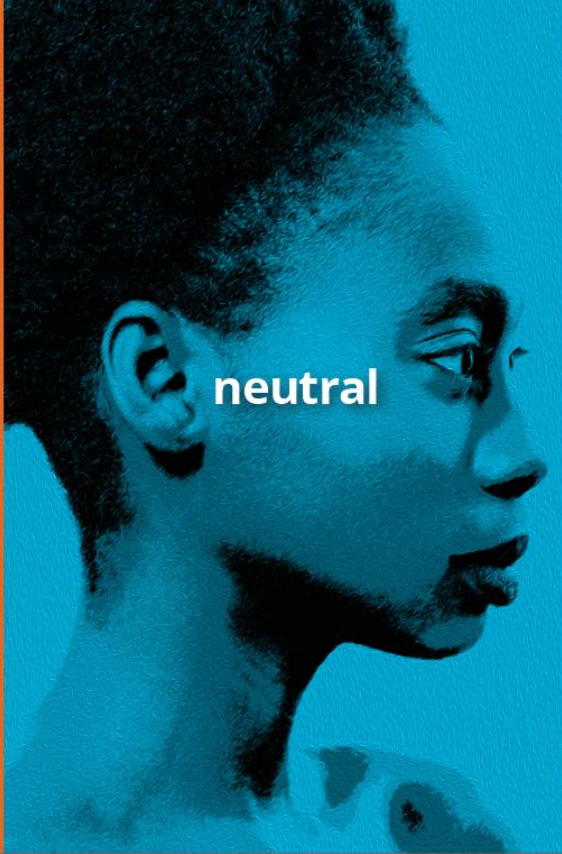
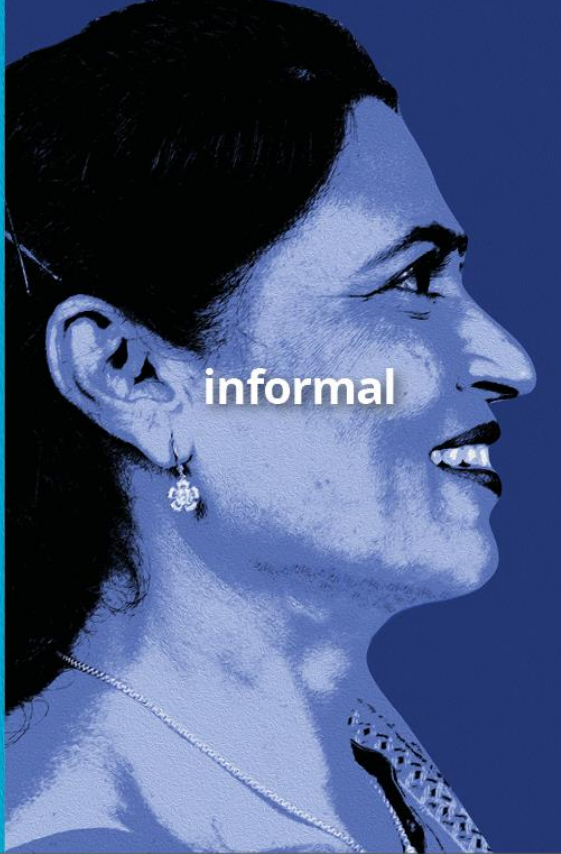


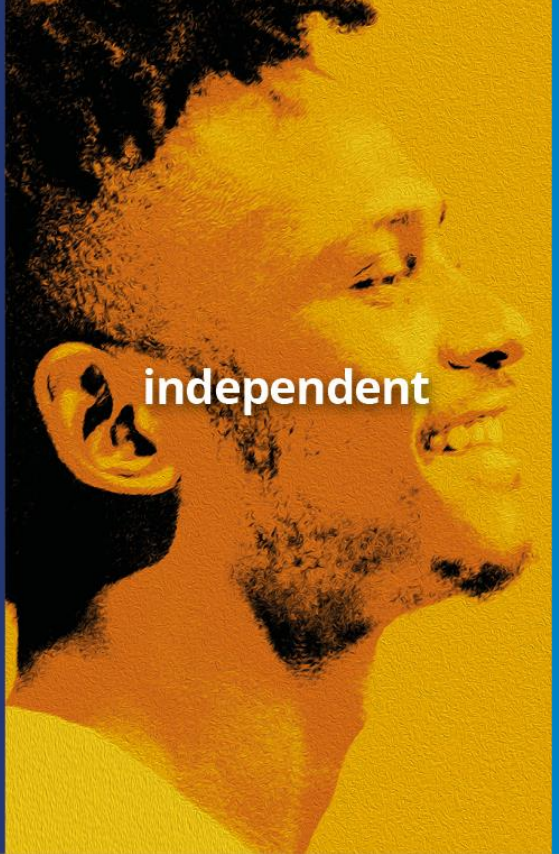
confidential



neutral



informal



independent



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Office of Ombudsman and Mediation Services

Third Regular Briefing to the Executive Board

September 2021

Contact the Ombudsman
about any workplace issue.
You are welcome!



SAVING
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A blue-tinted profile of a person's face is shown on the left side of the slide. Overlaid on the face is the text 'We are confidential, informal, neutral and independent' in a white, sans-serif font, arranged in a curved path following the shape of the face.

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informal,
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Highlights on workplace culture

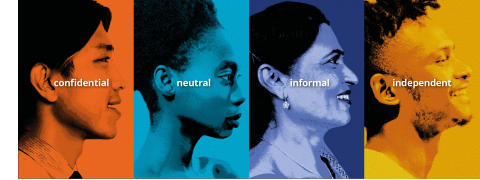
- **Staffing Framework:**

Pleased that OBD recommendation from 2017 has been partly implemented: some improved conditions, and stronger push towards fixed term contracts after four years, requires competition; legally still vulnerable.

- **HR strategy:**

Pleased with professionalization of HR Officers. Looking forward to a stronger and more consistent input into important processes such as recruitment, promotion.

- **Anti-Racism Action Plan**



WFP's Internal Justice System



COMPLAINT

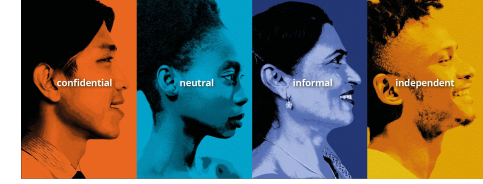


INVESTIGATION



FRUSTRATION

➔ Need for an internal justice strategy



WFP's Internal Justice System

- No accountability mechanism → Gap
- Formal process flawed:
 - In 2020: 20% HAAD cases substantiated, average of 15.4 months for completion of investigation
 - Time for intake and disciplinary measures to be added
 - No resolution, no resolve of a dispute
 - Investigators: 17 in Nov 2018 to 29 in June 2021; Asked for additional 17 → total 46
 - 20 000 employees, between 12 and 26 disciplinary cases / year

➔ *“Management by investigation is not the answer” (Kiko Harvey)*

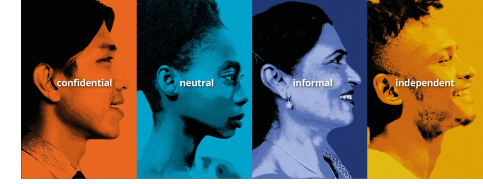
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WFP's Internal Justice System

- Closing the Gap between complaints and investigations
- From reporting to resolution
- Design of Internal Justice System needs to add value to cultural change and reflect WFP's core values
- Create capacity to have effective dialogues with each other to create the envisioned diverse, inclusive and respectful workplace



WFP's Internal Justice System

Proposal by OBD: Establishment of a **WFP Anti-Abusive Conduct Coordinator (AACC)** role, based on the World Bank's Anti-Harassment Coordinator.

Primary entity mandated with the:

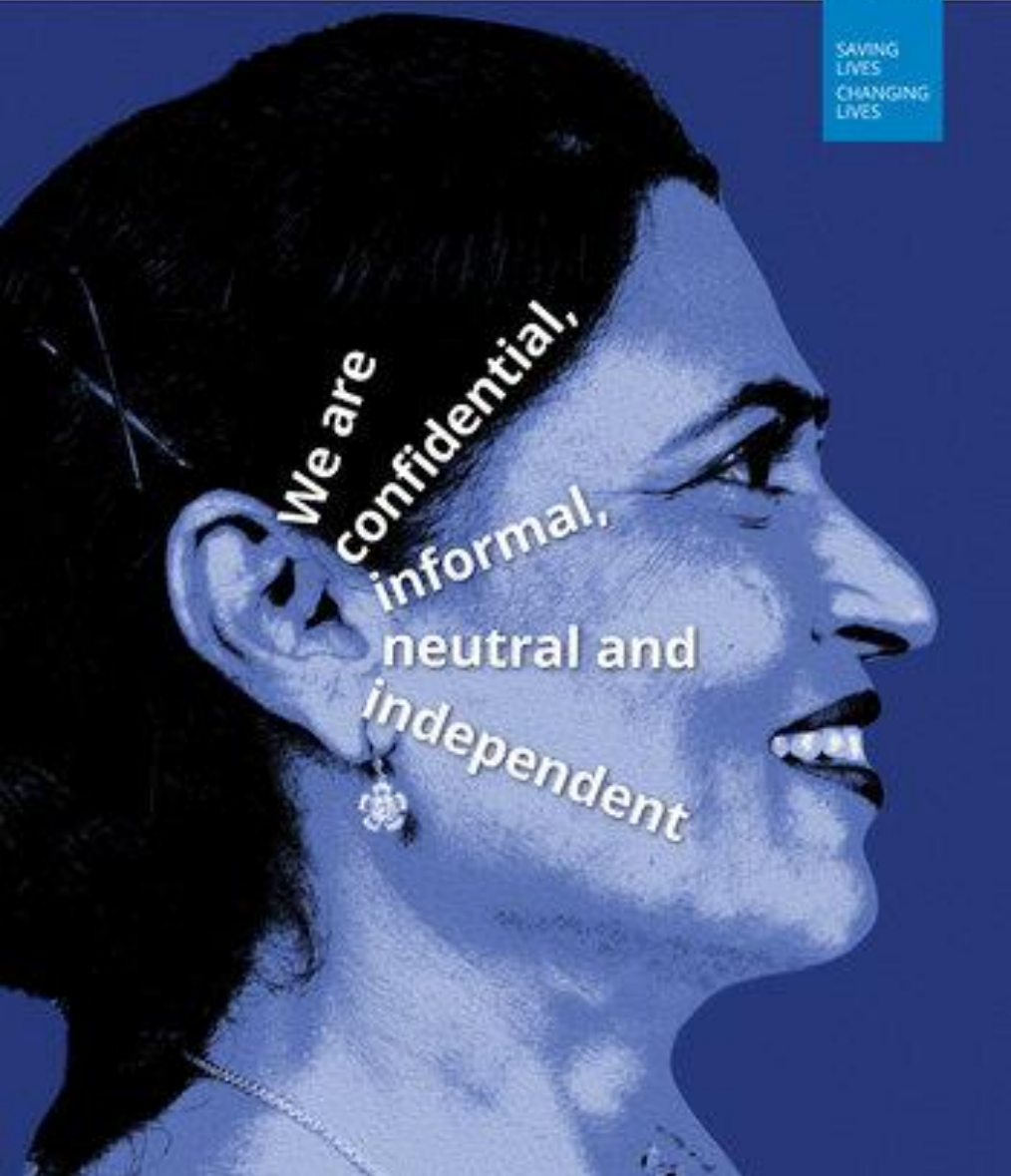
- Intake and triage
 - Coordination of the response to, and
 - Follow-up of abusive *and* inappropriate conduct concerns
 - Function to be part of the Interdisciplinary Committee
- Under consideration of the AED Workplace Culture and the IC
 - Distinction abusive conduct and inappropriate behavior



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Update OBD 2021

- **New demand: Team interventions**
 - Increases our case numbers this year by about 20%
- **Virtual Missions:**
- 10 virtual missions completed by end of 2021
 - 3 virtual and 4 in person missions in 2020
- **Capacity Building:**
 - 70 trainings to approx. 2000 employees in 2020/2021; in four languages
 - Tailor-made sessions on request

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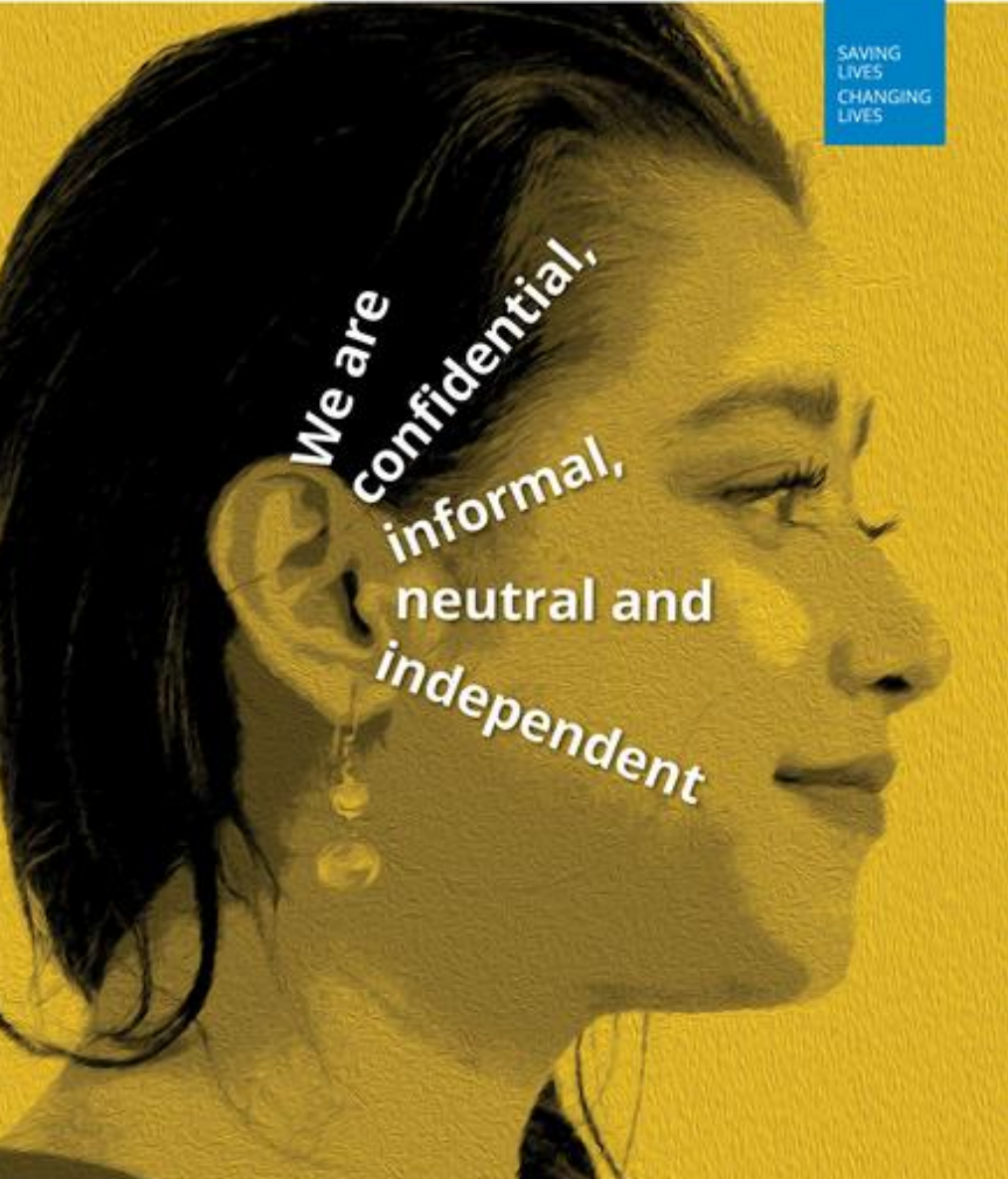
A stylized illustration of a man's profile in shades of orange and brown. The text 'We are confidential, informal, neutral and independent' is written across the image, following the curve of his ear and face.

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neutral and
independent

Update OBD 2021

- **Mediation:** Incumbent arrives early next year. Interim Senior Ombuds Officer and Mediator
- **Services in the field:** First Regional Ombuds Officer recruited, based in Nairobi, Kenya
- **Respectful Workplace Advisors:**
 - Enhanced access to RWA services: 180 RWAs (94 RWAs end of 2015)
 - Increased demand from RDs CDs

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You are welcome!



Critical points to consider

- Observing more managers being aware of the need to acquire people skills; and to prevent, de-escalate and resolve workplace issues.
- ➔ Coordinated leadership/senior management protocol in place to 'caution' and support managers who have a negative impact on employees: first steps made.

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Impact Assessment Ombuds Office

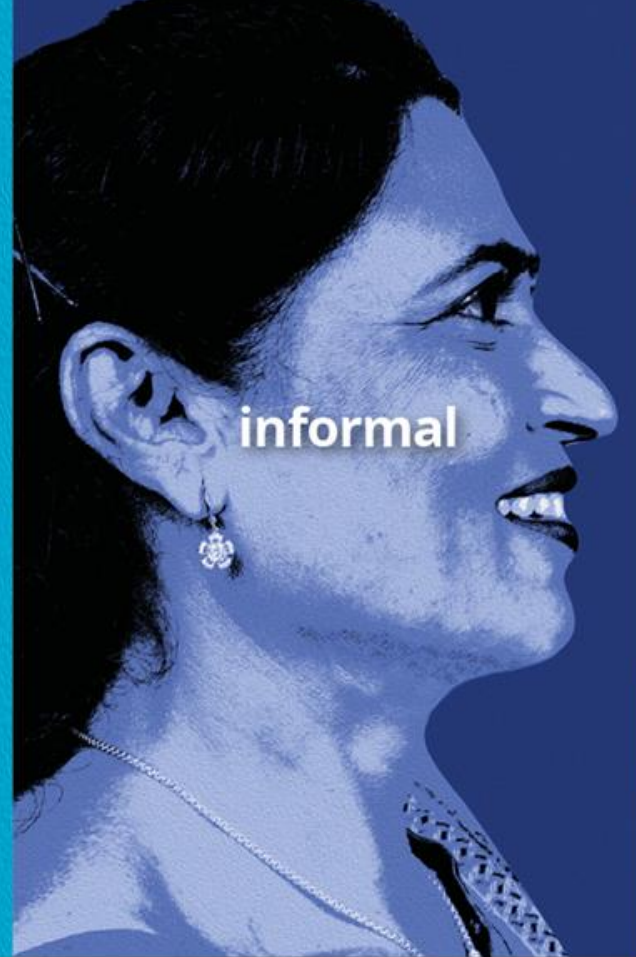
- **Two-part Assessment:**
 - Part I *Ex-post* (retroactive assessment of OBD's discharge of its mandate)
 - Part II *Ex-ante* (assessment of potential future impact of current or new proposals)
- **Current Emphasis:** Ex-post Assessment aligned with parallel developments at WFP and current focus of OBD (e.g. Joint Inspection Unit and FAO reviews; Mediation and AACC initiatives)
- Input from Member States and stakeholders **greatly appreciated**



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Thank You! Ombudsman@wfp.org



***Contacting the Ombudsman is always a safe first step –
Everybody is welcome with any work-related issue***