policy on harassment, sexual harassment, abuse of power and discrimination and disciplinary processes. The policy on harassment, sexual harassment, abuse of power and discrimination is being revised to improve the response to abusive and disrespectful behaviour. The timeline for this work has been revised, with completion scheduled for the second quarter of 2021.
31. The functioning of disciplinary processes has been strengthened through the addition of investigative resources. OIG has filled all the investigation positions that were empty in 2020 and four new positions will be filled in 2021. In addition, the use of a roster of investigators to work in 2021 on a "when actually employed" basis will support OIG in the management of peaks in activity and addressing the increased number of complaints related to

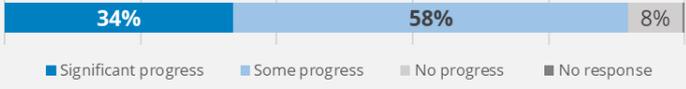
harassment, sexual harassment, abuse of power and discrimination. Resources for eight such investigators have been approved for 2021.

32. The capacity of the Office of the Ombudsman has also been expanded. Actions of the office include nomination of the first 14 headquarters-based respectful workplace advisors in September 2020, to join the global network of more than 160 respectful workplace advisors in other WFP offices, and expansion of the office's mediation and facilitation capacity. Although the office's mediation capacity meets current demand, an agreement with the Office of the Ombudsman for United Nations Funds and Programmes provides access to a global network of 90 mediators.
33. As well as improvements in processes and resourcing, major efforts have also been made to find ways of addressing and challenging inappropriate behaviour, including through the development of internal standard operating procedures and tools for managers (such as a "conversation guide") and witnesses (who receive information on and reminders of ways to support culture change and challenge inappropriate behaviour). A review of how the management of underperformance can be a source of behavioural issues will feed into this work. "Speak Up!" awareness-raising sessions also support behaviour change. Video-conferencing and virtual solutions will be piloted in the last quarter of 2020 and will be used until face-to-face meetings and country office visits can resume.

Core area 6: communications

34. Following major outreach and communication efforts, 34 percent of respondents saw that significant progress had been made in this area and 58 percent perceived some progress.

Table 7: Progress in core area 6: communications

CAP core area		Definition according to JWG report		End state	Progress Pulse Check*
Core area 6: Communications		"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."		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.	 <p>92%</p> <p>■ Significant progress + Some progress = Progress</p>
GSS indicators for 2021		GSS baseline	Target	CAP Pulse Check – as at September 2020	
CA6.1 I am satisfied with the information I receive about what is going on in WFP.	59	69	 <p>■ Significant progress ■ Some progress ■ No progress ■ No response</p>		
CA6.2 At WFP there is open and honest two-way communication.	44	54			

*The Progress Pulse Check refers to the responses that were captured during the Values Jam Sessions, a one-hour inclusive and online workshop held from 8 to 10 September 2020, which involved 1,043 WFP employees from over 90 countries.

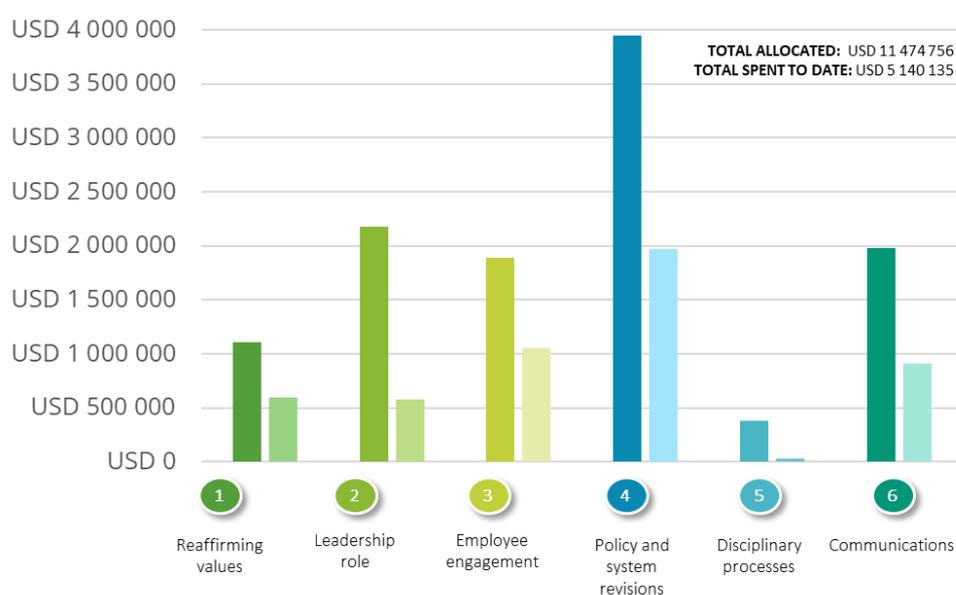
35. The progress perceived in this core area reflects the status of related WFP initiatives and activities (see annex III – Core area 1 - end states, initiatives, activities and progress). In accordance with the communications plan, progress has been made both in communication efforts related to CAP initiatives in the other five core areas and in specific communication initiatives such as the Respect Each Other (or Respect) campaign.
36. Successful communication efforts related to the reaffirming values core area demonstrate the importance of communications in realizing the benefits of CAP initiatives. Activities include the production of videos and posters on the reaffirmed values, with posters in multiple languages for use in WFP global offices, publication of workplace culture messages on the WFP intranet (WFPgo) landing page, and deployment of new digital tools such as

Mural and the Jam platform for communication and employee engagement. The launch of a dedicated space where employees can reflect and discuss the reaffirmed values is expected in the last quarter of 2020, along with the design and launch of new interactive intranet pages on WFP workplace culture, which will provide employees with information on workplace culture topics, tools and materials and enable active exchanges of ideas.

37. The recently revised internal communication strategy will help to improve the identification of critical communication needs related to workplace culture. The core area of disciplinary processes serves as an example: effective and timely communication is essential in advancing improvements in workplace culture and awareness of them. Increasing attention will be paid to this in all CAP-related initiatives in order to ensure timely communications that engage all WFP staff. The success of communication activities related to gender issues serves as a positive example: a joint statement on family and domestic violence issued by the Rome-based agencies raised awareness of this issue and showed their commitment to addressing it. Communications on the Secretary-General's "Orange the World" campaign and annual 16 Days of Activism against Gender-Based Violence have also contributed to progress.
38. The deployment and further development of the Respect campaign is an example of a successful initiative in the communications core area. The campaign is currently being rolled out in more than 60 countries, all regional bureaux and several headquarters offices. WFP's global community of more than 160 respectful workplace advisors has been involved in the rollout and 160 advisors have been trained as facilitators for the Respect campaign. An online platform for virtual training related to the Respect campaign is expected to be ready by the end of 2020, and an induction session for the WFP Leadership Group is scheduled for the fourth quarter of the year.

Budget usage

Figure 6: Allocation and expenditure of funding resources for critical corporate initiatives related to workplace culture, by core area, 2018–2020



Note: The figure refers to funding only for corporate initiatives, which are led by headquarters. For estimation purposes, funding for each initiative has been split equally among the core areas that the initiative addresses. For example, if an initiative addresses core areas 1 and 2, its funding will be split equally between the two core areas.

39. The resources used to implement CAP-related initiatives include funds allocated to headquarters divisions and field offices via the programme support and administrative budget and country strategic plans (as part of direct support costs), and dedicated funding allocated by WFP's Strategic Resource Allocation Committee or through critical corporate initiatives. In figure 6, each core area is represented by two columns: the first shows the approved funding allocation for corporate initiatives (which are led by headquarters) in that core area between 2018 and September 2020 and the second shows the total spent. Initially reported in the CAP,⁶ the total funding data has been revised to match updated allocations following budget savings (for example, in travel and training activities) and the reprioritization exercise of the Strategic Resource Allocation Committee.
40. Between 2018 and the end of September 2020, the total investment in workplace culture initiatives through the Strategic Resource Allocation Committee and critical corporate initiatives was USD 11.4 million, reflecting the importance of workplace culture for the strategic planning and priorities of WFP. Total expenditure was USD 5.1 million.

Realization of the benefits of the comprehensive action plan

41. Participants in the pulse check perceive that progress has been made towards the end states for most core areas. The ongoing CAP initiatives are mainly on target, except in cases where the COVID-19 pandemic has necessitated the revision of timelines. Despite the progress made, however, major efforts are still needed for WFP to have an improved, inclusive and respectful workplace in which issues with harassment, sexual harassment, abuse of power and discrimination are fully addressed.
42. Findings from the Jam sessions on workplace culture will be used to expedite progress and benefits realization. From the findings, it is possible to identify "moments of truth" in WFP's journey towards an improved workplace culture. These "moments" represent the key interventions and sequences of those interventions that will have the greatest effect by unlocking desired behaviours linked to the reaffirmed values of integrity, collaboration, commitment, humanity and inclusion. Moments of truth are currently being identified for each of the six core areas of the CAP, and to a large extent they have already been incorporated into CAP initiatives.
43. In the reaffirming values core area the moments of truth relate to WFP's journey towards "living the values" that will help to address harassment, sexual harassment, abuse of power and discrimination. To expedite the journey, every WFP employee will build on WFP's strengths and focus on changing behaviours that are detrimental to workplace culture in daily work. In the leadership role core area, the moments of truth relate to establishing leaders as role models: a manager whose behaviour runs counter to the reaffirmed values is demonstrating a lack of commitment to an improved workplace culture. In employee engagement, positive office practices and teamwork will have an immediate effect on wellness and openness in the workplace.
44. In the core area of policy and system revisions, the moments of truth relate to the four critical areas of people management: the contractual framework, performance management, promotions and reassignments. The contractual framework is being reviewed as part of the Human Resources Division's programme of work and is closely linked to an ongoing initiative on workforce planning, to which additional resources have recently been assigned. A report on a recent internal audit of the reassignment process is being finalized and its recommendations are expected to provide a solid basis for the further review of reassignment. Additional work on performance management is also needed, as successful use of a state-of-the-art performance management system needs to be accompanied by

⁶ WFP/EB.A/2020/12-A, page 8, paragraph 19.

major behaviour changes with employees increasingly “living the values”. The performance management system, PACE 2.0, launched in early 2020, provides a solid basis for this work through additional performance management features and innovations such as a tool for recording feedback from colleagues, learning and development dashboards and a team performance assessment. As all these areas of people management are pivotal for timely and sustainable changes in workplace culture, work in them will be prioritized.

45. In the disciplinary processes core area, the moments of truth relate to employees’ trust in the functioning of processes. More frequent and transparent communications on disciplinary cases are also required, as are communications in all core areas of the CAP. In the communications core area the moments of truth relate to clarifying the processes that people currently see as opaque and confusing. To address this, a new communications campaign entitled “Demystifying how things work around here” will be launched towards the end of 2020.

Conclusion

46. WFP has made major strides in creating an improved, inclusive and respectful workplace in which harassment, sexual harassment, abuse of power and discrimination are fully addressed. However, further efforts are required in all six core areas of the CAP.
47. While WFP initiatives related to the CAP are largely on target, further action is needed to accelerate and sequence the work in all six core areas.
48. The next formal progress report will be incorporated into WFP’s 2020 annual performance report and will provide an account of overall progress, including in the realization of benefits.

ANNEX I

CAP PERFORMANCE 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

CAP core areas	End states	Indicator code	GSS indicators	GSS 2018 baseline (%)	GSS 2020 target (%)
		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

ANNEX II

WFP WORKPLACE CULTURE JAM SESSIONS PREVIEW AND LIST OF QUESTIONS

The image displays three screenshots of the WFP Workplace Culture Jam sessions interface. The top left screenshot shows the login page with the title "OUR VALUES JAM" and a navigation bar with "OUR VALUES", "INTEGRITY", "COLLABORATION", "COMMITMENT", "HUMANITY", and "INCLUSION". The top right screenshot shows the "Waiting Lobby" screen with a video feed of Amir Abdulla (WFP Deputy Executive Director) and Gina Casar (Senior Advisor on Workplace Culture), and a navigation menu. The bottom screenshot shows the main session interface with a question: "How can we communicate and bring the values to life for everyone in WFP?" and a list of ideas.

Q1: How can you and your team demonstrate our WFP values in your day-to-day work?

Q2: What is the 1 thing WFP must do in the next 3-6 months to demonstrate we are serious about living the values?

Q3: What would you need to see to believe leaders and managers are committed to the values?

Q4: Which processes are the most important to align to the values?

ANNEX III

CORE AREA 1- END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART I)

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	Progress on activities																Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity				
			2019				2020				2021													
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	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																					ON TARGET – COMPLETED	A global values consultation was rolled-out from 14 to 25 May 2020. The main outcome of this was the participation of nearly 5,000 employees from all WFP offices. The participation rate was 24% from Global/HQ and 76% from the field.
		Testing of values with leaders, main stakeholders and key networks (RWAs and Youth Network) using a combination of 1:1 interviews and workshops																					ON TARGET – COMPLETED	Once the values consultation was finalized, the set of 5 values was tested in focus groups during 10 sessions of “values socialization” workshops from 8 to 19 June 2020, with the participation of more than 70 colleagues.
		Create a 12-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																					ON TARGET	From 8 to 10 September 2020, 1,043 colleagues from various locations participated in the Values Jam Sessions, a series of 16 online workshops facilitated by two co-hosts per session. The collection of inputs is going to be used to create a 12-month culture plan.

We are here today

CCH = Project Management Office, Culture Change

CORE AREA 1- END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART II)

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.

			Progress on activities													
Initiative	Lead	Activity	2019				2020				2021				Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Revision of the Executive Director's circular on WFP Code of Conduct and related activities	ETO	Create and roll out revised Code of Conduct													ON TARGET	The revision of the Code of Conduct is on target, and the final product will help WFP employees understand expectations of conduct.

We are here today

ETO = Ethics Office

CORE AREA 2 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART I)

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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity			
			2019				2020				2021								
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Leaders as role models	CCH	Revamp ongoing WFP Leadership Programme to equip managers to become role models for the promotion of a respectful working environment																ON TARGET / DELAYED / REVISED TIMELINE	
																		ON TARGET	Alongside the efforts on reaffirming the values, an important activity to be implemented in Q4 2020 is the roll-out of the RESPECT Campaign for WFP Leadership Group members.

We are here today

CORE AREA 2 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART II)

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	Progress on activities																Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			2019				2020				2021				ON TARGET / DELAYED / REVISED TIMELINE					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
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																ON TARGET	Current leadership programme (which includes a workshop) on hold due to Covid-19 Pandemic but remote sessions and online training materials on managing people in this context have been made delivered. A specific portal on managing people under this context has been made available to all leaders. Requirements definition for a new program to start in September and tendering in November.	
		Develop a leadership framework at different levels and develop a systematic approach/framework to management skills assessment and development																ON TARGET	New WFP leadership framework is under development. This new framework is fully aligned with UN leadership framework and based on WFP's specificities. Some parts of this work had dependency on the overhaul of the WFP's value system. Evaluating assessment tool options to be applied at different levels and finalizing the tender in this area.	
		Roll-out a corporate programme for middle managers that ensures they are equipped to establish positive team interactions																	REVISED TIMELINE	Learning Needs Analysis conducted in Q2-Q3 and high-level design to be done in September. Material development planned for Q4. Pilots to be planned for 2021, depending on travel limitations related to Covid-19. In the meantime, HRM has made full use of WFP Supervisory Programme remotely, which has received three golden awards from Brandon-Hall Excellence in 2020.
		Establish a dedicated "Managers Helpdesk"																	ON TARGET	The establishment of a dedicated "Managers Helpdesk" to provide preemptive and remedial underperformance expertise and guidance concept is ready and awaits internal allocation of funds.
		Train incoming CDs and DCDs on effective staff management and respectful working environment																		ON TARGET

We are here today

CD = country director; DCD = deputy country director; HRM = Human Resources Division

CORE AREA 3 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this 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																	ON TARGET / DELAYED / REVISED TIMELINE	Senior Advisor on Workplace Culture has been engaging regularly with Staff Representative Bodies (SRBs) and several activities and conversations with associations and networks have been implemented. Examples include an online conversation between the WFP Youth Network and WFP Executive Director and his Senior Advisor on Workplace Culture on 1 June 2020 and participation in regular RWA's calls and trainings. Engagement with networks have been also fundamental in the realization of the Values Jam Sessions, from 8 to 10 September, with some of them participating as session hosts.

We are here today

CORE AREA 3 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART III)

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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity				
			2019				2020				2021									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
All-staff informal discussions, blind lunch dates and other social activities to strengthen team culture	MSD	Organize brown bag lunches and workplace culture strengthening activities such as blind lunch dates (with a possibility to scale up)																	ON TARGET	Activities on target with high attendance of divisional meetings, virtual coffee chats, and presentations/events to the whole of WFP (e.g. over 250 attended World Environment Day event on 5 June 2020).

We are here today

MSD = Management Services Division

CORE AREA 3 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART IV)

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.

		Progress on activities												Status (Choose one from below) ON TARGET / DELAYED / REVISED TIMELINE	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity					
Initiative	Lead	Activity	2019				2020				2021									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3			Q4				
Promotion of security operational safeguarding for enhanced security risk management	SEC	Develop learning programme to raise awareness on security related threats, risks and vulnerabilities of all WFP personnel																	ON TARGET	Mini-bid process in progress for selecting the best learning/delivery solution within WFP's learning vendors - considering the sensitive nature of the topics for this learning programme.
Strengthening employee security awareness through training and induction programmes		Make available training to WFP female personnel to explore and address security concerns (WSAT)																	REVISED TIMELINE	Due to the COVID-19 and consequent remote working modalities and travel restrictions, the delivery of training is not possible at the moment (start date now revised to Q1 2021). However, alternative solutions are being considered for implementation before the end of Q4 2020.

We are here today

SEC = Security Division; WSAT = Women Security Awareness Training

CORE AREA 3 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART V)

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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity		
			2019				2020				2021							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Creating a culture of learning by shaping and implementing learning and development programmes	TEC	Create online/virtual onboarding for TEC (in partnership with INK)															ON TARGET	Virtual onboarding are organized with INK every quarter. TEC has expanded this opportunity to the colleagues from the field as well.
		Develop pilot platform for online collaboration tools and methods, including capacity building webinars, coaching, and process documentation for learning purposes															ON TARGET	The platform is designed around the needs of our WFP users that are sometimes struggling with difficulties due to the lack of face-to-face interaction.

We are here today

INK = Innovation and Knowledge Management Division; TEC =Information Technology Division

CORE AREA 3 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART VI)

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.

			Progress on activities													
Initiative	Lead	Activity	2019				2020				2021				Status (Choose one from below) <small>ON TARGET / DELAYED / REVISED TIMELINE</small>	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Support missions, outreach and guidance to COs on the enhancement of a safe and healthy work environment	WEL	Provide support to COs as a staff counsellor in addressing workplace issues	←—————→												ON TARGET	As this is a core activity for WEL service portfolio, there is no "end" time for it. However, improvements in the support provision are regularly made to address new challenges and provide more support related to workplace and well-being issues (e.g. support provided by a new Family Liaison Officer since August 2020).
Creation and strengthening of well-being committees		Promote the inclusion of physical and mental health related activities in CO plans and promote staff cohesion	←—————→												REVISED TIMELINE	Creation of well-being committees in the COs is currently on hold due to the current pandemic. Existing Well-being Committees keep on functioning diversely depending on the CO and its situation.

We are here today

CO = country office; WEL = Staff Wellness Division

CORE AREA 4 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART I)

Core area 4: Policy and system revision

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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this 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 victim																	ON TARGET	Updated TOR is under discussion with the IDSC. Finalization expected after resolution on alternate means of addressing staff complaints and IDSC's role in such (formal mediation, intervention and coaching, peer mediation, etc.). Note, however, that an effective TOR for IDSC are in place now.
		Design and launch of the Inter-Divisional Standing Committee web portal																		ON TARGET
Audit of areas relevant to improvement of WFP workplace culture	OIG	Conduct audit on performance management internally																	ON TARGET - COMPLETED	Completed in 2019.
		Conduct Tone-at-the-Top' audit																	ON TARGET - COMPLETED	Completed in 2019.
		Conduct CO audits focused on 'Tone-at-the-Top' area																		ON TARGET for approach - REVISED TIMELINE

We are here today

CAM = Communications, Advocacy and Marketing Division; TOR = terms of reference

CORE AREA 4 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART II)

Core area 4: Policy and system revision

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	Progress on activities																Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this 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																	REVISED TIMELINE	Fieldwork ongoing with reporting delayed by one month to allow for methodology change.
		Assign advisory for staff promotion process																	ON TARGET	Start may be delayed into 2021 to allow for consideration of Reassignment Audit results into the process.
		Conduct audit management of consultants internally																	ON TARGET	--
Design and rollout of new tools for improved service delivery of OIG	OIG	Design and launch of the Case Management System																	ON TARGET - COMPLETED	Completed in Q1 2020.
		Design and launch of the EthicSphere Hotline																	ON TARGET - COMPLETED	Completed in Q1 2020.
		Establishment and rollout of an OIG Hotline																	REVISED TIMELINE	Timing impacted by COVID-19. Delayed to Q4 2020 to not conflict with other WFP priorities.
		Relaunch of the new OIG Web Portal																	REVISED TIMELINE	Minor changes have been made to update all OIG webpages – but redesign and relaunch of OIG web portal is pending finalization.
		Review and revision of department SOPs in advance of LEAN process review																REVISED TIMELINE	SOPs on target, but delayed LEAN review due to budget cuts and travel restrictions of consultants.	

We are here today

SOP = standard operating procedure

CORE AREA 4 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART III)

Core area 4: Policy and system revision

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

Initiative	Lead	Activity	Progress on activities																Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity							
			2019				2020				2021																
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4									
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																							ON TARGET - COMPLETED	The work on the analysis and consolidation of the data related to retaliation was successfully completed, and recommendations to be forthcoming.	
		Revise and rollout of ED Circular on Protection against Retaliation and tools to support the implementation—FAQs, for example																								DELAYED	The Protection against Retaliation policy has been concluded, but its promulgation has been delayed. A resolution (and subsequent promulgation) is anticipated shortly.
		Organize awareness campaign as part of rollout of the revised whistleblower protection policy																								REVISED TIMELINE	Although the awareness campaign has been finalized and good to go, the original dates for its launch have been revised to Q4 2020-Q1 2021 due to the delay of the promulgation of the Protection against Retaliation policy.

We are here today

FAQs = frequently asked questions

CORE AREA 4 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART IV)

Core area 4: Policy and system revision

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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			2019				2020				2021					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Build anti-fraud anti-corruption (AFAC) capabilities across WFP through building regional expertise, policy, guidance and training	ERM	Update AFAC policy					→								ON TARGET	Discussion throughout August with OIG. Draft received in early September, and we anticipate sharing for internal consultation with functional and regional directors shortly. Update to be provided to Audit Committee in 3 rd week of September.
		Develop learning and campaign material for AFAC and conduct AFAC training	←→												ON TARGET	Substantial deliveries especially in Q2 and Q3 2020, with publication of AFAC handbook and extensive training to RBs and functions on 'Fraud Risk during emergencies. 2 nd round of AFAC training for CD induction also delivered in July.
		Recruit and embed regional AFAC specialists in RBC and RBN									→					

We are here today

ERM = Enterprise Risk Management Division; RB = regional bureau; RBC = Cairo Regional Bureau; RBN = Nairobi Regional Bureau

CORE AREA 4 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART V)

Core area 4: Policy and system revision

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.

		Progress on activities														
Initiative	Lead	Activity	2019				2020				2021				Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Promulgation of gender equitable norms in WFP programmes and workplace	GEN	Implement the social norms initiative with RBx and COs													REVISED TIMELINE	The delivery of a key component of this activity (training of trainers) requires face-to-face meetings and travels to COs. Revised timeline proposed is Q1-Q2 2021.

We are here today

GEN = Gender Office

CORE AREA 4 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART VI)

Core area 4: Policy and system revision

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.

		Progress on activities																Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity	
Initiative	Lead	Activity	2019				2020				2021									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Development and revision of HR processes and systems	HRM	Launch PACE 2.0 tool and review other tools of performance management															ON TARGET - COMPLETED	PACE 2.0 successfully launched in April 2020 with the first implementation phase and is available to pre-defined employee categories. The inclusion of SC and SSAs will take effect in May 2021. The deployment of 180 feedback will follow in Q1, 2021.		
		Continue to develop and enhance the skills of the HR professionals to support employees on conflict management															ON TARGET	Concept for developing effective remote training is under development.		
		Address WFP's use of non-staff contract modalities through review of recruitment, reassignment, and promotion policies																	REVISED TIMELINE	Q4 2021 - Current proposal to revise WFP staffing framework to address concerns on non-staff contracts includes full implementation date for 2022 financial year.
		Design and develop strategic workforce planning at both functional and country level																	REVISED TIMELINE	Project will extend to 2022 due to the following reasons: budget made available in July 2019, and reprioritization of activities due to COVID-19. While there is good progress on the Functional Workforce Planning, the CO level framework needs to be developed in the coming months and implemented in 2021-22.
Implementation of the WFP Gender Parity Action Plan		Incorporate gender parity in the revision and update of HR processes															ON TARGET	The Gender Parity Action Plan recommendations are being implemented consistently and monitored each quarter. The revision and update of HR processes is going to be conducted with both implementation of a Diversity and Inclusion Framework and work being done on anti-racism.		
Response to COVID-19		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																	ON TARGET	Although COVID-19-related Return-to-Office plans and activities are managed separately in the line management, HRM has been invited to discussions about higher flexibility and remote working. At the inter-agency level HRM participates in the HLCM Task Force on the Future of United Nations work, which looks into New Ways of Working, new contract modalities and enabling technologies, etc.

We are here today

SC = service contracts, and SSAs = special service, HLCM = High-Level Committee on Management

CORE AREA 4 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART VII)

Core area 4: Policy and system revision

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	Progress on activities												Status (Choose one from below) ON TARGET / DELAYED / REVISED TIMELINE	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			2019				2020				2021					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Improvement of Staff Counselling services	WEL	Launch of a wellness-focused mobile application to proactively raise staff and manager awareness	←												ON TARGET	The well-being platform is up and running since March and available to everyone who has a WFP email address; the downloadable app is on target having received final approval from TEC. We are in the last stages of working with the Google Play store and plan to release the Apple and Android app version on 1 October, along with the specific country pages of several important WFP operations.
		Redesign model for Peer Support Programme	←												ON TARGET	The redesigned model for PSVs is complete, including a new full training package and a digitalized election platform

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PSV = peer support volunteer

CORE AREA 5 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART I)

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.

			Progress on activities													
Initiative	Lead	Activity	2019				2020				2021				Status (Choose one from below) ON TARGET / DELAYED / REVISED TIMELINE	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Submission of a proposal on Harmonious Workplace Counselling	OBD	Submit proposal to IDSC on harmonious workplace counselling													ON TARGET	The implementation of this activity will be determined by the IDSC, who agreed to pilot it.

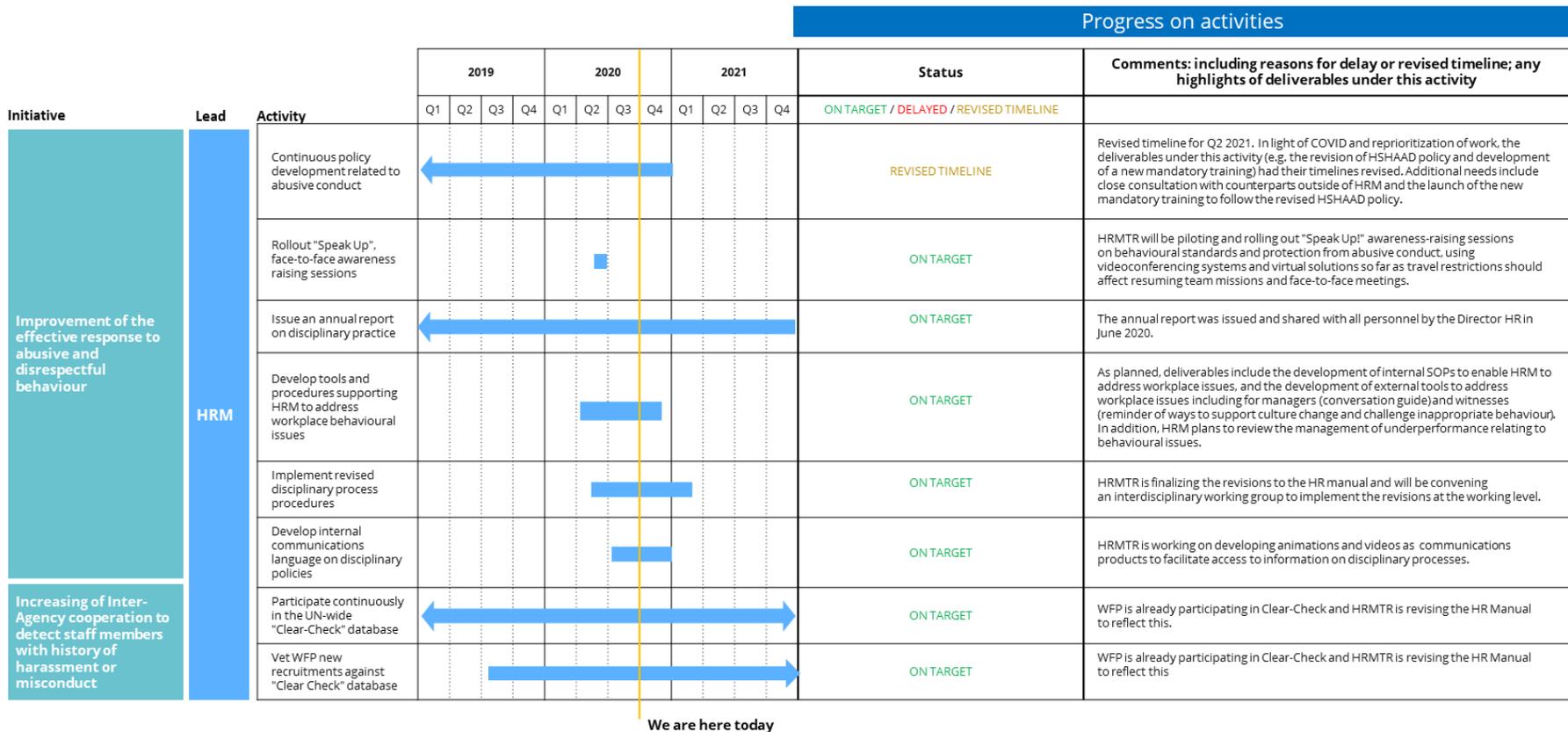
We are here today

OBD = Office of the Ombudsman and Mediation Services

CORE AREA 5 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART II)

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 employees from retaliation.



HSHAAD - harassment, sexual harassment, abuse of authority and discrimination, HRMTR - Staff Relations Branch

CORE AREA 5 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART III)

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 employees from retaliation.

Initiative	Lead	Activity	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity		
			2019				2020				2021							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Strengthening the number of investigators	OIG	Recruit additional investigators and intake officers to address the increase in volume across harassment, sexual harassment, abuse of authority, and discrimination complaints															ON TARGET	Completed in Q3 2020. All open positions in 2020 have been filled and all staff are now onboard. Four new positions to support OIGI investigations budgeted for 2021. Recruiting will start in 2021.
		Develop and continuously monitor a flexible staffing model – supported by a roster, to manage peaks in activity and timeliness of investigation													ON TARGET	Budget for 8 roster investigators has been approved for 2021. Roster is in development for additional investigators who will work as “when actually employed” contractors.		

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OIGI = Office of Inspections and Investigations

CORE AREA 6 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART I)

Core area 6: Communications

End state:
WFP has fully implemented 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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity				
			2019				2020				2021									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Design and launch of Social and Behaviour Change Communications (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*																	ON TARGET	The creation of the WFP Culture webpage is in progress and its launch planned for Q4 2020. The webpage will combine information from different sources coming from HQ and the field into a single interface, and provide easy access to all employees on far-reaching impact workplace culture-related activities, as well as on its processes.

* With support from CAM

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CCH = Project Management Office for Culture Change

CORE AREA 6 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART II)

Core area 6: Communications

End state:

WFP has fully implemented 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	Progress on activities																Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			2019				2020				2021				ON TARGET / DELAYED / REVISED TIMELINE					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Respect Each Other (RESPECT) Campaign	CAM	Develop and launch Respect Each Other													ON TARGET - COMPLETED	The RESPECT campaign was successfully developed and tested during 2018 and implemented during 2019.				
		Develop and roll out RESPECT campaign toolkit													ON TARGET - COMPLETED	Completed in November 2018.				
		Design and launch WFP Communities page on RESPECT campaign													ON TARGET	Launched on 28 November 2019, the WFP Communities page has been used as a safe space for meaningful conversations on respect and WFP values.				
		Improve WFP's transparency and awareness of workplace culture related matters through the training of RWAs as RESPECT Campaign facilitators*													ON TARGET	As planned. A guide/toolkit has been made available to all RWAs/colleagues performing their role as RESPECT Campaign facilitators.				
		Develop and rollout of RESPECT Campaign online platform for virtual training													ON TARGET	Due to COVID restrictions (missions and gatherings) on the 1 st quarter of 2020 the Respect campaign needed to be adapted with a strong online/digital focus that will allow teams to engage in a safe manner. A tool is being developed to run the RESPECT campaign remotely. The tool will be ready by October 2020, and will be tested in the Q4 2020.				

* In collaboration with OBD

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CORE AREA 6 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART III)

Core area 6: Communications

End state:

WFP has fully implemented 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	Progress on activities												Status	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			2019				2020				2021					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Increasing awareness and understanding of the centrality of gender to WFP's work through document dissemination	GEN	Support COs participating in the Gender Transformation Programme in meeting the "Enabling environment" category benchmarks	← ON TARGET →												ON TARGET	Implementation is on target and helps increasing awareness and understanding of the centrality of gender to WFP's work among employees.
		Implement the United Nations Secretary-General's Orange Campaign and annual 16 Days of Activism	← ON TARGET →												ON TARGET	As expected, the planning of the annual 16 Days of Activism is ongoing.

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CORE AREA 6 - END STATES, INITIATIVES, ACTIVITIES AND PROGRESS (PART IV)

Core area 6: Communications

End state:
WFP has fully implemented 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	Progress on activities																Status (Choose one from below)	Comments: including reasons for delay or revised timeline; any highlights of deliverables under this activity
			2019				2020				2021				ON TARGET / DELAYED / REVISED TIMELINE					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Enhancement of services of the Office of the Ombudsman and Mediation Services	OBD	Launch service package on how OBD can support work-related matters													ON TARGET	Service package was launched in 2016 with the arrival of the new Ombudsman and it is revised on a continuous basis.				
		Provide support to managers on how to map conflicts through cultural assessment scans and interventions from the Ombudsman													ON TARGET	Communicated in October/November 2019, the implementation on request is ongoing.				
		Expand the RWAs network to HQ													ON TARGET	The expansion of the RWAs network has now included the nomination and training of 14 RWAs in HQ in Q3 2020 (mid-September).				
		Expand capacity to provide mediation and facilitation services													ON TARGET	Although OBD mediation capacity is meeting the demand, there is an agreement with the United Nations Joint Ombudsperson for the Funds & Programmes that OBD can contract mediators as needed from their Global Network of 90 mediators.				
		Make Ombuds services in Arabic available													ON TARGET	As of April 2020 the Ombudsman Office delivers services in the four WFP official languages.				
Development of an organizational-wide capacity building strategy on conflict resolution and respectful leadership		Develop core training on conflict resolution to be available to COs or on an on-demand basis													ON TARGET	The core training and several other modules have been finalized and offered to Country Offices as of Q1 2020 and are currently being delivered to several countries. Additional modules are being developed.				

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ANNEX IV

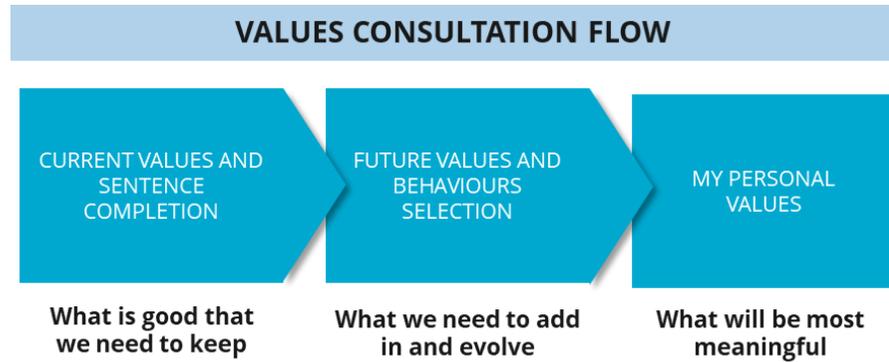
WFP VALUES AND EXAMPLES FROM UNITED NATIONS AGENCIES' VALUES

WFP Values	 INTEGRITY	 COLLABORATION	 COMMITMENT	 HUMANITY	 INCLUSION
UN Values	 INTEGRITY		 PROFESSIONALISM		 RESPECT FOR DIVERSITY
UNHCR Values	 INTEGRITY		 PROFESSIONALISM		 RESPECT FOR DIVERSITY
UNDP Values	 INTEGRITY, TRANSPARENCY	 RESULTS ORIENTATION	 ACCOUNTABILITY, PROFESSIONALISM		 MUTUAL RESPECT
UNICEF Values	 INTEGRITY, TRUST		 ACCOUNTABILITY	 CARE	 RESPECT
FAO Values	 INTEGRITY AND TRANSPARENCY		 COMMITMENT TO FAO		 RESPECT FOR ALL
IFAD Values	 INTEGRITY	 FOCUS ON RESULTS	 PROFESSIONALISM		 RESPECT

Note: The comparison across values is done taking into account the list of WFP Values and respective capabilities.

ANNEX V

SUMMARY OF VALUES CONSULTATION



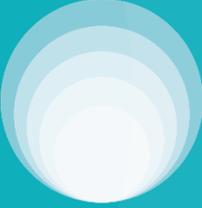
VALUES AND SUB VALUES

<p>Integrity</p> <p>Fairness Ethics Authenticity Honesty Truth Transparency</p>	<p>Inclusion</p> <p>Diversity Solidarity Empathy Equality Listening Encouragement</p>	<p>Commitment</p> <p>Ownership Accountability Do what we say Reliability Focus Consistency</p>	<p>Respect</p> <p>Patience Curiosity Appreciation Discretion Humility Openness</p>	<p>Empowerment</p> <p>Autonomy Responsibility Helpfulness Freedom Speaking up Independence</p>	<p>Agility</p> <p>Adaptability Improvement Flexibility Versatility Initiative Change</p>
<p>Determination</p> <p>Simplicity Making it happen Solution focus Professionalism Optimism Calmness</p>	<p>Courage</p> <p>Learning Creativity Fearlessness Decisiveness Pioneering Innovation</p>	<p>Collaboration</p> <p>Generosity Partnership Cooperation Connectedness Belonging Interdependence</p>	<p>Well-being</p> <p>Harmony Safety Work-life balance Positivity Enjoyment Health</p>	<p>Humanity</p> <p>Compassion Making a difference Kindness Support Gratitude Care</p>	<p>Heritage</p> <p>Clarity Order Dedication Stability Steadfastness Conservation</p>

Note: The list of values and sub-values above was presented in the platform used during the Values Consultation, so that WFP employees could choose from.

ANNEX VI

WFP REAFFIRMED VALUES



INTEGRITY
We value living up to the highest of standards.

We believe in doing the right thing for the right reason. We believe we can be more genuine, consistent and open.

Behaviours

- Communicate, report, openly and justifiably
- Consistently hold ourselves to the right standards
- Do the right thing even when it's wrong to
- Own and address our mistakes in a timely way

Our Values | Integrity | Collaboration | Commitment | Humanity | Inclusion

SAVING LIVES. CHANGING LIVES.



COLLABORATION
We value working together towards our shared vision.

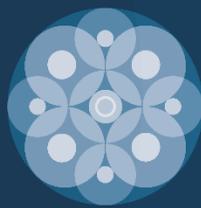
We believe that no problem is insurmountable when we work together. We believe we can increase the help and support that we give each other.

Behaviours

- Work together, share ideas, go all in and commit
- Open, honestly and with respect, address a colleague
- Focus on the problem, not the problem
- Anticipate and adapt to change

Our Values | Integrity | Collaboration | Commitment | Humanity | Inclusion

SAVING LIVES. CHANGING LIVES.



COMMITMENT
We value delivering on our promises to each other.

We believe that we can tackle any challenge we are faced with. We believe we can further challenge ourselves to own our actions and their consequences.

Behaviours

- Follow through on what we say we will do
- Take responsibility for our own words and actions
- Commit to the highest standards
- Take action to get things done

Our Values | Integrity | Collaboration | Commitment | Humanity | Inclusion

SAVING LIVES. CHANGING LIVES.



HUMANITY
We value improving the lives of the people we serve and each other.

We genuinely care and believe that through the work we do together we make a difference in the world. We believe we can strengthen the care we show each other.

Behaviours

- Put ourselves in someone else's place
- Empower everyone to be their best
- Take into account the needs of others
- Act to improve the lives of others

Our Values | Integrity | Collaboration | Commitment | Humanity | Inclusion

SAVING LIVES. CHANGING LIVES.



INCLUSION
We value respecting each others unique contribution.

We believe that our diversity makes us unique and stronger. We believe we can better appreciate each other and our differences.

Behaviours

- Respect and value differences
- Approach the inclusion of everyone, not just the loudest
- Ensure that people who aren't equal have an equal voice
- Listen to understand

Our Values | Integrity | Collaboration | Commitment | Humanity | Inclusion

SAVING LIVES. CHANGING LIVES.

ANNEX VII

SUMMARY OF RELEVANT 2019 MANAGEMENT PERFORMANCE INDICATORS

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

KPI 3: Overall achievement of management performance standards		Overall target: 100%		
		Baseline	2019 target	2020 Mid-Year values
Annual performance plan	Component indicators			
	Management: gender representation	37%	N/A	39%
	Human resources: Performance and competency enhancement (PACE) compliance rate	96%	100%	N/A
	Human resources: % of staff who have completed all mandatory training	49% (2018)	85%	65%
	Security: % compliance with field security accountability framework standards	96% (2018)	100%	95%
MP	Percentage of employees completing HSHAPD mandatory training	73% (2016)	100%	92%

ANNEX VIII

COMPREHENSIVE ACTION PLAN (CAP) – INITIATIVES PER HQ 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 (SBCC) efforts to enable workplace culture change*													✓	✓	✓	✓	✓	✓
	Leaders as role models													✓	✓	✓			✓
	Streamlining of systems and networks related to workplace culture													✓		✓			✓
CAM	Respect Each Other (RESPECT) Campaign**													✓		✓	✓		✓
ERM	Build anti-fraud anti-corruption (AFAC) capabilities across WFP through building regional expertise, policy, guidance and training															✓	✓		
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													✓		✓			✓
GEN	Promulgation of gender equitable norms in WFP programmes and workplace													✓		✓	✓		✓
	Increasing awareness and understanding of the centrality of gender to WFP's work through document dissemination													✓		✓	✓		✓
HRM	Development and revision of HR 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																	✓	
	Improvement of the effective response to abusive and disrespectful behaviour																	✓	✓
	Response to COVID-19																	✓	✓
IDSC	Establishment of the Inter-Divisional Standing Committee (IDSC), composed of internal justice system stakeholders																✓	✓	
MSD	All-staff informal discussions, blind lunch dates and other social activities to strengthen team culture																✓	✓	
OBD	Development of an organizational wide capacity building strategy on conflict resolution and respectful leadership																✓	✓	
	Enhancement of services of the Office of the Ombudsman																✓	✓	
	Submission of a proposal on Harmonious Workplace Counselling																	✓	✓
OIG	Audit of areas relevant to improvement of WFP workplace culture																✓	✓	
	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																✓	✓	
	Strengthening employee security awareness through training and induction programmes																✓	✓	
TEC	Creating a culture of learning by shaping and implementing learning and development programmes																✓	✓	
WEL	Creation and strengthening of well-being committees																✓	✓	
	Improvement of Staff Counselling services																✓	✓	
	Support missions, outreach and guidance to COs on the enhancement of a safe and healthy work environment																✓	✓	

We are here today

*Includes activities in collaboration with CAM; Includes activities in collaboration with OBD

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 is maintained through a project management tool.

COMPREHENSIVE ACTION PLAN (CAP) – SPECIFIC INITIATIVES PER 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	←————→												✓	✓	✓		✓	✓	
RBC RBD RBP	Responding to staff psychosocial needs during COVID-19 crisis															✓	✓	✓		✓
RBN	Implementation of a programme to reward employees for good workplace culture behaviour															✓	✓	✓		✓
RBN RBP	Staff training on workplace behaviour and related matters	←————→												✓	✓	✓			✓	
RBN RBP	Strengthening of feedback culture	←————→												✓	✓	✓			✓	
RBx	Establishment and implementation of a global staff survey (GSS) action plan (culture, strategy, communication, leadership)	←————→												✓	✓	✓	✓		✓	
RBx	Strengthening of team culture and communication between staff members at all levels	←————→												✓	✓	✓	✓		✓	

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RBB = Bangkok Regional Bureau, RBD = Dakar Regional Bureau; RBP = Panama Regional Bureau

Acronyms

AFAC	anti-fraud and anti-corruption
APP	annual performance plan
APR	annual performance report
CAP	comprehensive action plan
CCM	Project Management Office, Culture Change
CO	country office
ETO	Ethics Office
GSS	global staff survey
HRM	Human Resources Division
HRMTR	Staff Relations Branch
IDSC	Inter-Divisional Standing Committee
JWG	Joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination
MP	management plan
OBD	Office of the Ombudsman and Mediation Services
OIG	Office of the Inspector General
RWA	respectful workplace advisor
TEC	Information Technology Division