

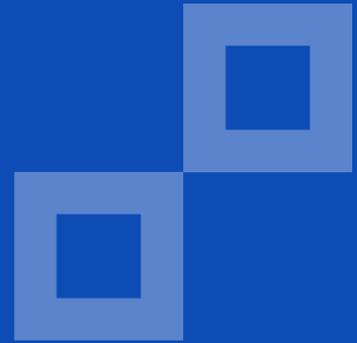
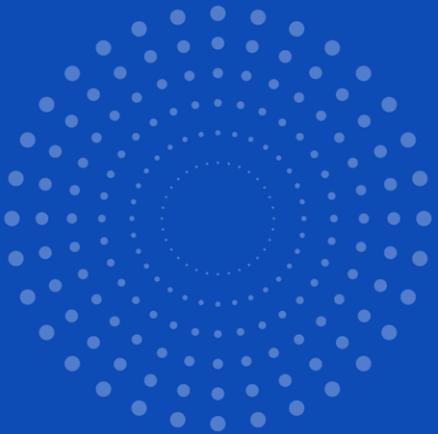


OBD
The Ombuds Office

Briefing to the Executive Board

February 2026

Under pressure – WFP employees moving forward



Structural Overload and Unclarity

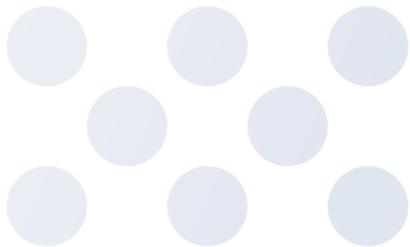


High
workload

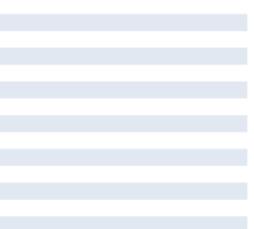
Unclarity around
roles and
responsibilities

Uneven
distribution
of tasks

**Frictions
and tension
within
teams**



Muted Workplace



Unwillingness
to speak up or
address issues

Emotional
detachment

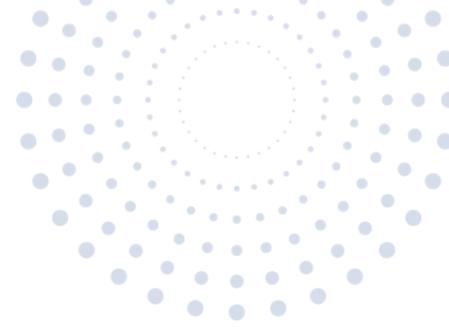
Competition
around
remaining posts



**Conflicts and
perceptions
of
favouritism**



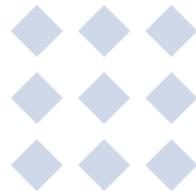
Leaders Under Strain



Burden on middle management:

Tasked to execute
employee
reductions

Task to rebuild teams ahead
*while at the same time severely affected
by employee reduction*



**Day-to-day
people
leadership gaps**

Communication,
accountability, and
handling
underperformance

Humanitarian Identity



Pride in working for the largest humanitarian organization

Perception that current global discussion does not reflect their achievements and their engagement

Orestes, affectionately known to his colleagues as "Nene", has been driving for WFP since 1998.

“ Working at WFP has been a source of great pride, to be able to contribute so that those who most need it receive help. ”



© WFP / Irshad Khan

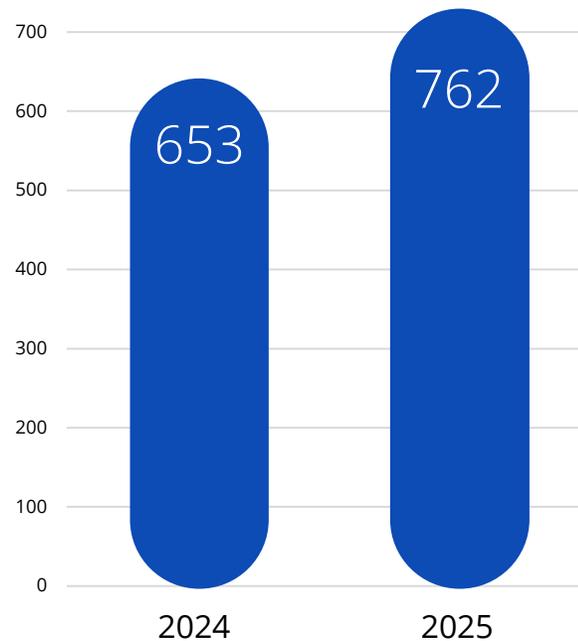
Scaling informal resolution



Increased need for Ombuds support



Increase in caseload on high level



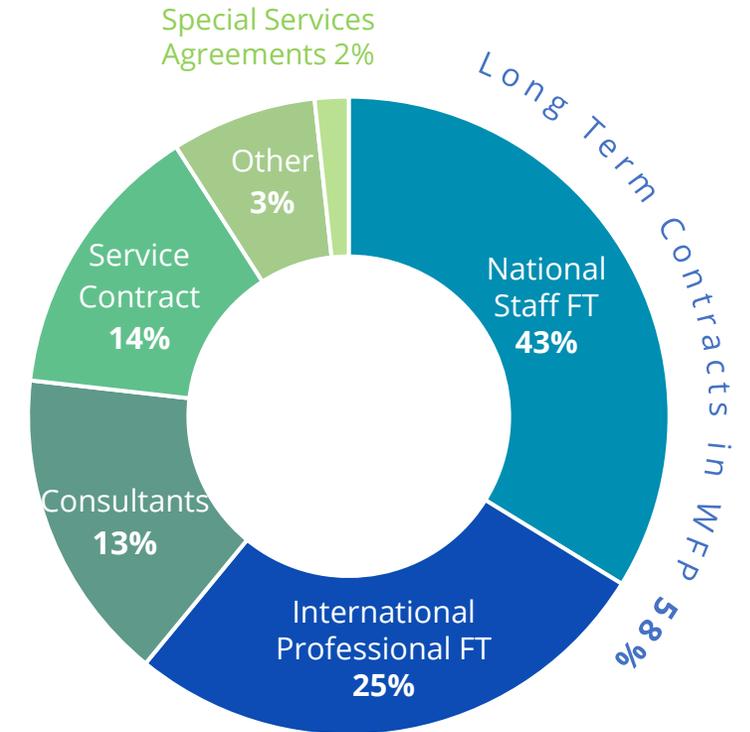
Increase in caseload – more employees reaching out across all regions

Number of high-risk cases 2025



OBD as an early warning system

OBD visitors by contract type

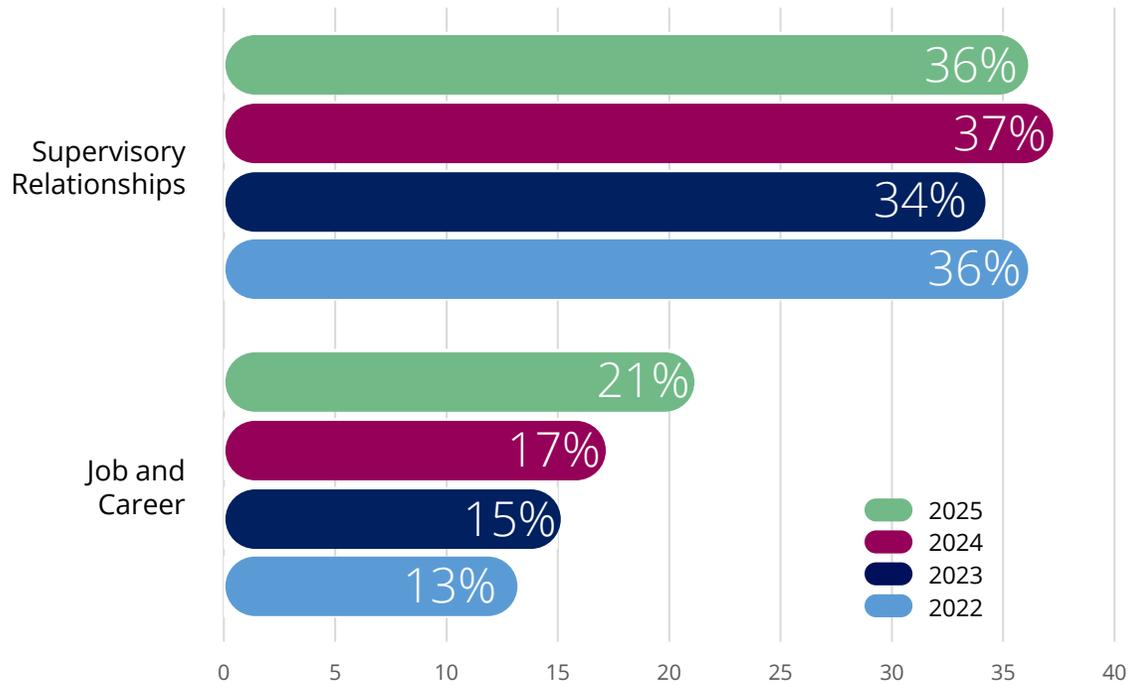


Increase in visitors on fixed term contracts

Impact of Restructuring and Downsizing

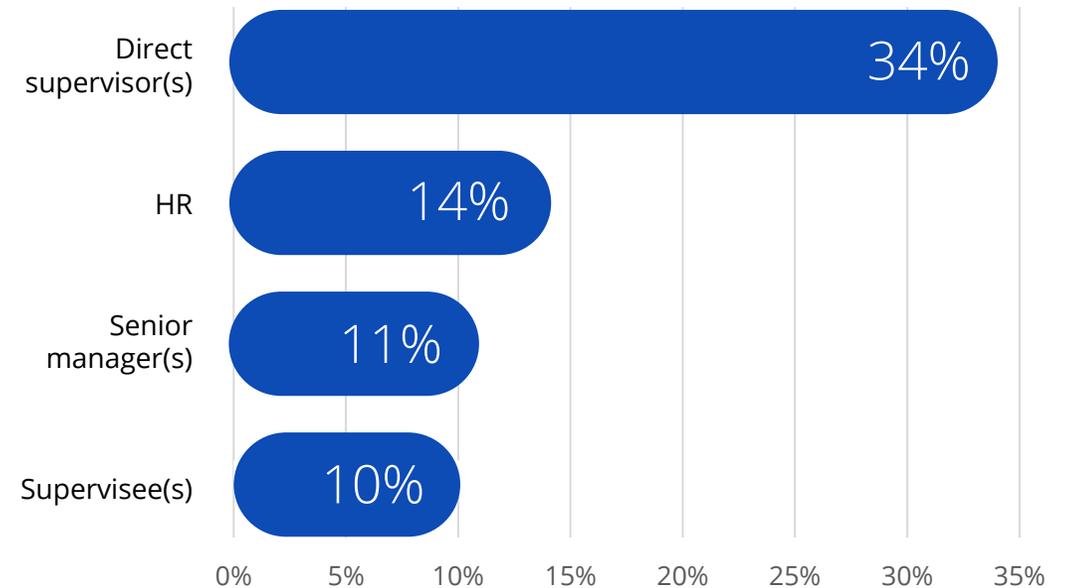


Main issue categories data comparison 2022-2025 (%)



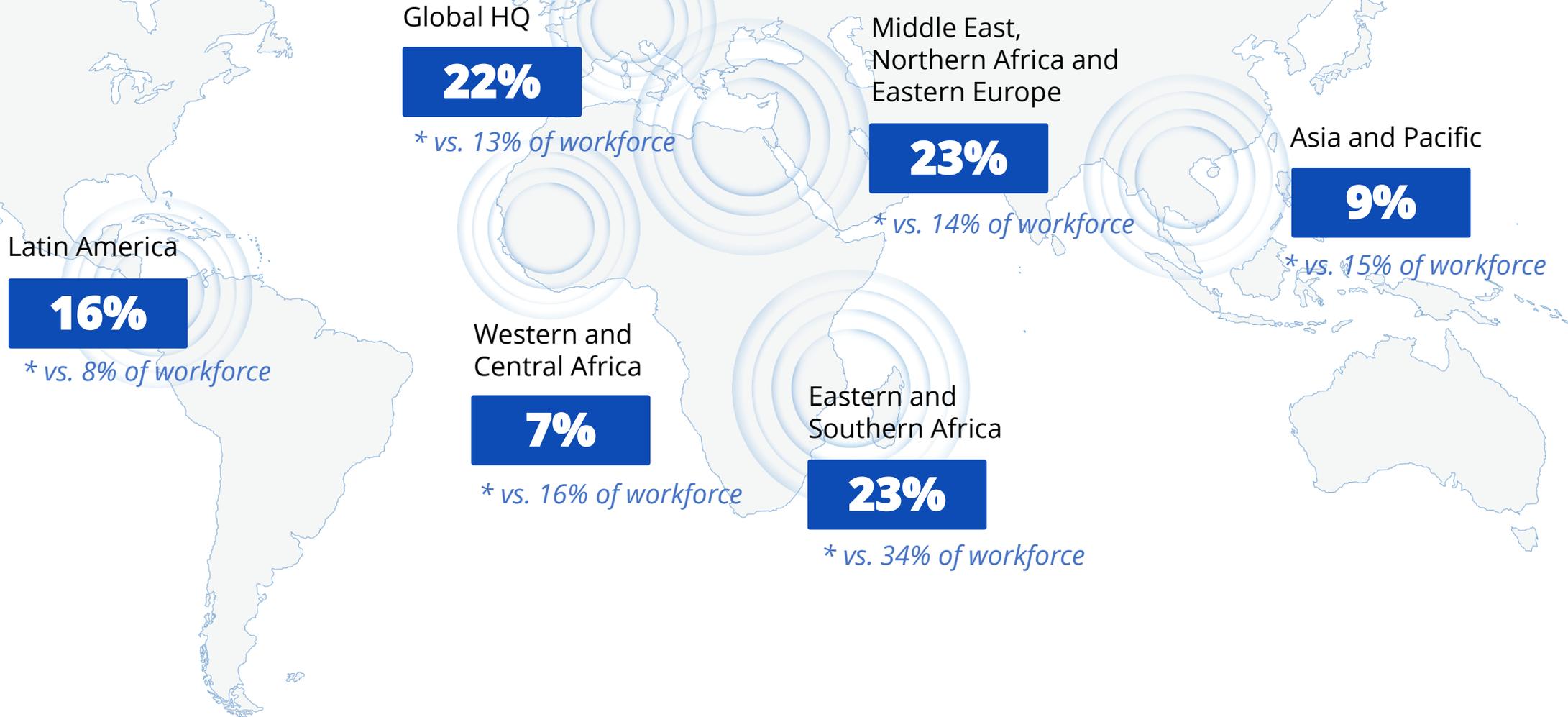
Strong increase in issues around Job and Career

Top 4 categories visitors have an issue with



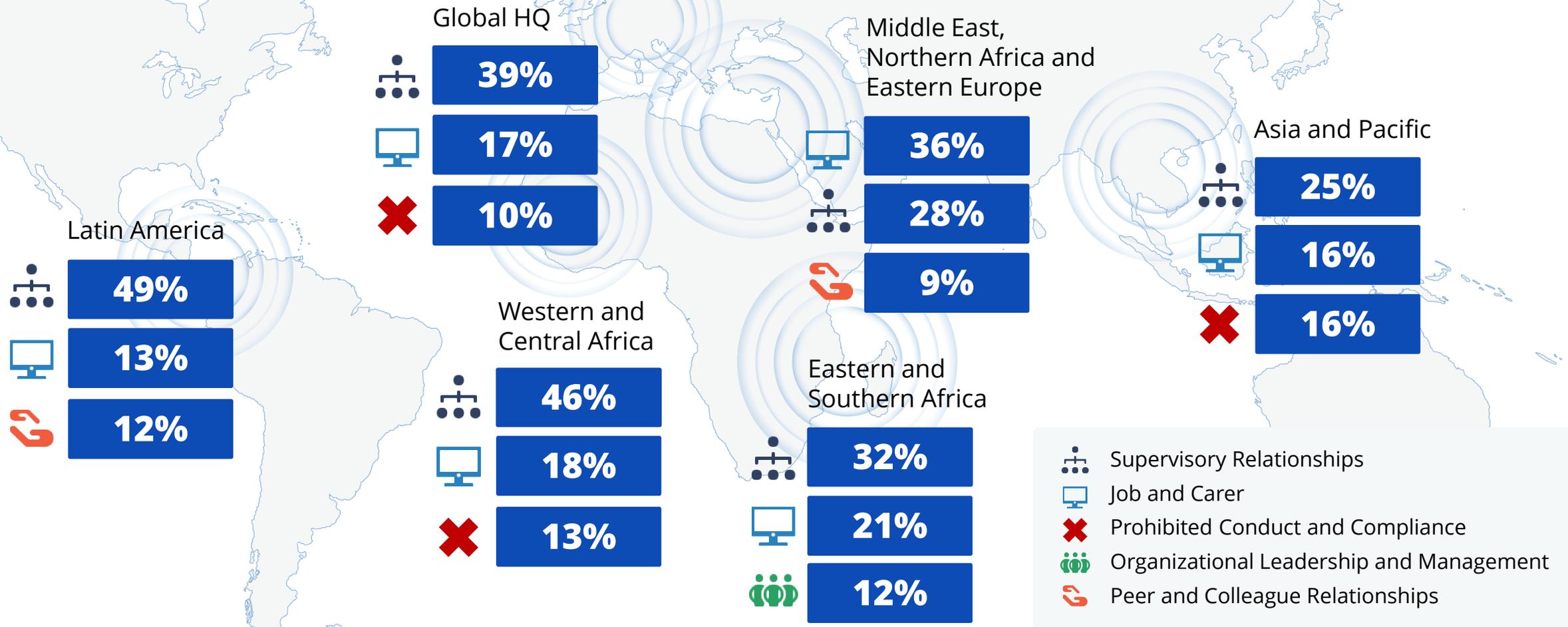
Human Resources and Managers in the spotlight

Ombuds cases – Regional distribution



Main concerns per region

Main issue categories data comparison per region 2025



Consolidating and moving forward: Opportunities for WFP



Consolidation of Workforce



Engagement of senior leadership with workforce key

As much clarity, transparency and communication as possible

Strengthening Leadership Practice



Close the loop
between leadership
messaging & daily
reality

Support for mid-level
leaders

Rebuilding Trust, Pride and Confidence



Engage employees

Make progress visible, not just happen

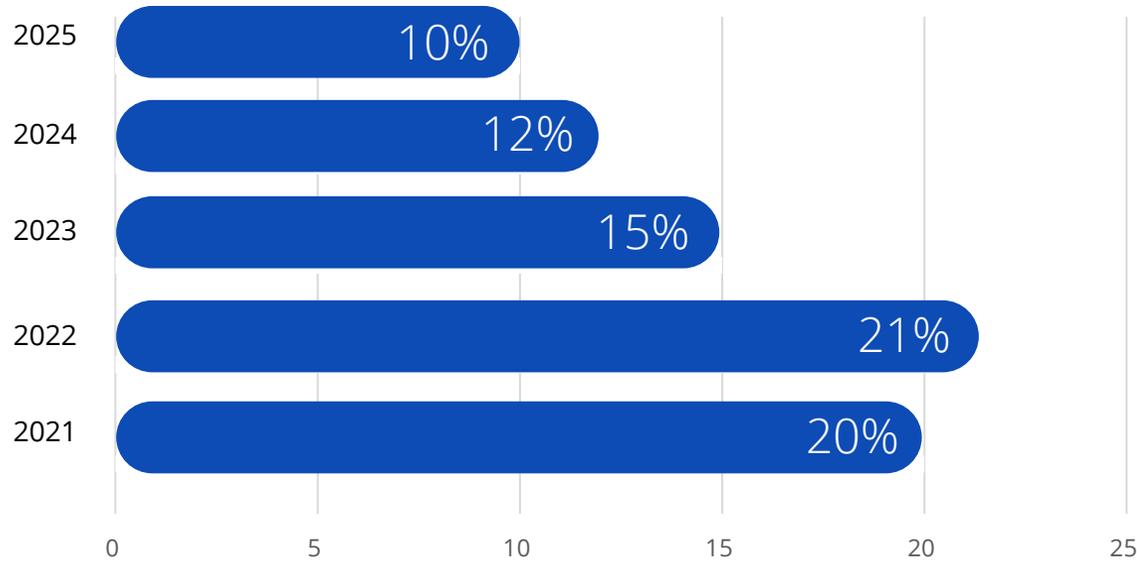
Advancing informal resolution at WFP



Abusive Conduct

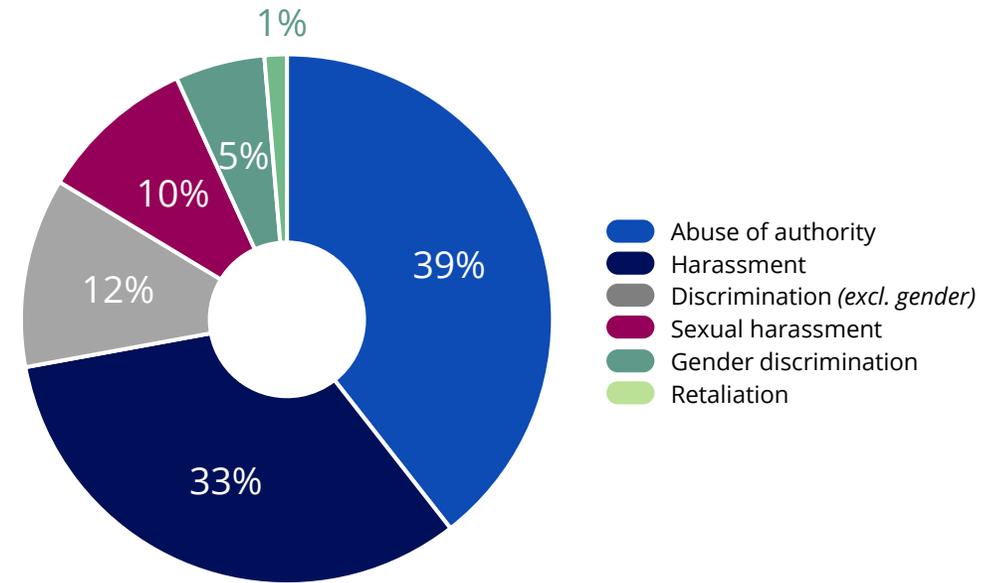


Abusive conduct cases out of total caseload 2021-2025 (%)



Decline in abusive conduct related cases

Abusive conduct related issues 2025 (sub-issues, in % out of all abusive conduct related issues)

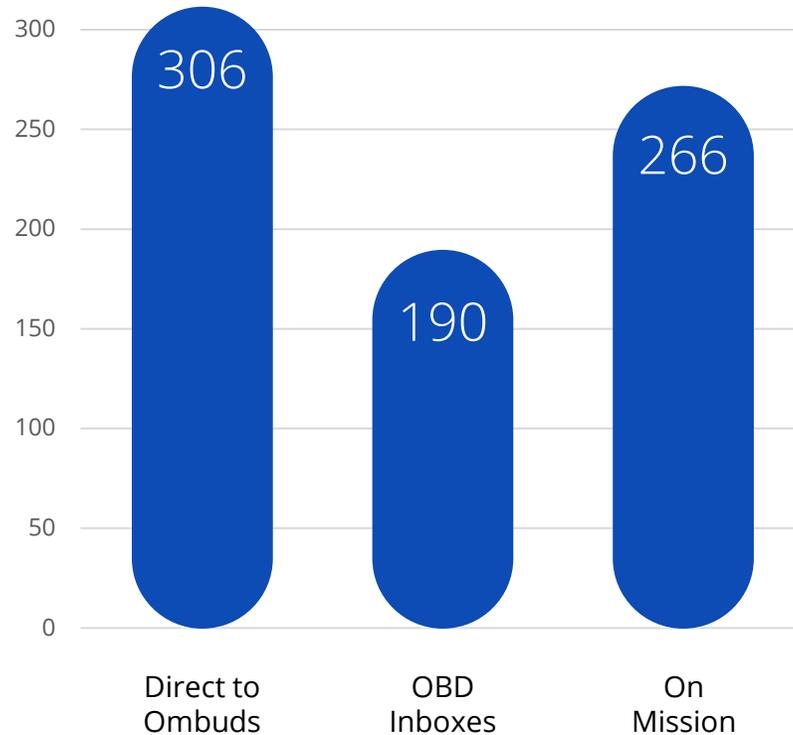


Need to address abuse of authority and harassment / formally and informally

Advancing informal resolution at WFP



How cases reach OBD – 2025



Increase in cases direct to Ombuds. Outposted Ombuds Officers have established themselves as trusted source

OBD Visitor Survey - 2025

29%*

“Escalation or formal channel”

86%*

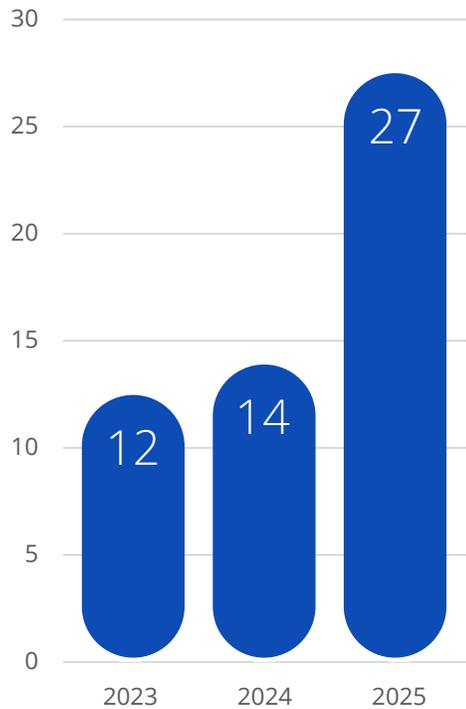
“Equipped to address issues in future”

High impact of informal conflict resolution services

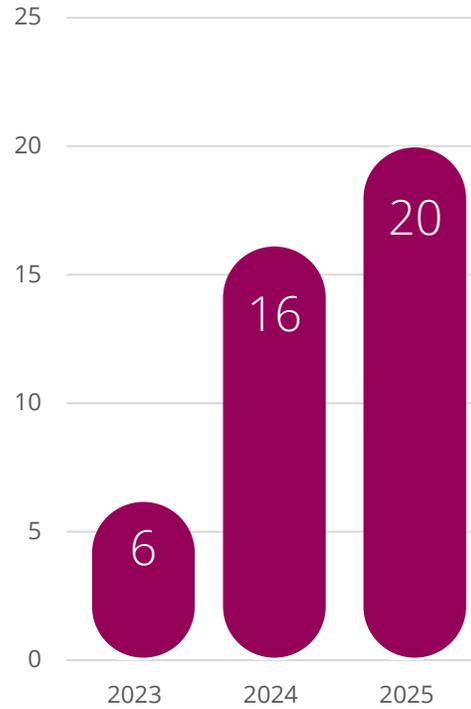
Key Ombuds support in challenging times



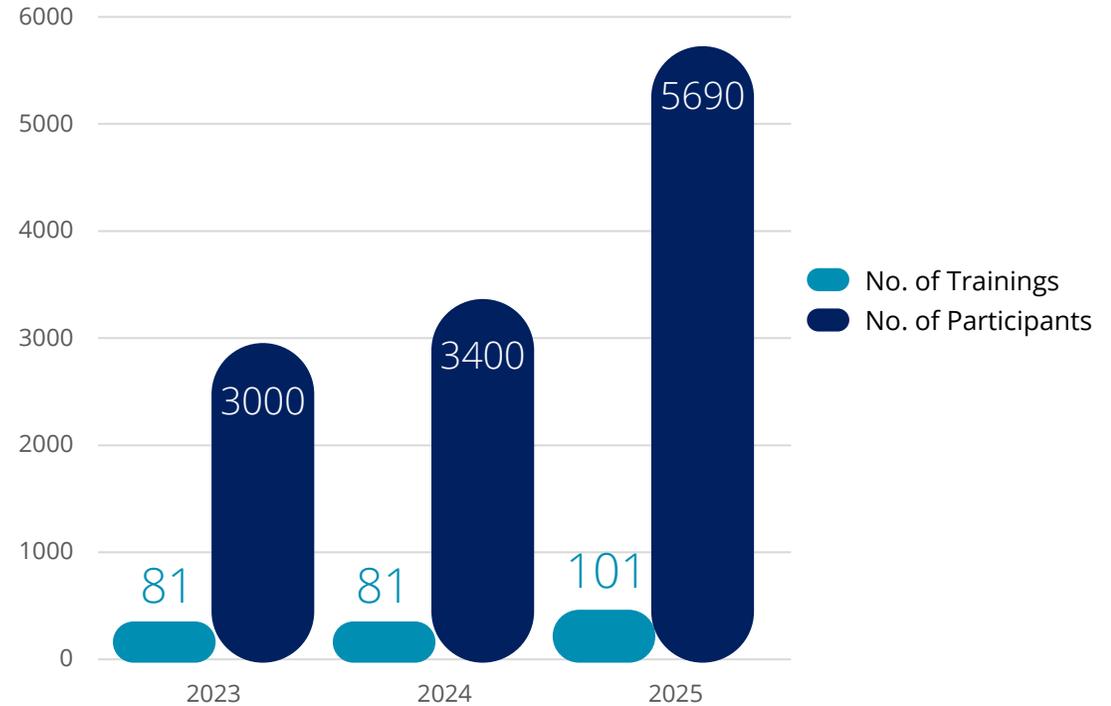
Mediations



Team Climate Assessments



Trainings

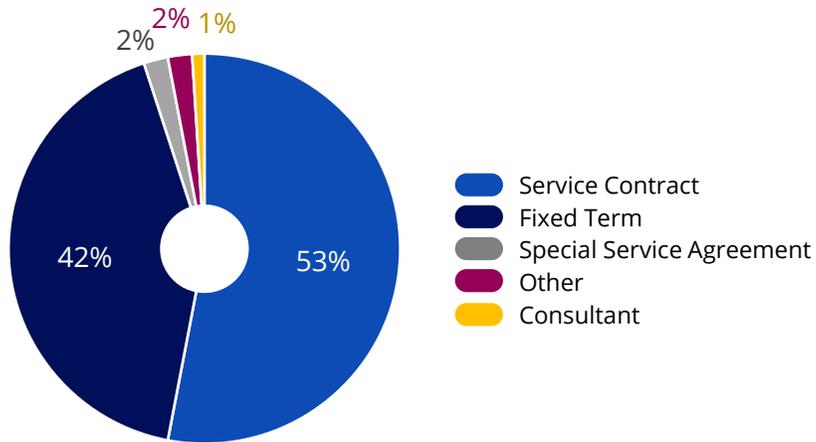


Strong increase in Mediations, Team Interventions and Trainings as a response to and result of WFP's challenges in 2025

Advancing Respectful Workplace



RWA visitors by contract modality 2025

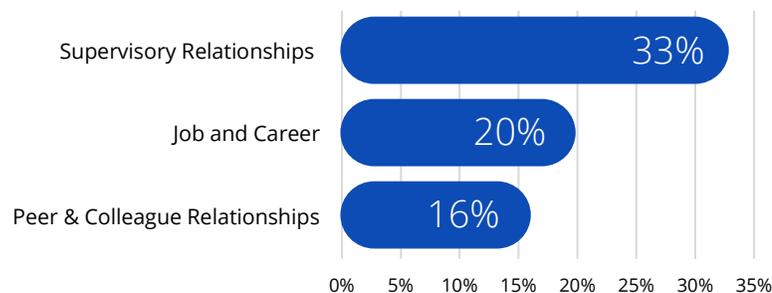


Nipping issues in the bud:

- 168 Respectful Workplace Advisors globally
- ‘Climate of distrust’ described by many during 2025
- Strengthening the network: Training new RWAs for Western and Central Africa



Main issues brought to RWA's in 2025



Small plant pots with respect messages which were distributed by RWA Syed Salman Jalal to his colleagues in the WFP provincial office, Peshawar, Pakistan

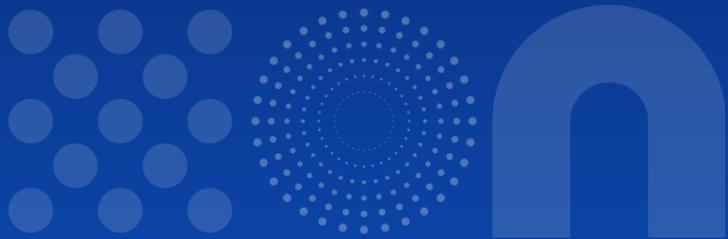


World Food
Programme

OBD

The Ombuds Office

Thank you!



Ombuds@wfp.org

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

