

OFFICE OF THE OMBUDSMAN  
FOR UNITED NATIONS  
FUNDS AND PROGRAMMES

WORKING TOGETHER TO FIND SOLUTIONS

# Mediating Around the World



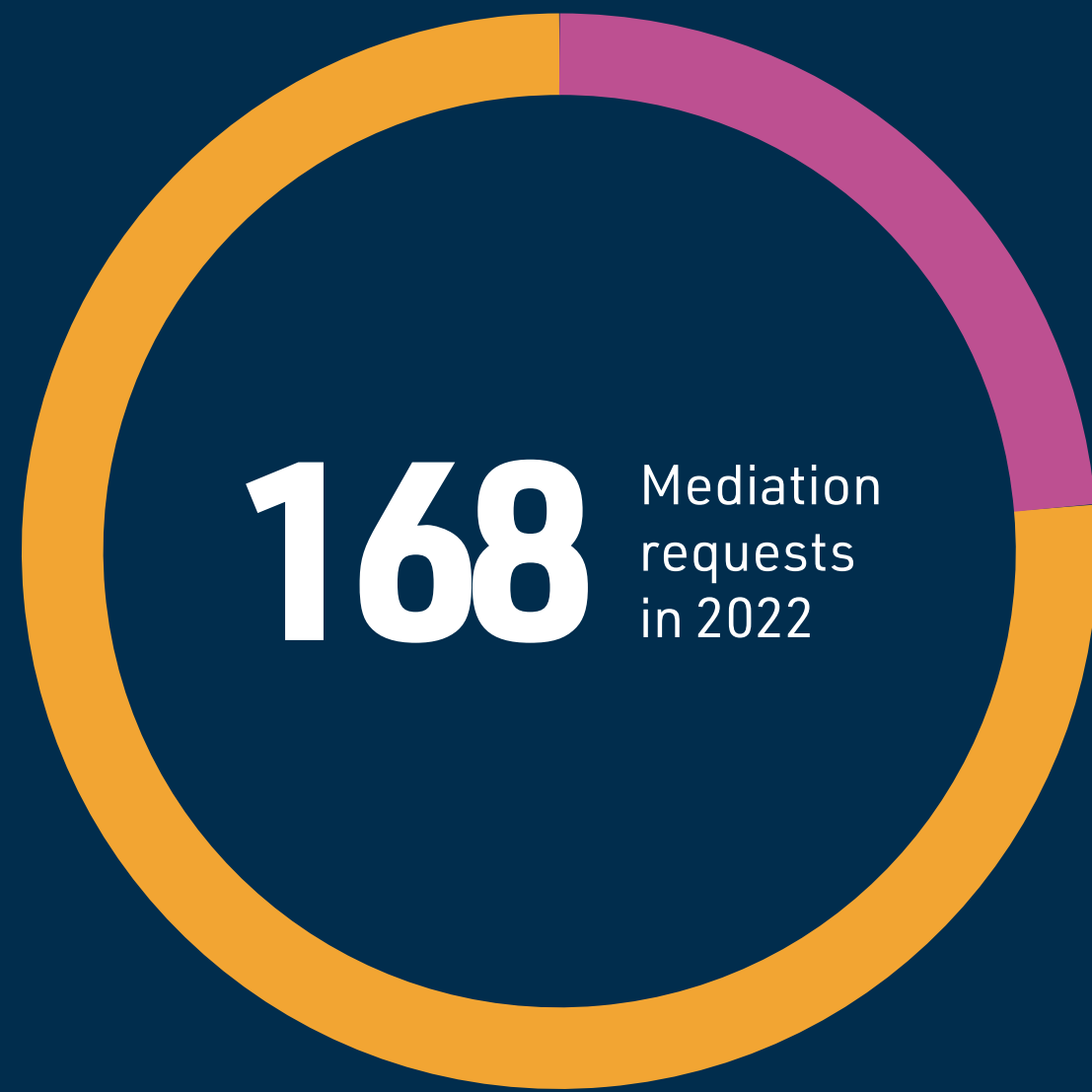
Mediation  
Highlights  
2022

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**40**  
received directly, of which 18 were submitted to the ombuds

**128**  
128 received via intakes



**87.88%**  
agreement reached

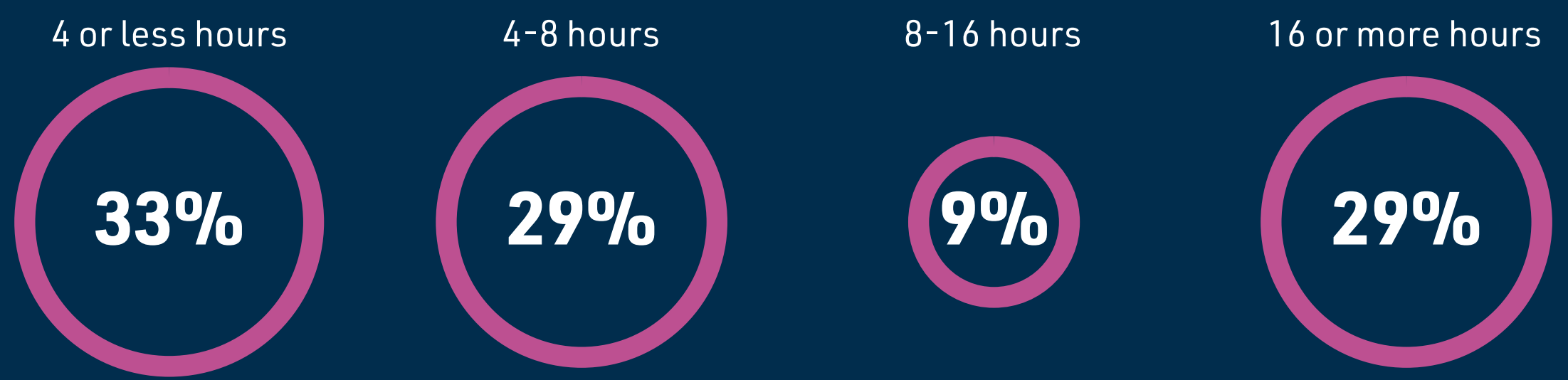
We have received a group case impacting over 120 staff, involving complex issues such as leadership, reorganization, a merger of teams, budget, and potential layoffs, among others, which we have included as one case in our report as opposed to several dozens of cases.

Total requests per agency	59	45	17	34	13
	UNICEF	UNDP	UNFPA	UNOPS	UN WOMEN
<b>82 mediation cases in 2022</b>	<b>31</b>	<b>25</b>	<b>12</b>	<b>10</b>	<b>4</b>



**85%**  
would recommend mediation to a friend

## How long did the mediation take?



Over 71% of conflicts take less than 16 hours

**4.4/5**  
would choose the same mediator again



**4.2/5**  
were satisfied with the mediation process



Top 3 referral parties:  
**HR, Ethics and Managers**



### Global Mediation Panel

**65** Number of mediators

**46** Number of countries



## Feedback from Surveys

"The mediator was creative with solutions and helped me to push myself and my management towards solutions. He was also excellent at judging who should say what, to whom, and when. I felt very confident working with him."

"It was really very fruitful; the mediator handled the case with professionalism and full respect."

"My mediation experience was great. I was so fortunate that a trusted colleague had used the service in the past and addressed me to the right person, otherwise the process might have been more cumbersome, and I might have given up before starting. In fact, I believe it is a problem that the services of the Office of Ombudsman are still not well known among staff, and surely not promoted by HR - thus, not easy to access (...). Thanks again for the good work you're doing!"

"The mediator and his DREAM TEAM were Absolutely Fabulous. (...). They all get 5 stars and were a delight to work with. Such humane compassion for everyone's fears, anxieties and concerns with simultaneous brilliant understanding of the byzantine bureaucracy, legal and financial constraints and options. Was always amazed at how the team managed the minutes so thoroughly and clearly. GRATITUDE to all of you."

"(...) I genuinely do not believe we would have reached such a positive outcome without them. The mediator and his team impressed me with their ability to grasp the issues, their skill in leading discussions, and their compassionate approach to the human toll the negotiations were taking on individual staff members. We felt listened to, understood and supported throughout the process. Thank you!"

"I had a great experience with the mediation, it was a safe place to discuss our differences and we reach to an agreement that we are now implementing."

"Very helpful as a first step, makes you understand the different dimensions and variable of the case. Reduce the gap of misunderstanding between parties. Very important to have someone you do not know before listen to you and give a neutral opinion. Very good experience."

"The mediator is a gifted mediator who treats his work as craft. It's a pleasure to work with him."

## Mediation training

### Conversation With the Mediator (CWM): list of countries and participants:

Angola	58	Brazil	134	Bangladesh	153
Haiti	69	Argentina	55	Nepal	109
Barbados	In person	Chile	49	Senegal and Mali	29
Morocco	20	Public Partnership, HQ	46	Pakistan	63
Colombia	126	Libya	8	Nigeria	55
Venezuela	Hybrid / 132	Switzerland/Geneva HQ	41	Kenya	95
Panama	122	Egypt	35	Saudi Arabia	21
Benin	65	Jordan	24	Ukraine	4
Guatemala	201	Malaysia	26	South Africa	Hybrid / 37
El Salvador and Honduras	109	North Macedonia	21	Armenia	Hybrid / 70
Liberia	94	Evaluation, HQ	Hybrid / 16		
Communication, HQ	Hybrid / 108	Kyrgyzstan and Kazakhstan	67		

37

countries and teams

34

sessions

2,262

CWM participants

6

in-person CWM

5

languages

20

GMP involved (6 facilitated)

8.3/10

GMP involved (6 facilitated)

8.62/10

rating for future participation

128

intake requests

58

intakes conducted

Next year, we will continue offering "A Conversation with the Mediator" training, which allows participants to learn more about the benefits of mediation. It will also allow colleagues to discuss their workplace concerns with an experienced mediator confidentially in their preferred language. We will continue offering the training in different languages, and we plan to target at least 25 country offices. More to come!

# Some helpful feedback from CWM participant surveys

Continue with the sessions...they are very informative.

Great and engaging! I love mediation and I am happy to see that is more used.

This is very helpful and done in a very clear way.

Overall, the session was great, helpful and provided clear guidance on the mediation process.

The moderator was engaging, receptive and light in his approach - it was a great session - we need many more like these to create awareness (and ultimately utilize the office's services).

Very, very useful. Amazing approach of the presenter, great energy... Thank you again!

Excellent session, very clear and accessible.

I really appreciate that, for the first time, I was able to attend an event in Brazil offered in Portuguese. We have many colleagues that do not speak or understand English well and this opportunity was very useful for all of us. I would like to congratulate the Office of Ombudsman to present us to the speaker, a native speaker and an excellent expert in the subject. Hope we can attend more events like that in the near future.

Many thanks for the training, it was very helpful to understand the many levels and devices available to solve conflicts.

I appreciate that the presentation was in Spanish, and the interaction with the speakers.

It was a great dialogue, very open, in our language, and the ppt was very precise.

## Mediation events

### Global Webinars

The bi-annual conferences of the Global Mediation Panel were conducted on May 24 and October 4. During both events, members of the International Advisory Board presented case studies, creating a debate and group discussion with the participating mediators. We had the pleasure of having Lela Love and Laila Ollapally at the first conference and Geoff Sharp and Nadja Alexander at the second one.

### Other internal and external outreach

During this year, the Mediation Unit conducted a masterclass on mediation for our Respectful Workplace Facilitators colleagues. In addition, we conducted "Mediation for HR Professionals" practical training for UNDP and UN Women colleagues in English and Spanish. Lastly, the Mediation Unit was invited to attend and judge the Foreign Direct Investment Mediation moot virtually.

### Conflict Management and Mediation for Supervisors

Our Office also conducted an in-person training for over 30 UNOPS field leaders.

As part of the "Impactful Conflict Management" training, the Office delivered for three cohorts of senior UNFPA leaders, two mediation modules were conducted for each cohort, which included in total of 96 participants.

In addition, the Mediation Unit met with the representatives of the Permanent Mission of Sweden and the Netherlands to the United Nations. During this meeting, the mediation program was shared, including its benefits and achievements. We also discussed how our office handles conflicts in an informal, neutral, and confidential manner.

The Mediation Unit was invited to present during UNICEF OIAI's in-person retreat in New York, where the work of the Office of the Ombudsman was showcased, including the benefits of mediation. It was also discussed how both offices could collaborate together more closely.

### Missions

In 2022, we resumed our in-person missions and visited Barbados, Venezuela, Armenia (combination of home leave), and South Africa. During these visits, we conducted our flagship "A Conversation with the Mediator" program and offered other training to the HR teams and staff associations. We also met staff individually in confidential meetings to discuss their workplace concerns and explore options on how best we can support them, including through mediation. During these missions, we conducted three in-person mediations.

**We would greatly appreciate your feedback to our mediation services.**

PROVIDE FEEDBACK

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If you'd like to reach out to the Mediation Unit, you can contact us at:

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The Mediation Unit would like to thank all contributors to this newsletter, as well as our team who worked on this issue: Abel Belachew (Design and Layout), Maria Migoya Fernandez (Mediation and Conflict Resolution Officer), and Mushegh Manukyan (General Editor, Manager of the Mediation Unit).