Theme of OBD’s Annual Report: Unmute yourself!
WFP’s Cultural Change Process

• Laying foundations for a more inclusive and people-centred workplace
  o significant progress made, e.g., contracts, anti-racism
  o confirmed by positive results of Global Staff Survey

  “There is no room for complacency”
  (Executive Director)

• Synergies between Ombudsman & Mediation Office, Respectful Workplace Advisors, and Workplace Culture Department
Harassment, Sexual Harassment, Abuse of Authority and Discrimination

- Welcome decline in Harassment, Sexual Harassment, Abuse of Authority and Discrimination cases in 2020

- Partially explained by
  - Shift to remote working
  - Some work situations less intense, less in-person or less personal
  - Shift in awareness about appropriate behaviour

- Time required to assess effectiveness of campaigns and capacity building
GSS results- Ombudsman view

- **Celebrate the positive changes!**
- 13% (approx. 2600 employees) experienced harassment, 8% (approx. 1600) racial discrimination
- stories of sickness, turnover, feelings of unworthiness, despair about non-action, fear of retaliation, damages to career
- 33% (approx. 6600) might believe there is a lack of accountability for misconduct

→ action plans need to be transparent and implemented: leadership to start
Embracing the future

• Reflection and Acknowledgement
  o requirements to move forward and to create an inclusive future
• Did we leave groups or individuals behind? Need for honesty
• Concerns about racial and gender bias and prejudices continued to be brought to our attention
  o more action on prevention of biases,
  o more transparency in decision-making and of figures/stats
Leadership Qualities / Competencies

Competencies for the future = NOW

- From gaining access to The Box by adapting behaviour, to continuous learning about self from others
- Authenticity
- Humility
- Enabling others to thrive
- Create a multi-facetted and inclusive culture

Differences of people have a place and are understood as contribution to each other and to the organization
WFP’s Internal Justice System

• Management by investigation is not the answer

• Look at other United Nations organizations:
  o United Nations Funds and Programmes: Mediation pledge; Opt-out model
  o World Bank: Anti Harassment Coordinator

• Need for an internal justice strategy
The Art of Listening:

Ears - to hear

Eyes - to see

Undivided attention to focus

Mind - to think

Heart - to feel
Thank You! Ombudsman@wfp.org

Contacting the Ombudsman is always a safe first step – Everybody is welcome with any work-related issue
OBD in the CAP 2020:

• Team Climate Coaching endorsed by Inter-Divisional Standing Committee and being piloted
• Team Climate Assessment implemented as tool for managers and teams
• Respectful Workplace Advisors in HQ appointed; more in field: overall 50% increase of RWAs compared to 2016
• Mediation and facilitation capacity expanded with consultants and United Nations network
• Arabic Ombuds services provided since April 2020
• Core conflict resolution course developed, and five other modules; 1500 employees trained
OBD and CAP new contributions

- Strengthening System of Internal justice:
  - Restorative justice and workplace restoration
  - Supporting implementation of Team Climate Coaching, Enhancing access to internal justice through increased outreach
- Virtual strategy for country offices, capacity building, and RWA training
- RWA learning and development strategy: monthly thematic sessions
- Trained 140 HR Officers globally in OBD core module Conflict Resolution
- Provide input to policies e.g. People Policy, HR strategy; Promotion
- Participate in Working Groups: Code of Conduct; Internal Justice (2021)