

Office of the  
Ombudsman and  
Mediation Services

**Briefing to the  
Executive Board  
June 2020**

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# 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 juxtaposed 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



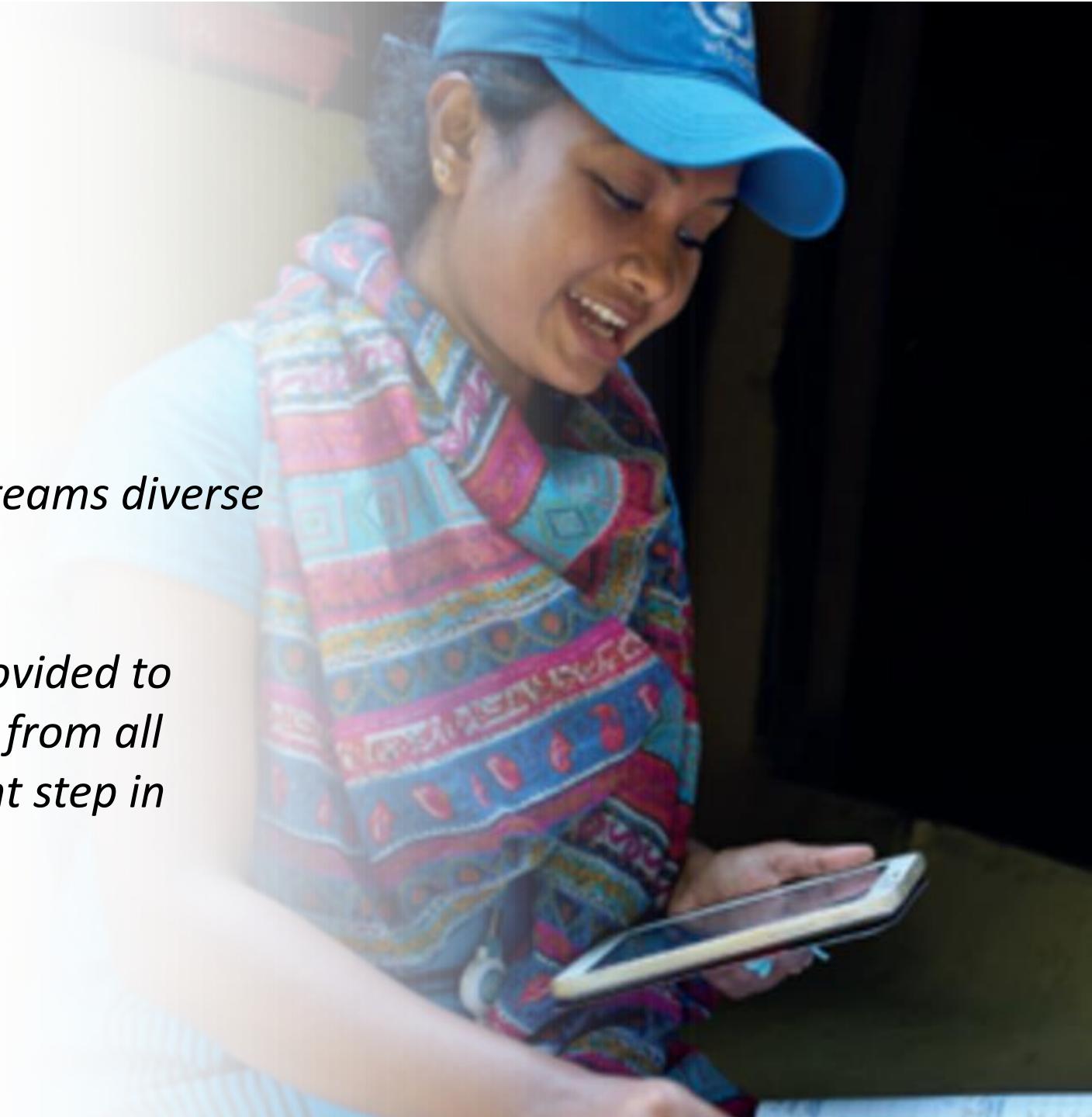


## Key systemic issue: Promoting Gender Equality, Diversity and Inclusion

### ***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 juxtaposed 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*