



World Food
Programme

OBD

The Ombuds Office

Briefing to the Executive Board

September 2026

Agenda

1.



What moves WFP's employees

- Experience & generational gap
- WFP's rotational workforce

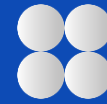
2.



Opportunities for WFP

- Invest in managers
- Build organizational identity

3.



Advancing informal resolution at WFP

- Abusive conduct
- Case study

4.



Increased need for support

- Caseload remains at a high level

What moves WFP's employees?



ve team dynamics?

xercise: 20 min

ombuds@wfp.org

Experience Gap

- Departure of experienced employees
- Loss of institutional memory and expertise
- Experience gap in critical roles

How can WFP preserve and transfer institutional knowledge?

How can leaders in critical positions be supported?



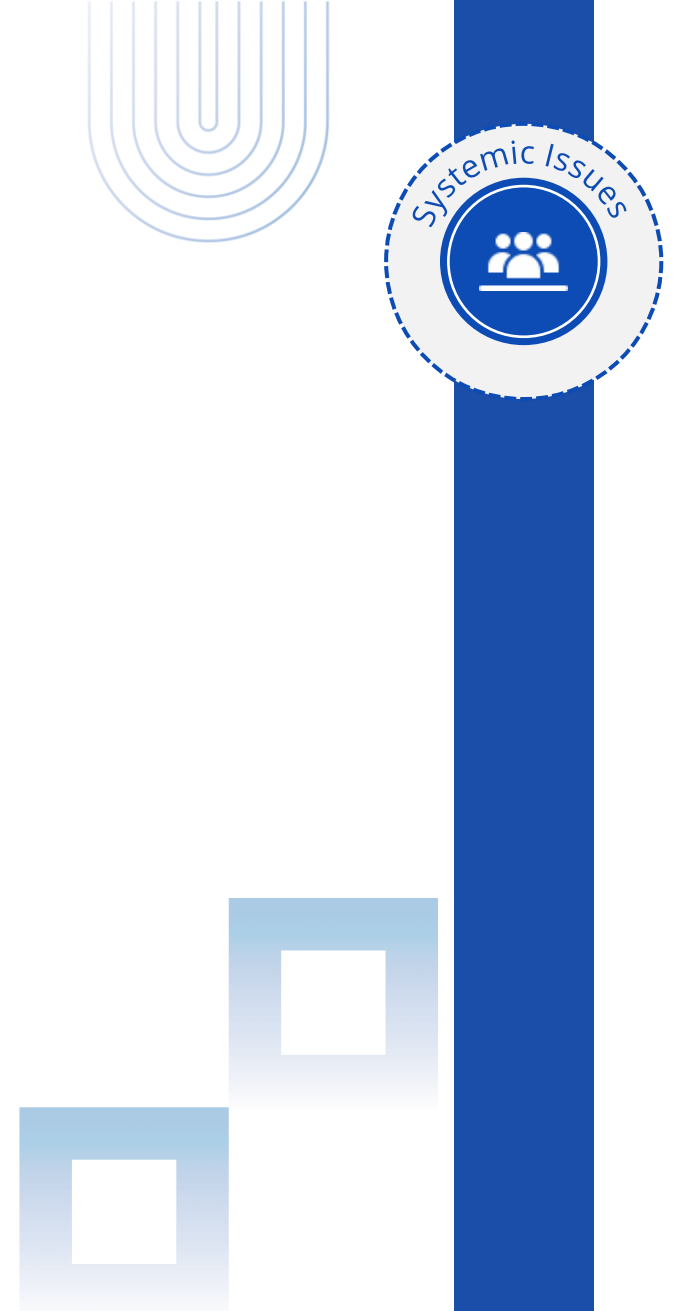
Generational Gap

Gen Z entering WFP

- Expectations around flexibility, work-life balance and clear career path
- Comfortable challenging the status quo, Less attached to hierarchy
- Digital natives

How can WFP preserve the strengths that have made it successful while integrating Gen Z

How can teams address this integration successfully?



WFP's Rotational Workforce

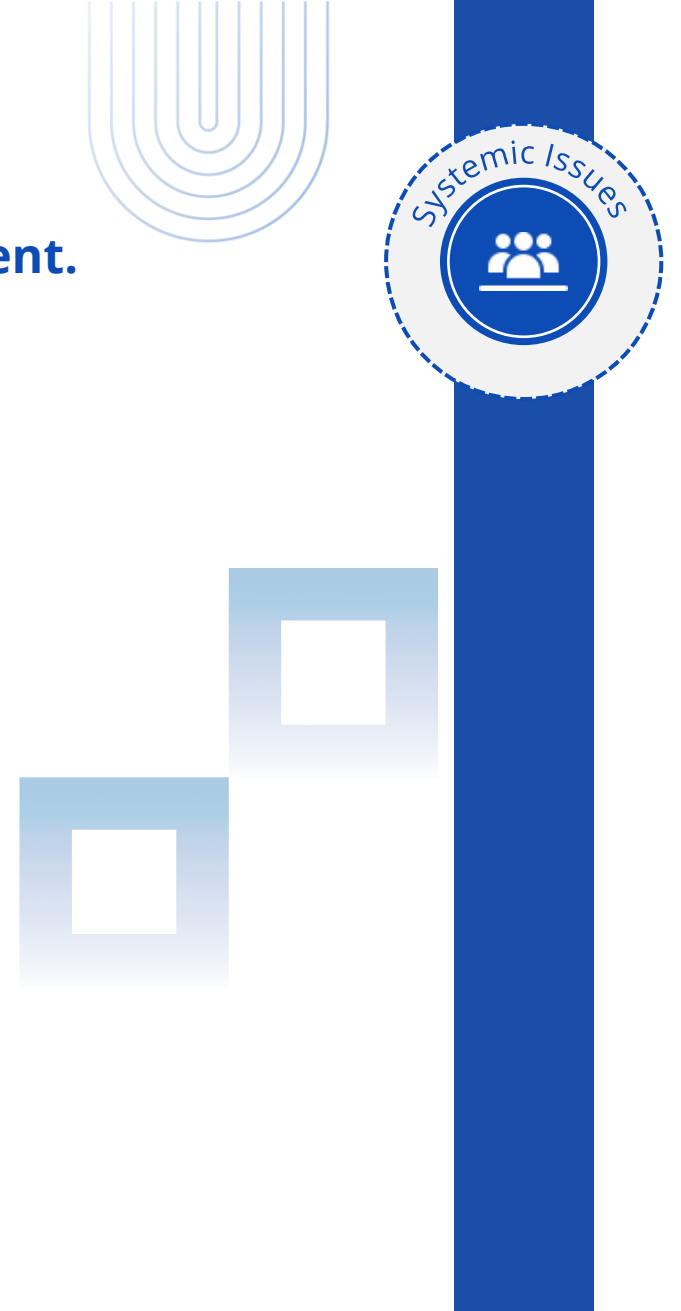
Core feature of workforce model. Needed due to operational environment.

CHALLENGES

Disruptions to business continuity

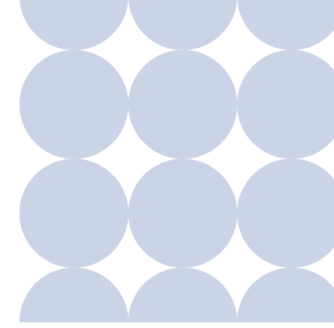
- Weakens institutional memory
- Incentivizes medium sighted solutions
- Emotional burden on rotational staff and their families
- High costs for the organization

Would a more flexible system, extended assignment durations and more transparency in the process help to address challenges?



Short term contracts

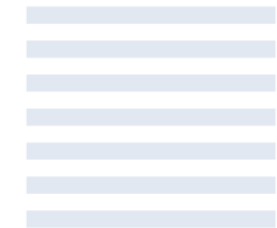
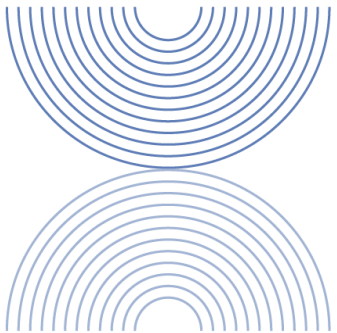
Allows WFP to respond quickly to evolving operational needs, emergencies, and funding fluctuations.



FLEXIBILITY

Challenges of excessive use:

- Loss of knowledge, high turnover
- Encourages short-term thinking
- **Team climate:**
 - Perception of a two-tier workforce
 - Anxiety, uncertainty of employees on STC
 - Fuels unhealthy competition and interpersonal tensions



Perceptions from the field

Country Offices continue to bring up issues around collaboration between CO's and GHQ

Key Concerns

- Lack of timely responses from GHQ
- Corporate systems not always flexible enough for field realities
- Challenges in the field are often resolved through people-focused approaches rather than processes
- Recruitment timelines often longer than operational needs require



Opportunities for WFP



WFP moving forward



Build organizational identity after transformation



Invest in managers



Rebuild psychological safety and encourage speaking up



Strengthen accountability while preserving decentralization



Protect and transfer institutional knowledge



Rebuild engagement and pride



- Charlie, HR Secretary
- Cholisttah HR, Recruitment Employee
- Colletgue, Interviewer



Advancing informal resolution at WFP

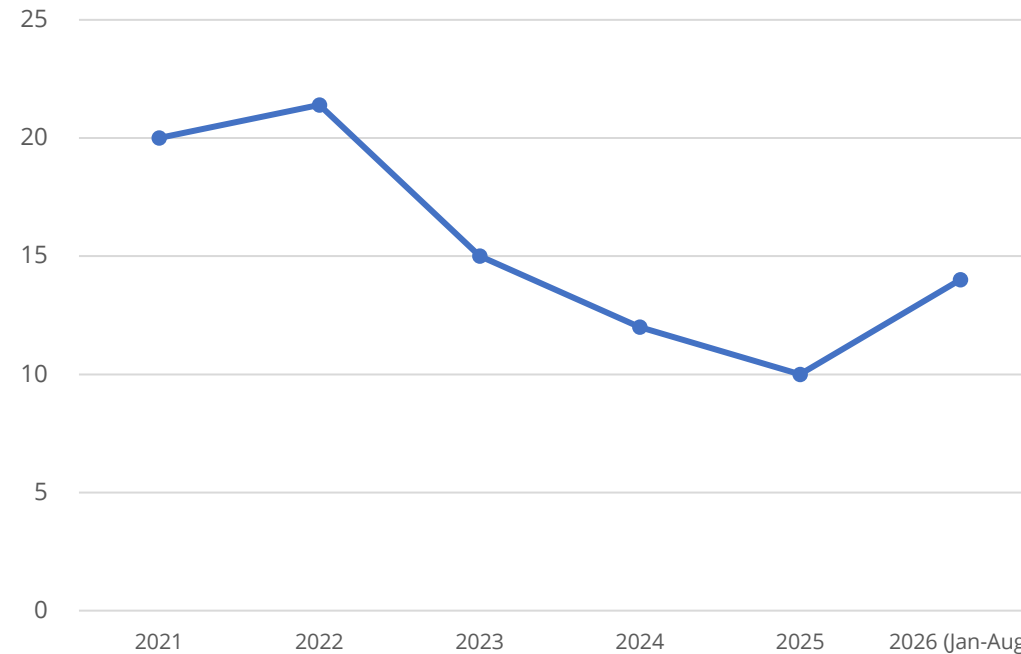
More effective and impactful internal justice system



Revision of policy on protection from abusive conduct:

- Proposal for an anti-abusive conduct coordination mechanism
- Joint missions and outreach

Abusive Conduct cases out of total OBD caseload
2020-2025; Jan – Aug 2026 (%)



Ombuds as an Early Warning System

Risk categorisation of cases
(Jan – Aug 2026)



Resolves issues early and informally, helping WFP reduce conflict, maintain productivity, strengthen trust and avoid the costs of formal disputes and investigations.

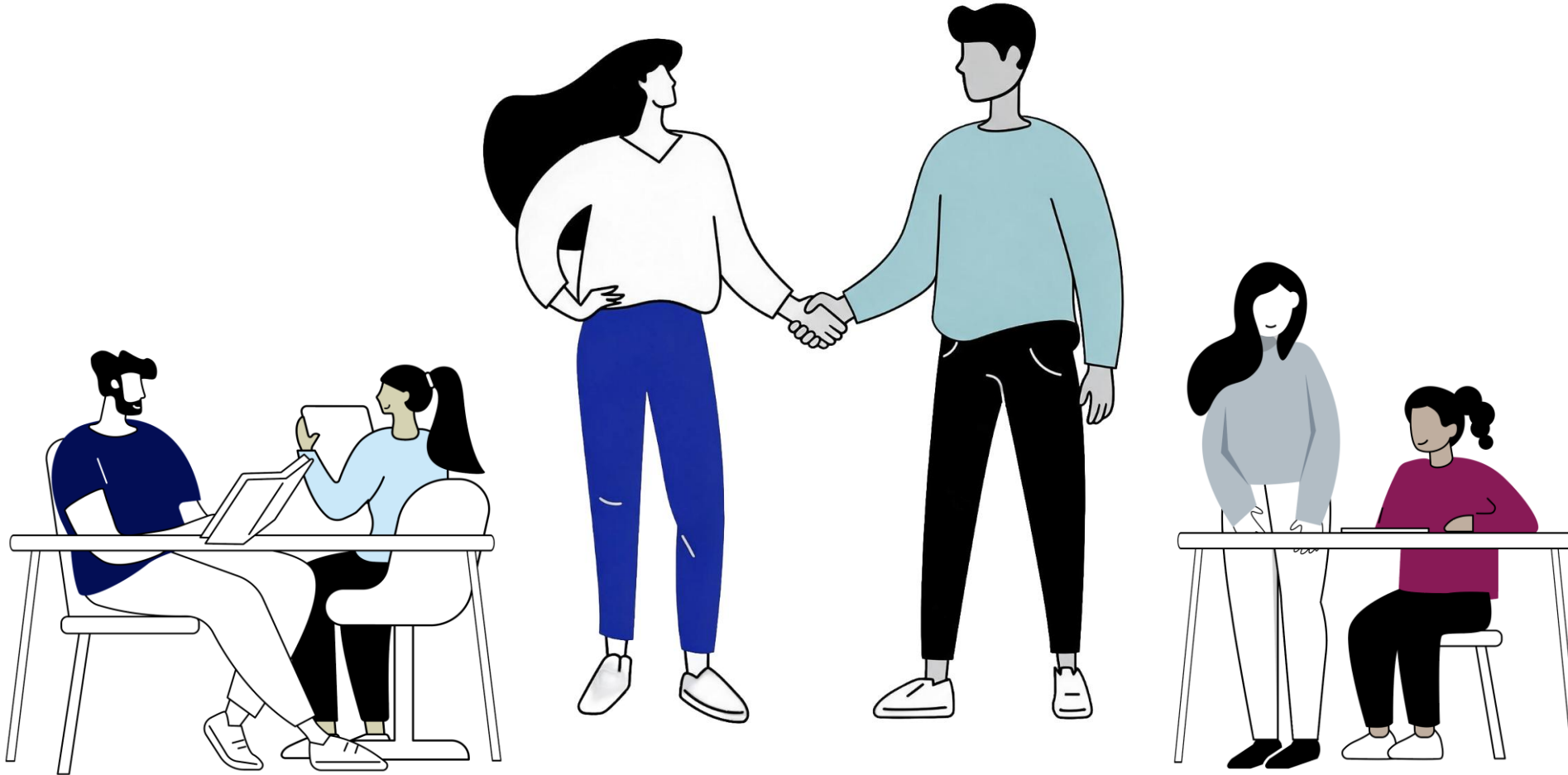
High Impact – a typical Ombuds case



High Impact – a typical Ombuds case



High Impact – a typical Ombuds case



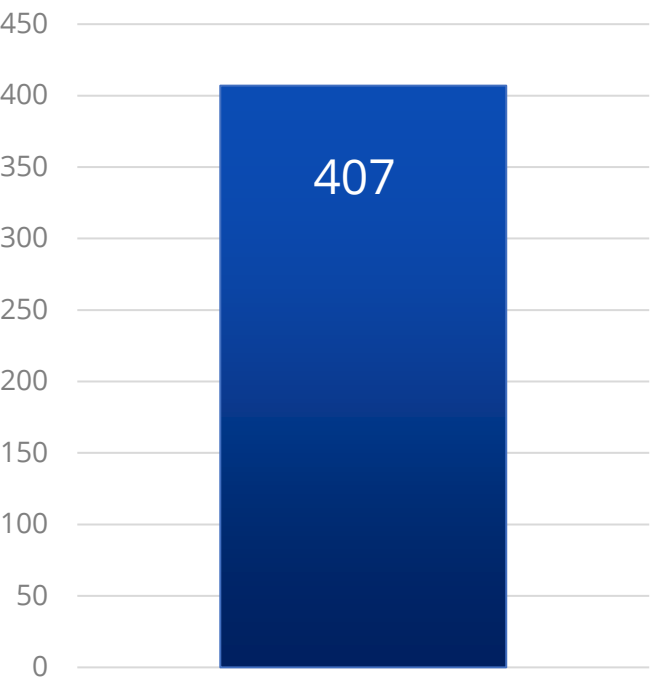


Increased need for support



Caseload remains on a high level

Caseload January – August 2026



Cases from Headquarters and Global Offices remain high

23%

of cases
from HQ and GO

Share of visitors to OBD on fixed term contracts remains higher than their share within WFP workforce

59%

Of visitors are female

% of female visitors remains high, compared to 42 % of WFP's workforce

68%

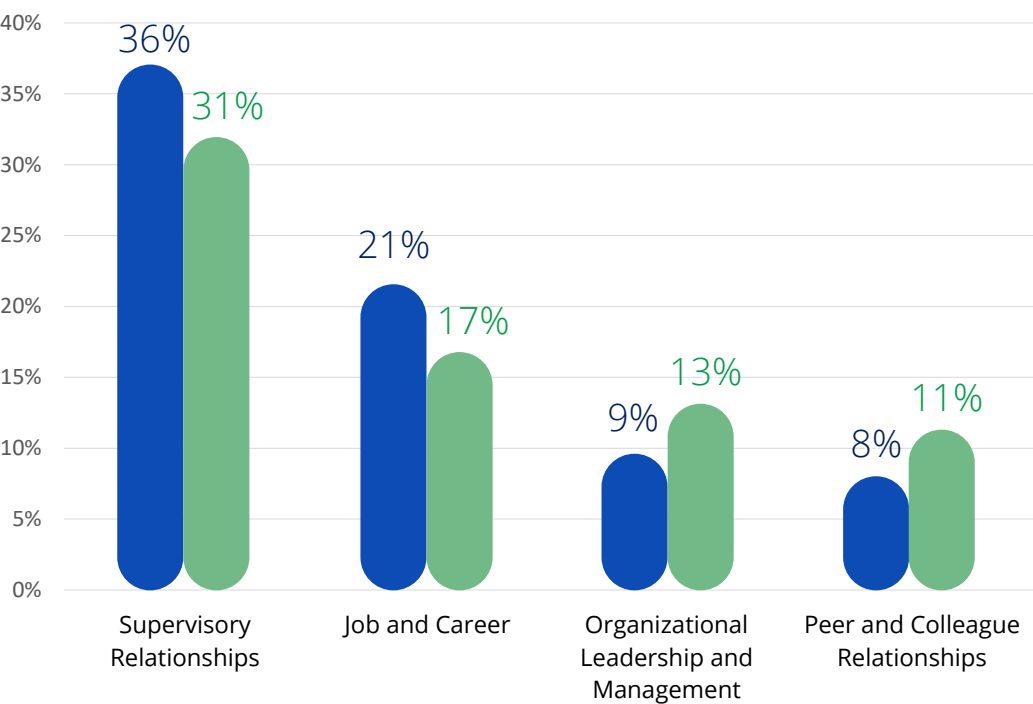
OBD visitors with fixed
term contracts (%)



Impact of Restructuring and Downsizing

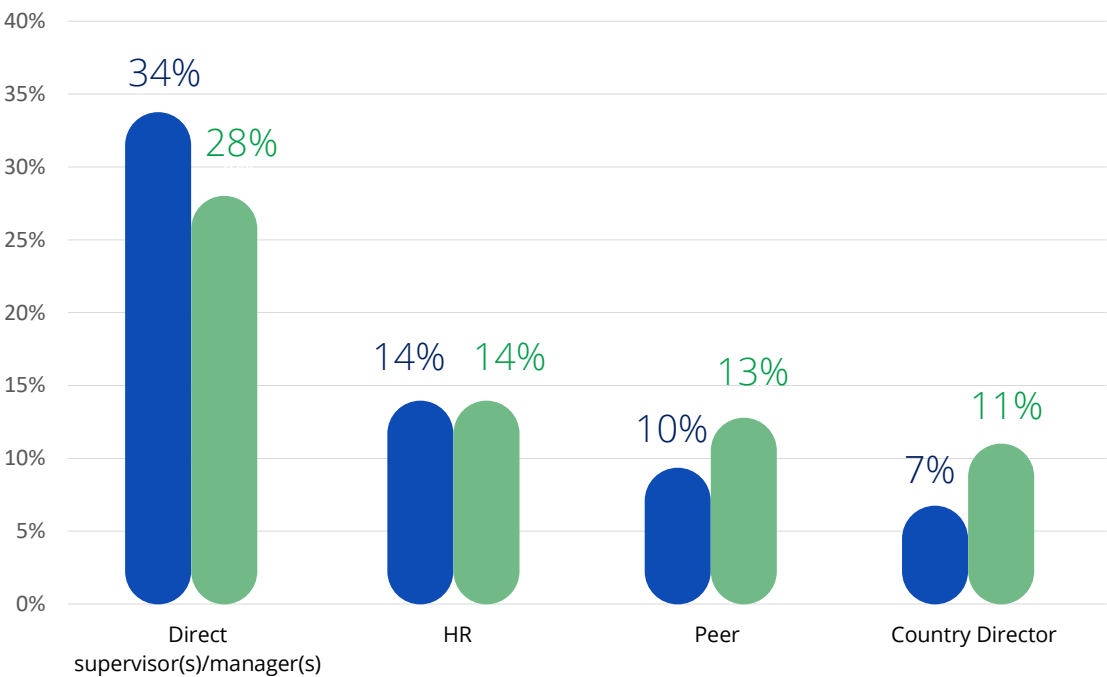


Main issue categories data comparison 2022-2025 (%)



Strong increase in issues around Job and Career

Top 4 categories visitors have an issue with



Increase in issues with peers and CDs

2025 2026 (Jan-Aug)

Prevention through Capacity Building

4500

employees supported through webinars, in-person trainings and peer learning sessions for supervisors

*Jan-Aug 2026

8 Team Climate Assessments

550

Supervisors trained on rebuilding teams

70

Trainings

Rebuilding Teams
Psychological Safety
Interpersonal Communication
Feedback
Conflict Resolution



**The
Ombuds Office**
Early Resolution.
Better Outcomes.
Lower Costs.

**Questions
?**



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Thank you!



Ombuds@wfp.org

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

