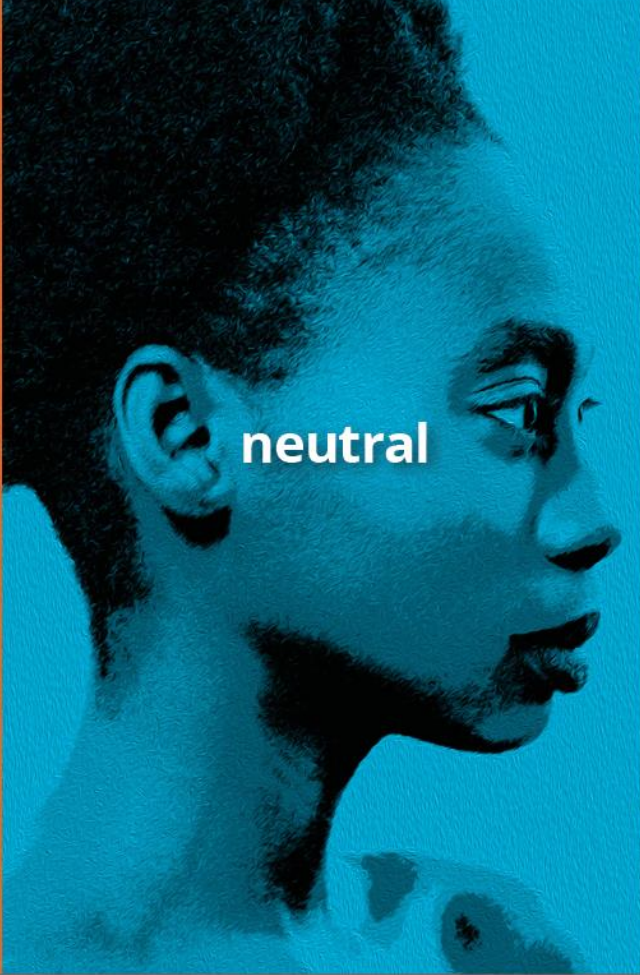
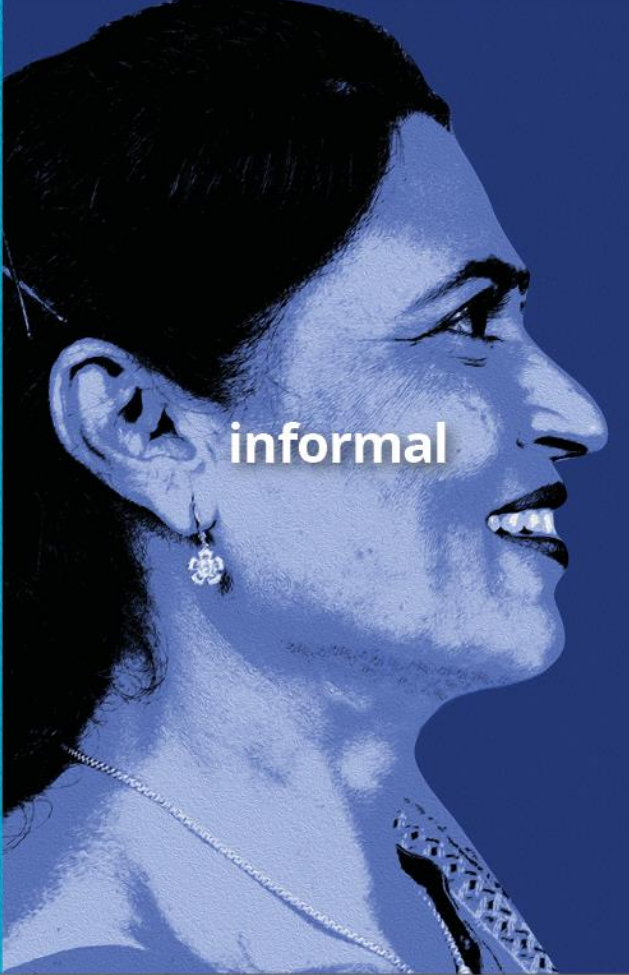


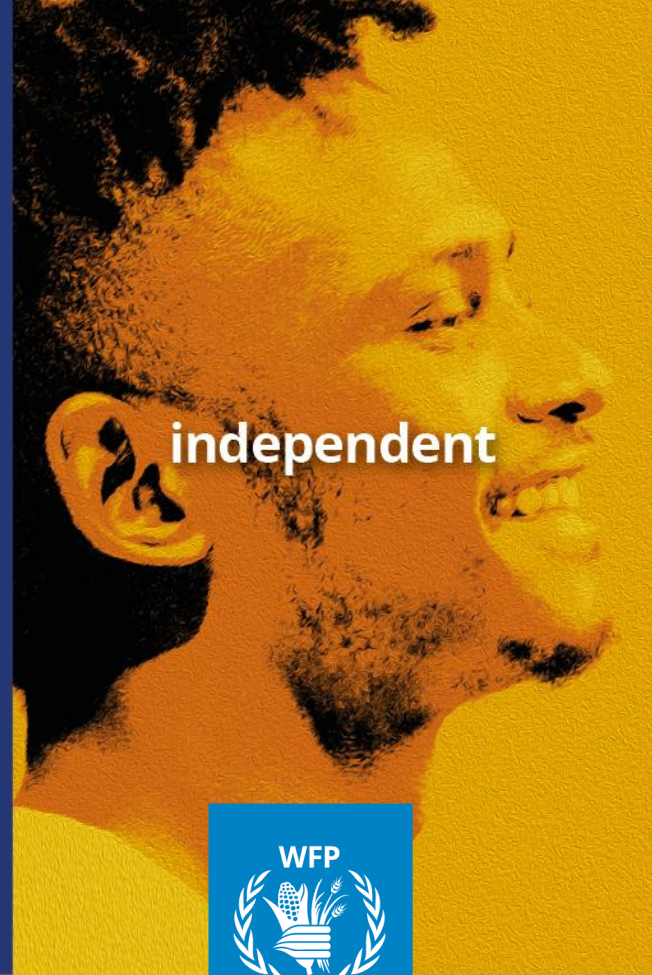
confidential



neutral



informal



independent

Office of the Ombudsman and Mediation Services

First informal briefing to the Executive Board

2023 February



World Food
Programme

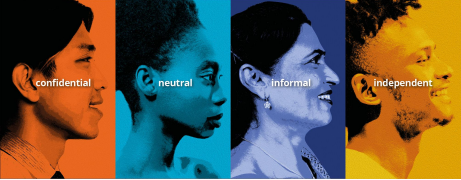
SAVING
LIVES
CHANGING
LIVES



AGENDA

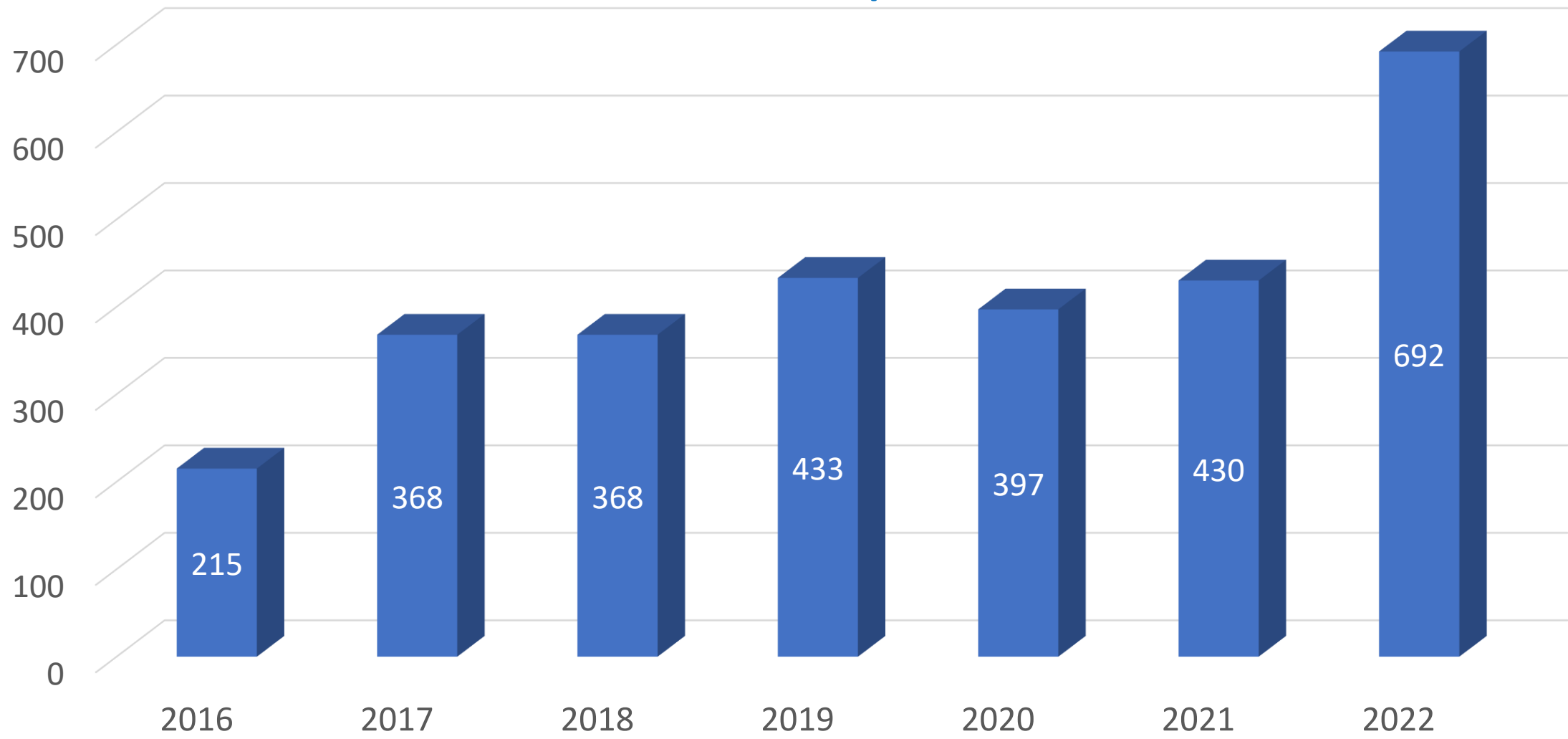
- OBD Cases in 2022 – an overview
- Capacity Building
- Performance Management
- The power of Informal Conflict Resolution
- Moving Forward

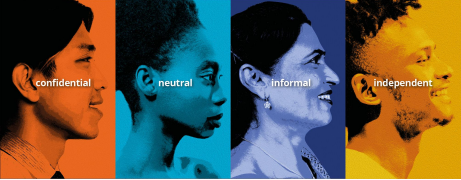




OBD CASES 2016 – 2022

Total No of Cases / Year





OBD CASES 2021 – 2022

120

100

80

60

40

20

0

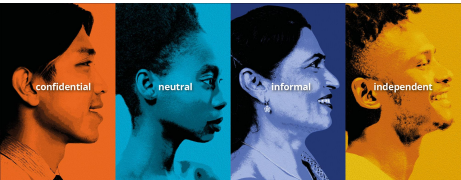
Total No of Cases / Month

January February March April May June July August September October November December

■ 2021 ■ 2022

2022 Start in-person travel

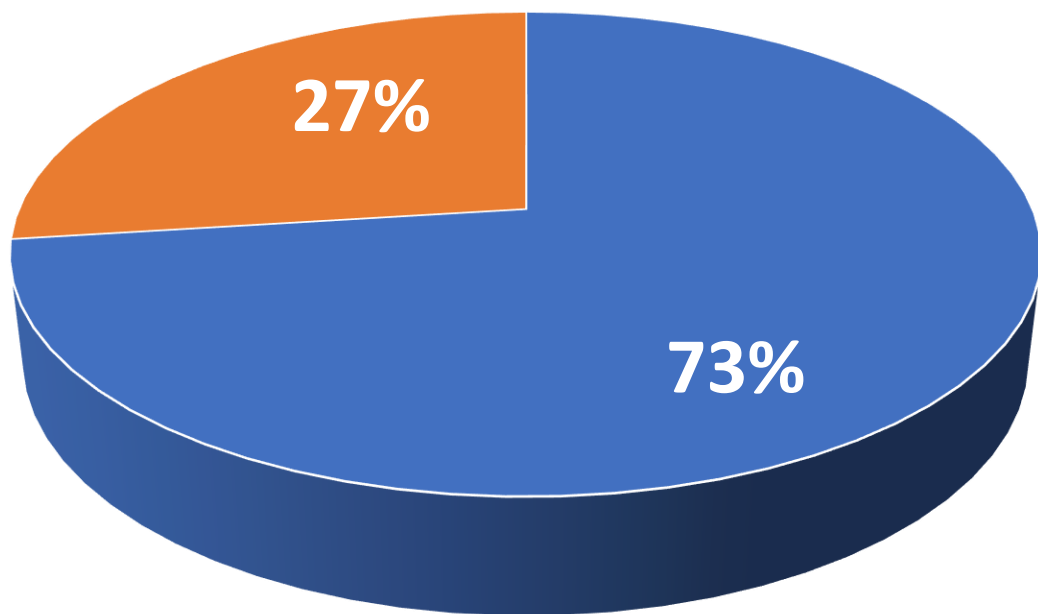




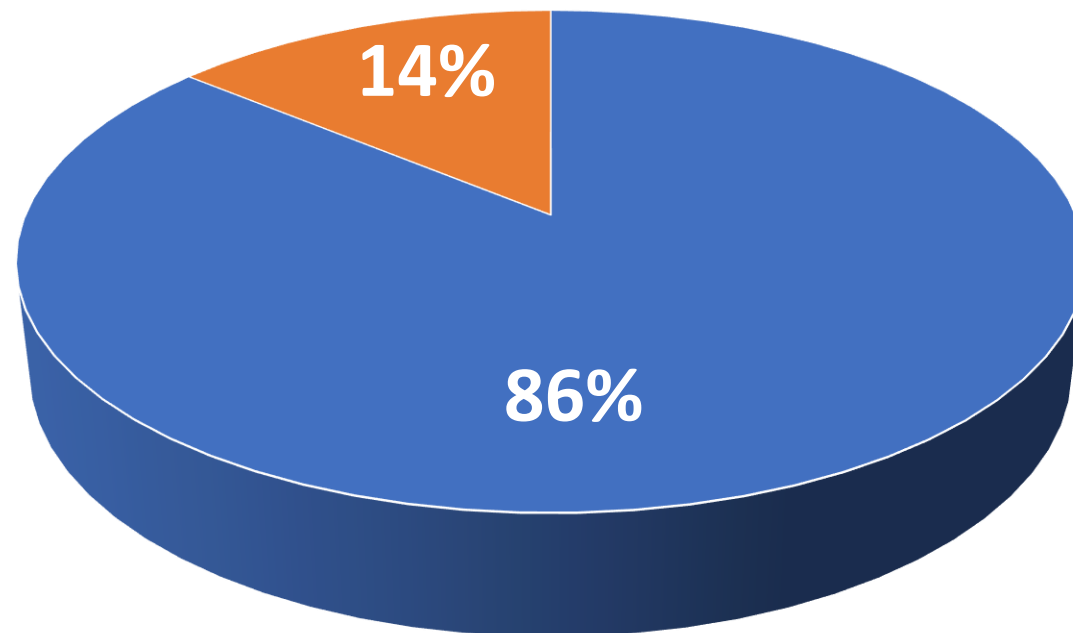
INCREASE IN FIELD VISITORS

OBDs visitors: Field vs. HQ based employees (in%)

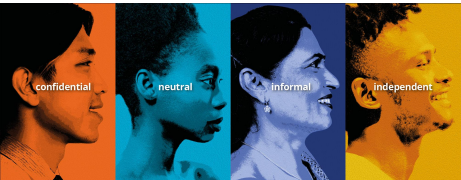
2021



2022

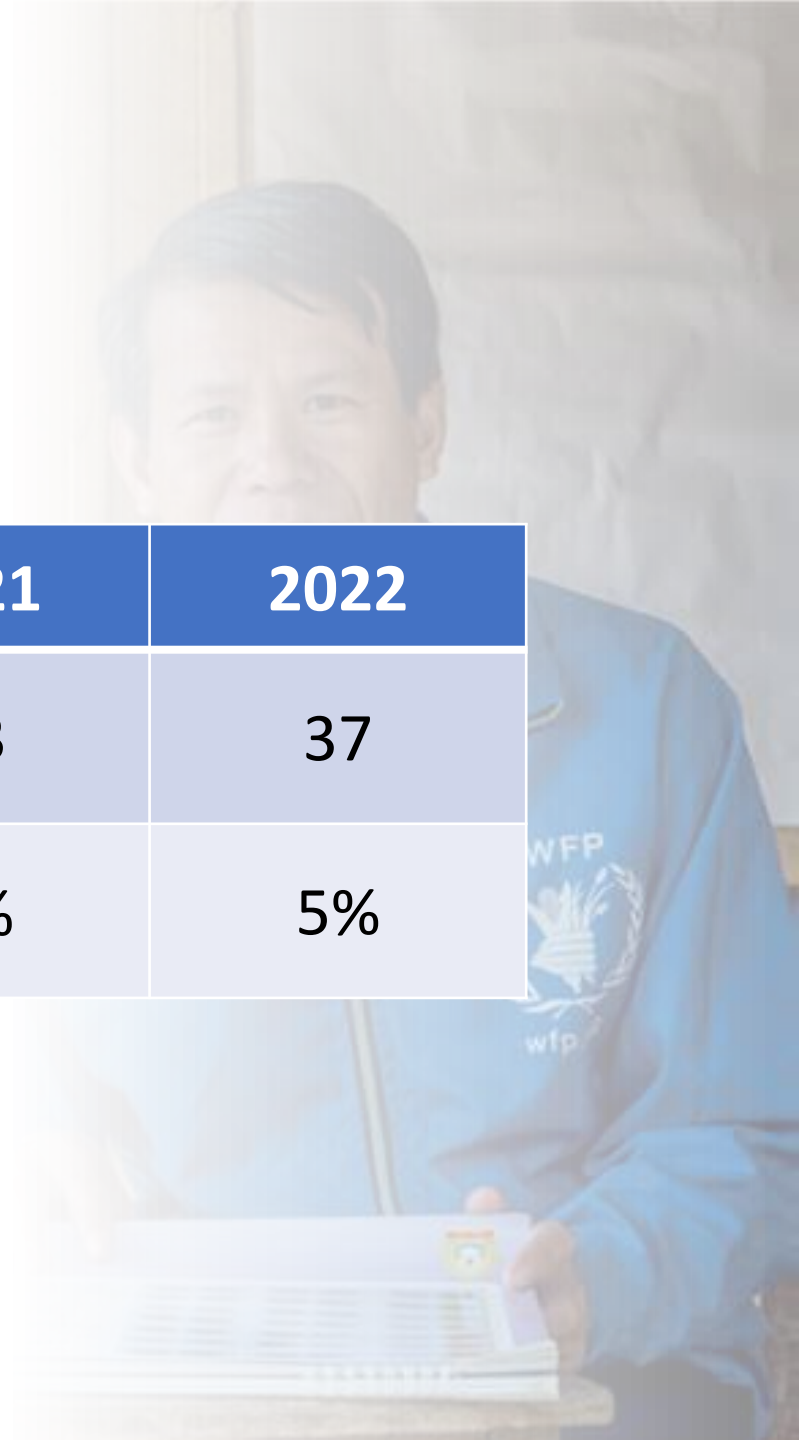


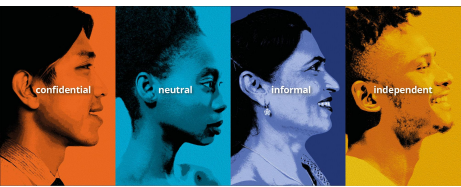
■ Field employees ■ HQ employees



INCREASE IN DISCRIMINATION CASES

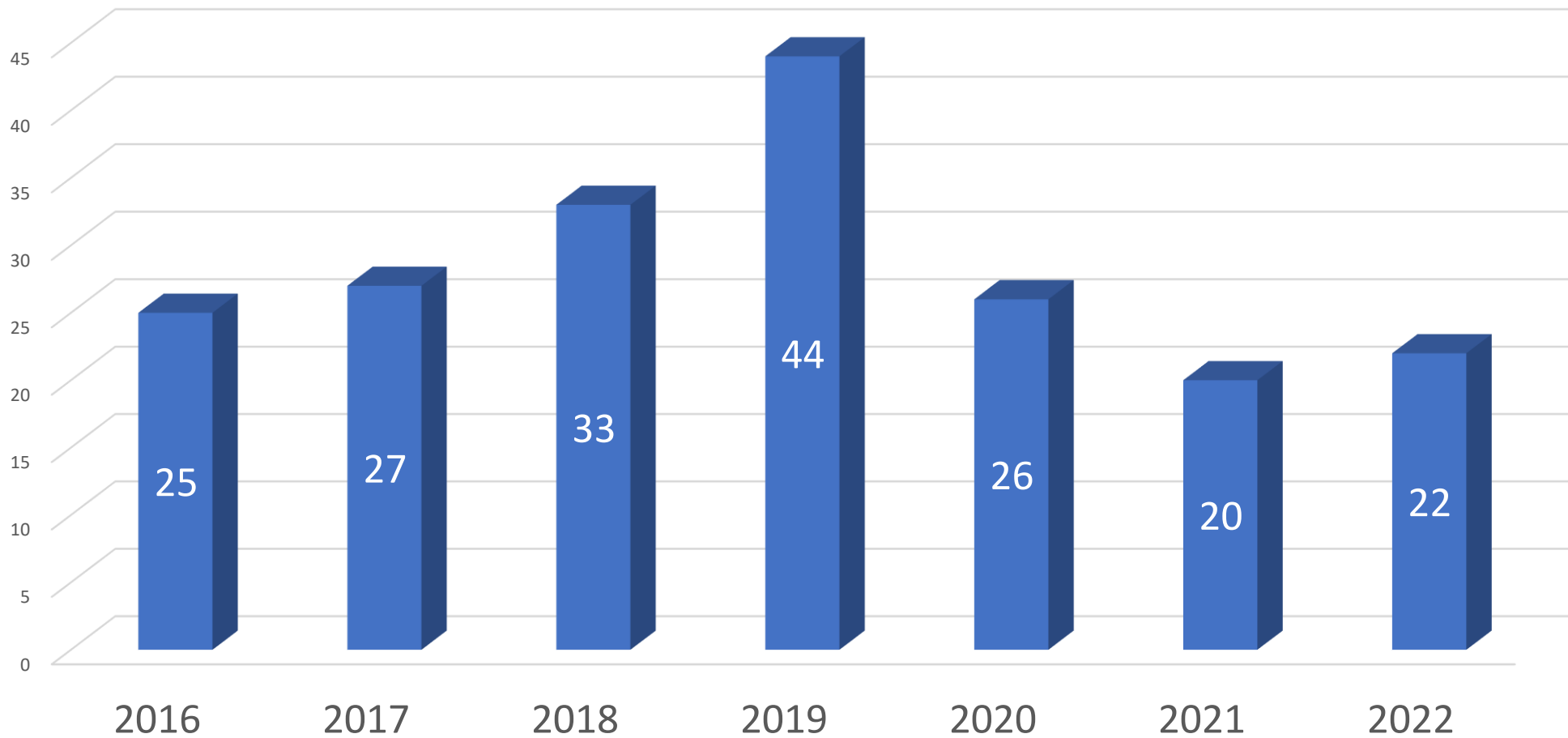
	2018	2019	2020	2021	2022
Discrimination (no of cases)	12	21	15	13	37
Discrimination (% of caseload)	3%	5%	4%	3%	5%

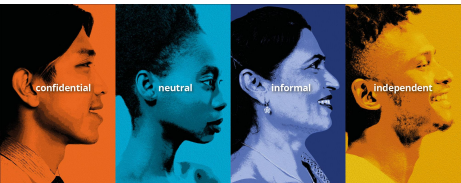




ABUSIVE CONDUCT CASES

Share of HSHAAD cases in total caseload
2016–2022 (%)

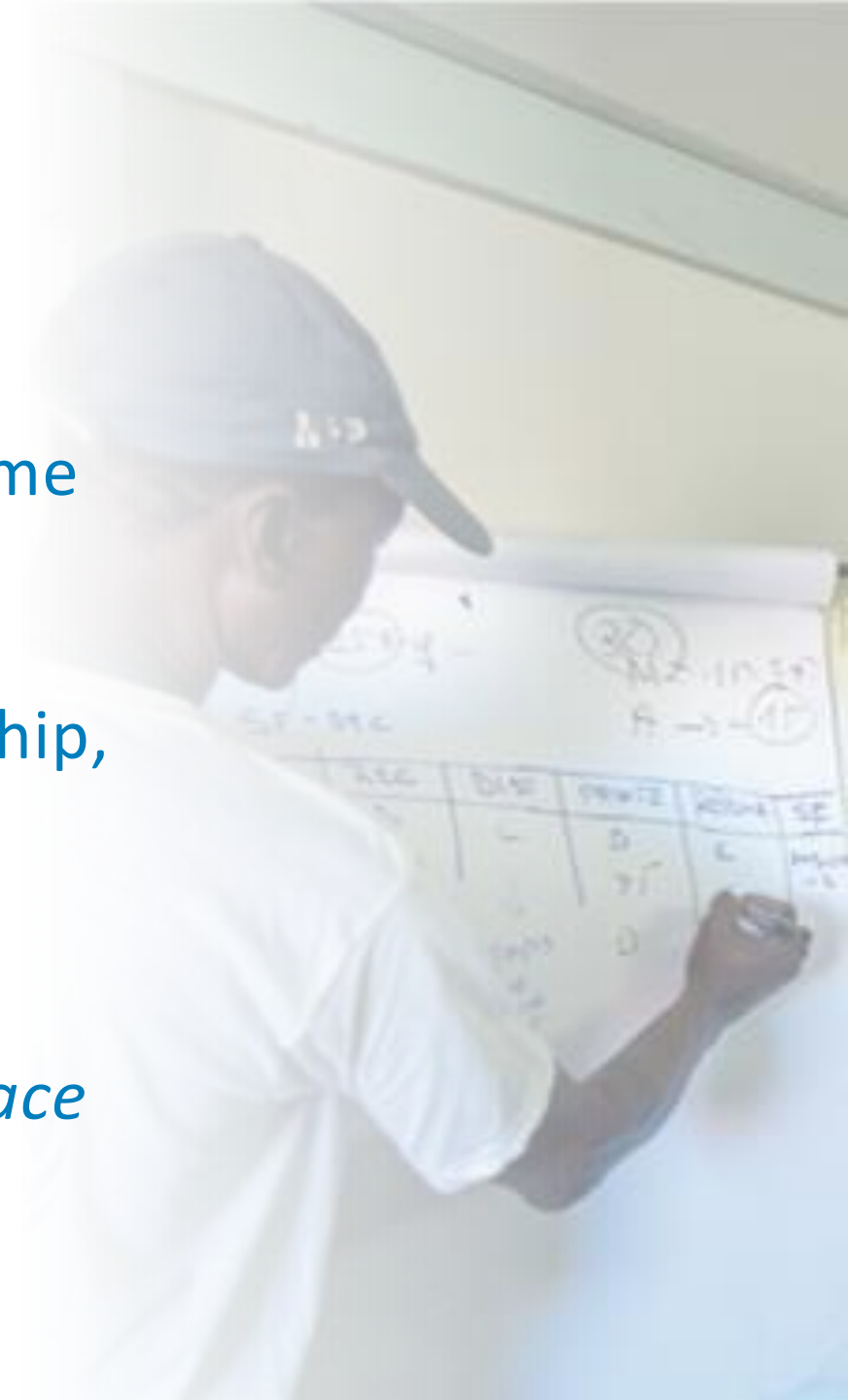


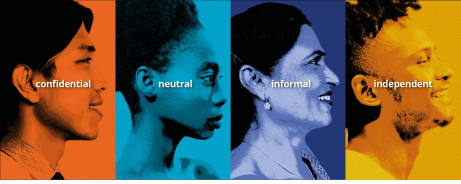


CAPACITY BUILDING

- 69 trainings to 3950 employees in 2022
- Since launch of the Capacity Building Programme in 2020, OBD provided 158 trainings to 6550 employees in all WFP regions
- Topics: Conflict Resolution, Respectful Leadership, Feedback and Listening Skills, Teambuilding, Responding to abusive conduct

➔ *Laying a foundation for WFP's envisioned change towards a more respectful workplace*

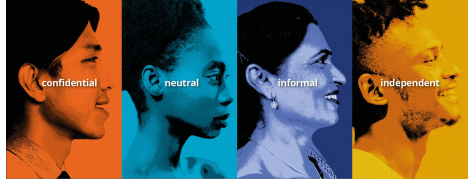




PERFORMANCE MANAGEMENT

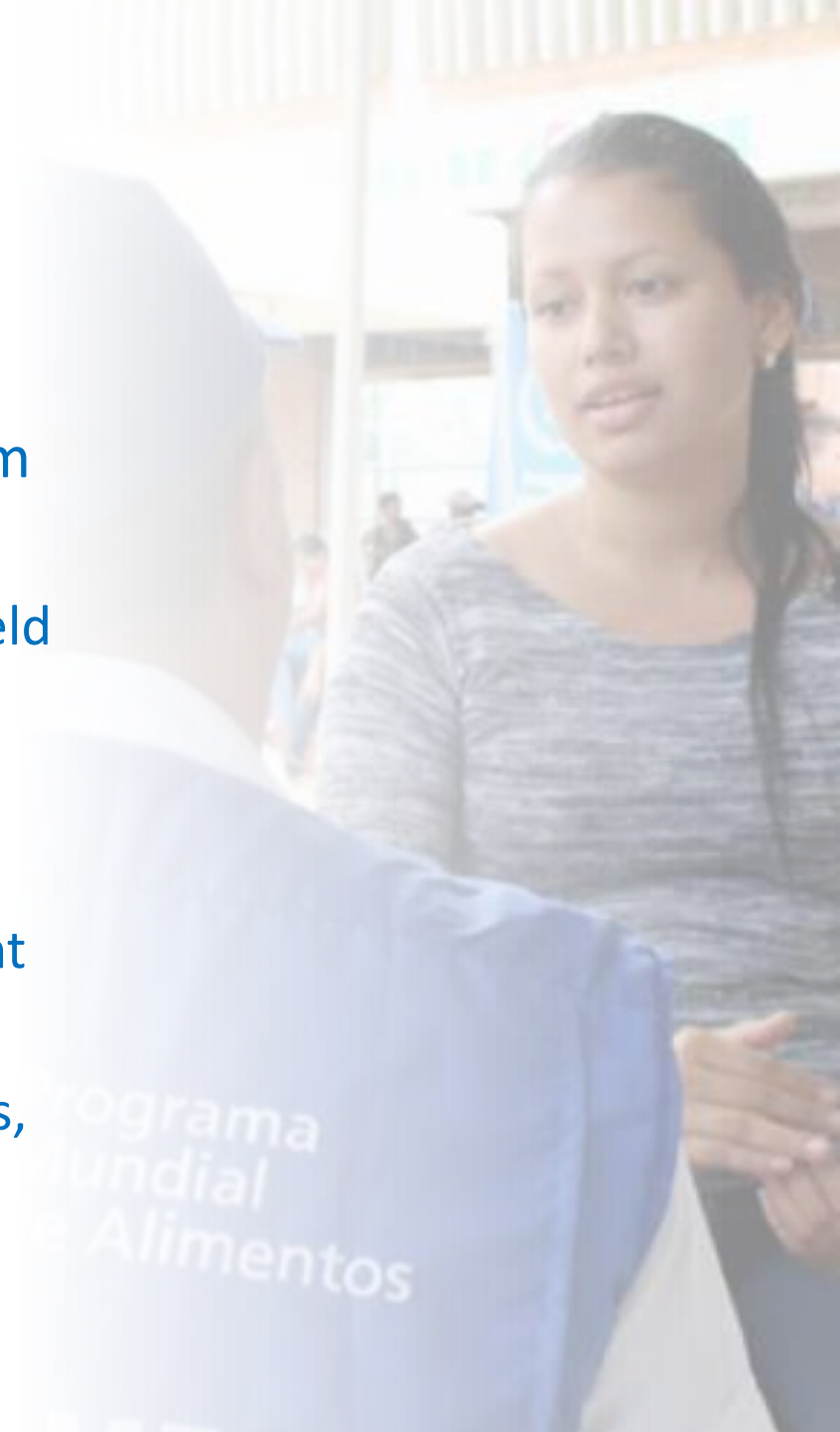
- Technical system set up, but need for cultural change
- Cultural change needs:
 - ✓ Role modelling by leadership and senior management
 - ✓ WFP wide conversation about performance management, feedback and guidance

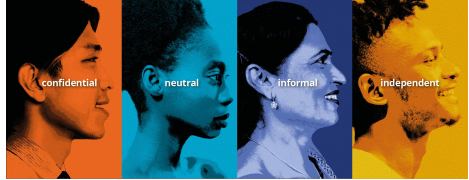




THE POWER OF INFORMAL CONFLICT RESOLUTION

- Efforts to strengthen formal channels of internal justice system and foster a respectful working environment. However:
 - × 33% of WFPs workforce believes that employees are still not held accountable for unethical behaviour (GSS 2021)
 - × Visitors of OBD: Frustration about the length of investigation; dissatisfaction about impact of HR management interventions
 - × ‘Evaluative Relationships’ consistently the single most important reason to reach out to OBD
 - × OBD observes that employees do not communicate work issues, managers delay performance and employment related conversations with employees

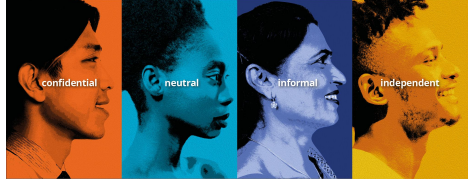




THE POWER OF INFORMAL CONFLICT RESOLUTION

- Shift in the organizational culture required
 - ✓ Overcome siloed approach
 - ✓ We need to be inclusive and collaborative
 - ✓ Create a culture of dialogue, feedback and earlier resolution of conflict in the workplace
 - ✓ Building trust is at the heart of cultural change





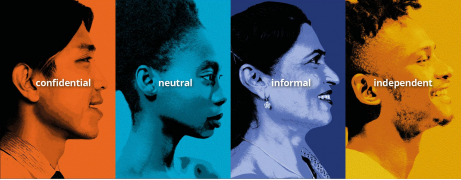
THE POWER OF INFORMAL CONFLICT RESOLUTION

- Joint Inspection Unit (JIU) stressed importance of having a robust and well-established informal dispute resolution mechanism (JIU/REP/2015/6)
- UN Ombudsman Network: Informal conflict resolution priority issue within UN (2022)
- “...all possible use should be made of the informal system in order to avoid unnecessary litigation” (UN GA adopted on 30 December 2022)



WFPs Internal Justice System: Need to enhance informal conflict resolution





MOVING FORWARD

- Positive developments within WFP:
 - ✓ Organizational Culture is changing
 - ✓ More employees speak up and value dialogue
 - ✓ More managers want to engage and resolve issues with and within their team

- ➔ *Equip employees to successfully operate in their roles to deliver our humanitarian mandate*
- ➔ *From a culture of compliance to a culture of prevention, positive dialogue and self-determination*

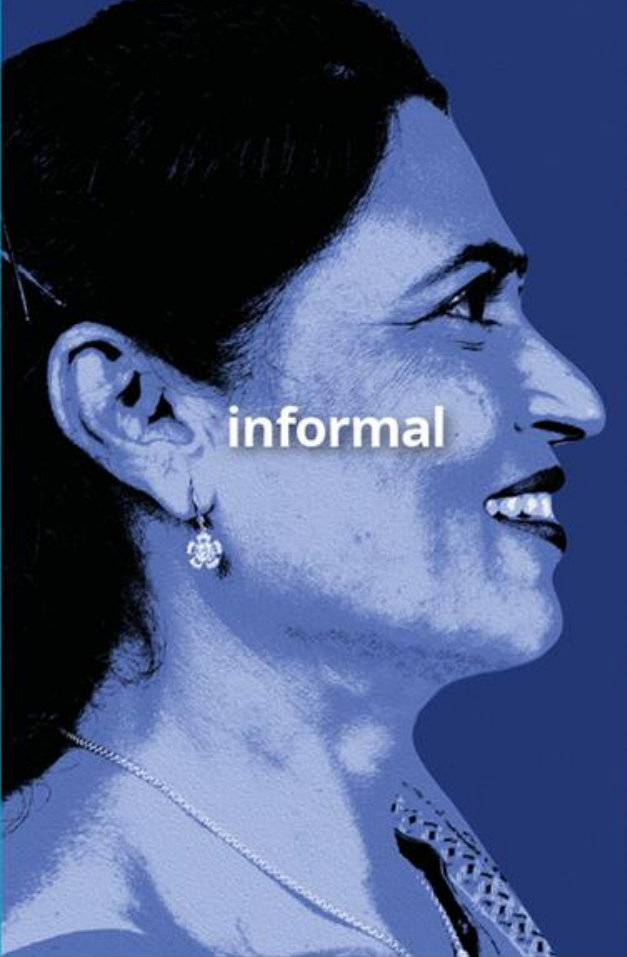




confidential



neutral



informal



independent

Thank You! Ombudsman@wfp.org



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