

CHANGING
LIVES
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Office of the
Ombudsman and
Mediation Services

Briefing to the
Executive Board
June 2020



WFP's Cultural Change Process and Informal Conflict Resolution

- ➔ External Review and Cultural Change Process: courage and commitment of WFP's leadership
- 🤝 Ombudsman welcomes this process and the strengthening of the disciplinary process (*formal*) in 2019
- ➔ *Informal* and *formal* conflict resolution processes to be juxtapositioned to reach an “improved, inclusive and respectful workplace culture”

Even more important in the times of COVID-19!

Informal Conflict Resolution and HSHAAD

↶ Significant increase of HSHAAD related cases:

- 44% of all cases in 2019 are HSHAAD cases
- Almost four times more (192) compared to 2016 (54 cases)

2019 Key Systemic Issues

- ➔ Values and principles
- ➔ Promoting gender Equality, Diversity and Inclusion
- ➔ Addressing abusive behaviour: using the combined strength of formal and informal processes of internal justice





Key systemic issue: Promoting Gender Equality, Diversity and Inclusion

Recommendation 4:

Conscious efforts are required to make teams diverse and to keep them diverse.

Making sure equal opportunities are provided to both women and men as well as people from all backgrounds and regions is an important step in diversifying the workforce.

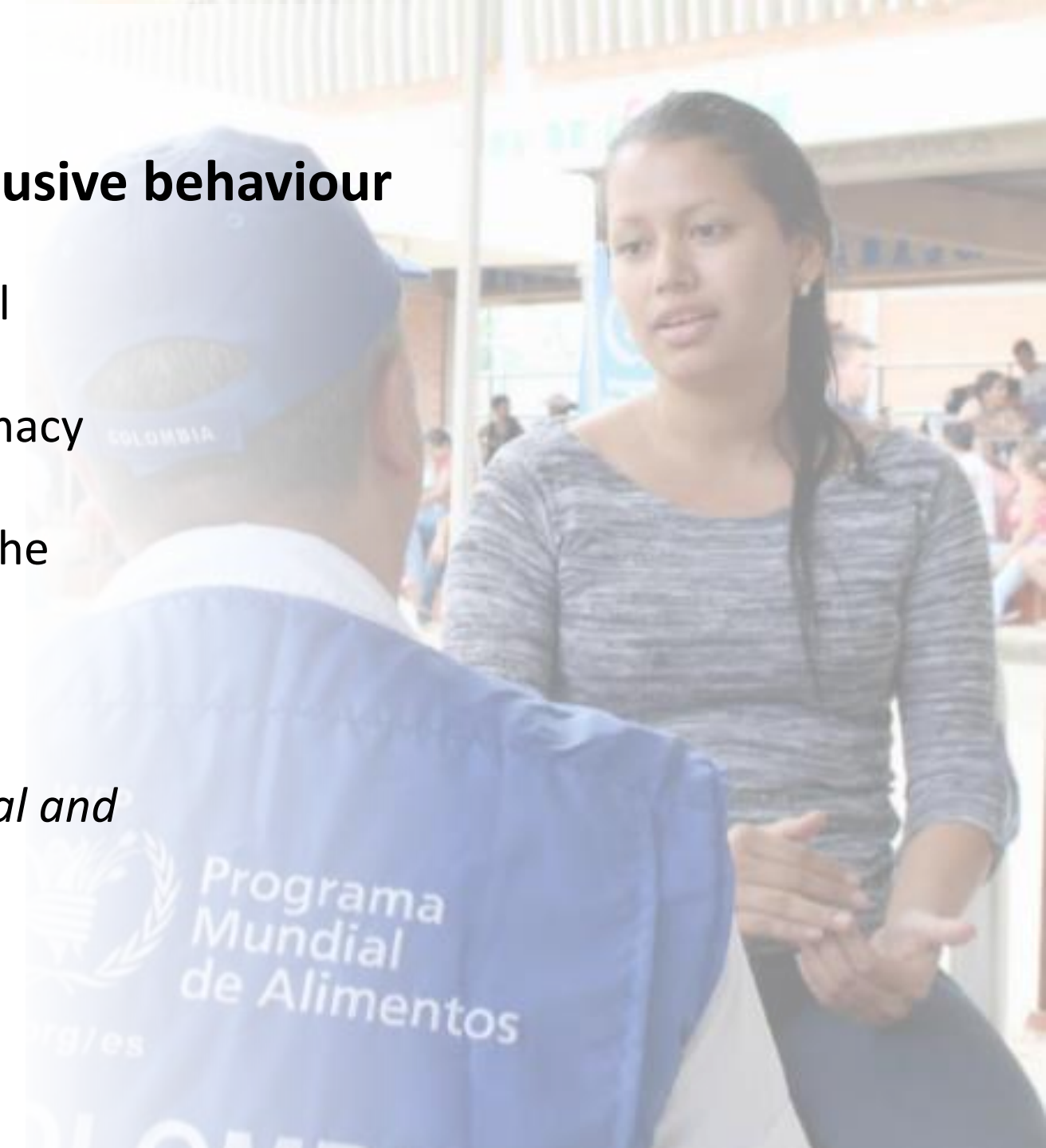


Key systemic issue: Addressing abusive behaviour

Affected persons often prefer behavioral change and swifter solutions:

- Facilitation, mediation, shuttle diplomacy play crucial role
- Make other person understand that the behaviour is harmful
- Offer coaching to change behaviour

➔ *using the combined strength of formal and informal processes of internal justice*





Recommendation 8:

[...] the informal process that includes dialogue, facilitation, mediation and restorative processes needs to be juxtapositioned with the formal process [...].

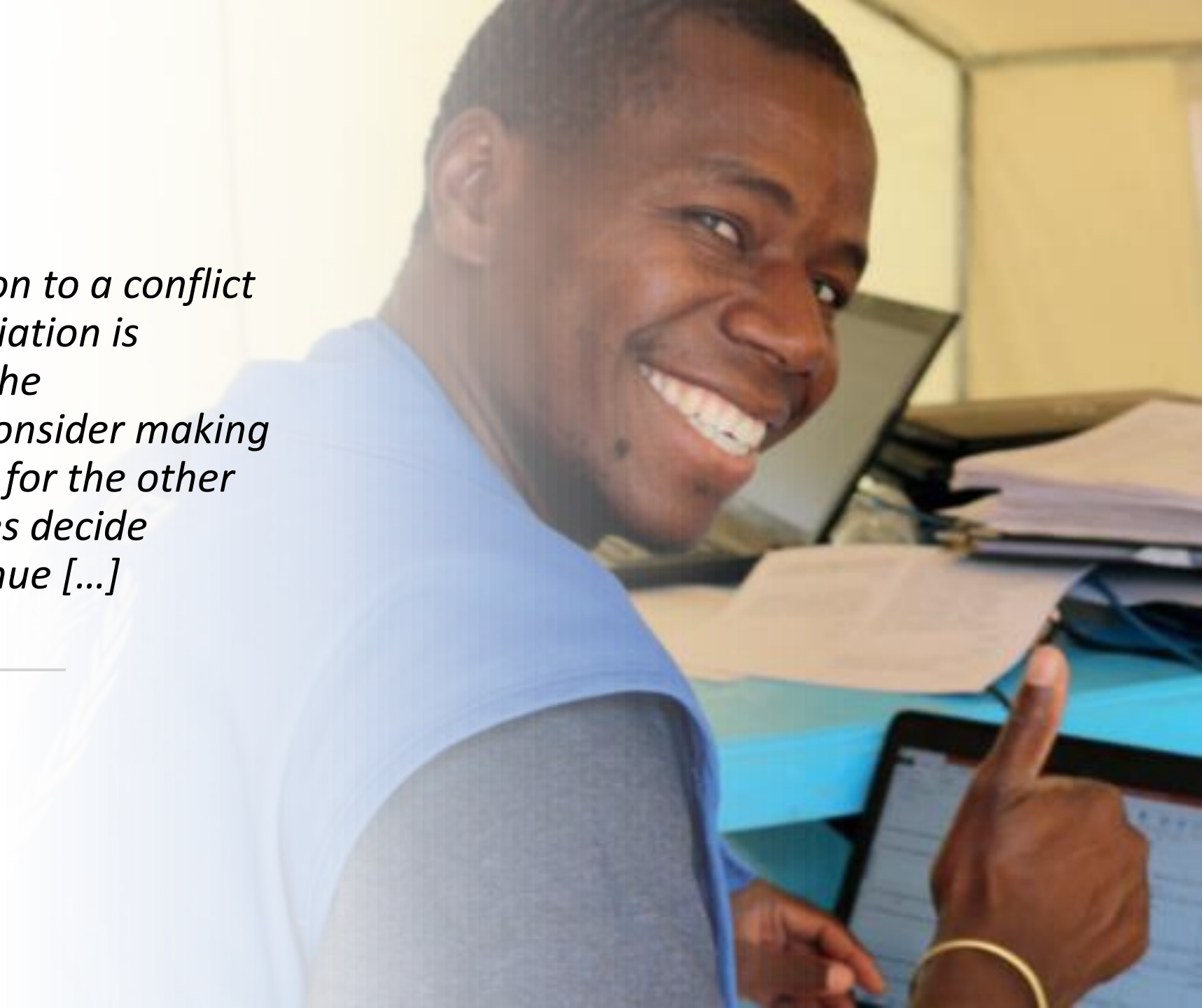
Corporate communication, investments, and the upcoming cultural change process [...] would need to focus on both.





Recommendation 10:

[...] When the affected person to a conflict prefers mediation, and mediation is deemed a viable option by the Ombudsman, WFP should consider making the first session compulsory for the other party, after which the parties decide whether they want to continue [...]



Value of an Ombudsman: Rendering the Invisible Visible

- Continuous assessment of our cases and data
- Early warning and prevention for WFP:
 - ➔ Ear on the ground: we pre-position concerns
 - ➔ Enables the organization to prevent escalation and manage risk effectively
- Ombudsman's office contributes essential parts to the Cultural Change Initiative





Thank You!

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