



OBD
The Ombuds Office

Briefing to the Executive Board

June 2026

A stylized landscape illustration. On the left, a grey, textured rock formation or cliffside descends towards a winding path. The path is a light beige color and curves through a dark, textured background. To the right of the path is a large, vibrant green field. The overall style is painterly and abstract.

Finding the right path

WFP moving forward

Concerns about:



Increased workloads and pressures within reduced teams



Communication, transparency, and decision-making processes



Accountability

2026: A more cautious work environment, hesitation to speak up

What WFP can do

ve team dynamics?

xercise: 20 min



Building leadership capacity



Strengthening communication on all levels



Rebuilding a sense of belonging and pride



World Food Programme

Jamal Kasem, Outposted Ombuds Consultant providing training to colleagues in the Cambodia CO in April 2026

Increasing impact and efficiency

Cost of conflict

~ 2.8 h / week / employee

Sick Leave

High turnover

20-40% of managers' time

Demotivation

Risk Management

22 High Risk Cases*

Reputational

Financial

Operational

The power of informality

Costs 1/3 of formal processes

74% of mediated conflicts fully / largely resolved

Saves time

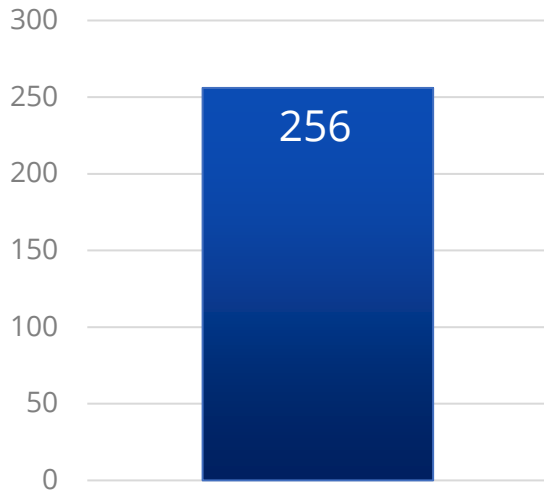
Preserves relationships

* Jan – May 2026

High caseload

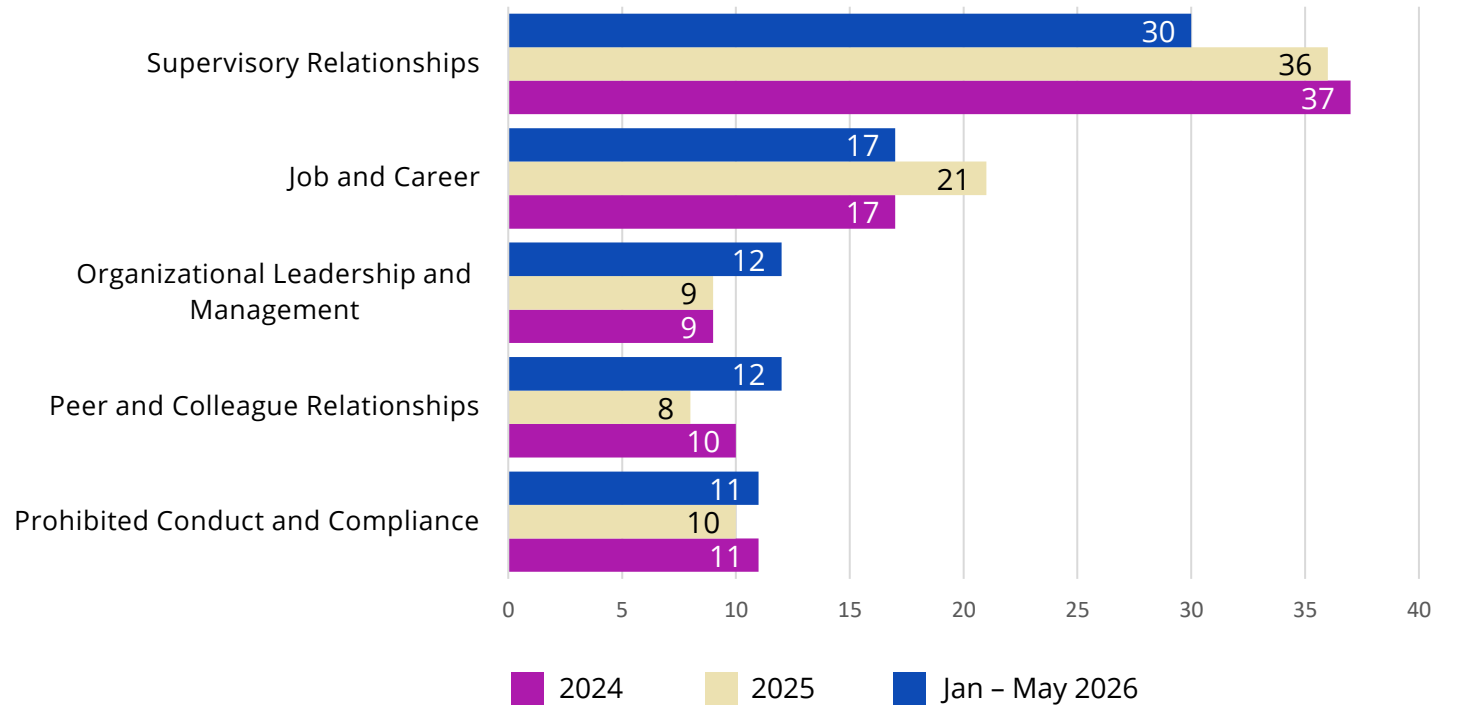
21% of cases in HQ

Caseload January – May 2026



Cases remain at a high level

Main issue categories data comparison 2024-2026 (%)



Supervisory Relationship and Job and Career cases increased during downsizing and realignment

Our work





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

