

OMBU

Ombudsman Office



Values Champions Program

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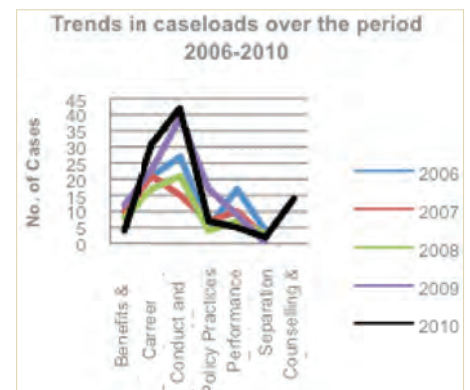


Dear Colleague,

You would agree with me that in a diverse and multicultural institution such as ours, conflict situations are bound to happen all the time. However, when they do occur it is our collective responsibility to ensure that such situations are not allowed to fester but handled positively, competently and expeditiously. As I am sure you have realized, certain badly handled conflict can diminish staff morale, reduce their productivity, tend to be time consuming for all concerned parties and to detract staff and management attention from work at hand and other priorities. The ensuing cost to the Bank is often much greater than the more apparent human and financial loss.

In this Edition of the Newsletter therefore, I wish to draw on the graph shown below extracted from the OMBU 2010 Annual Report which categorizes the types and trends of conflict caseloads handled by the Ombudsman during the past five (5) years. Quite clearly, the dominant category of caseloads which has also been on an upward trend during the period is Conduct and Abuse of Authority.

By this we mean behavioral patterns manifested in the following manner:



- Tone of expression - ranging from raised voice, to curt comments, to completely ignoring the other staff member;
- Using insulting messages verbally or written, privately or publicly about professional competence, performance, suitability, intelligence, etc.;

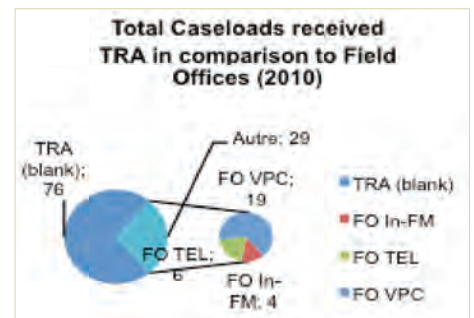
- Making threats about future employment conditions, such as performance appraisals, confirmation of posts, salary increases and promotions;
- Taking actions that interfere with the ability of a colleague to work effectively, such as impeding access to information or resources;
- Deliberately desecrating religious or national symbols of other colleagues;
- Casting racial slurs or using negative stereotyping to describe other colleagues;
- Performing demeaning or belittling acts that cause others to feel personal humiliation or embarrassment;
- Putting explicit or implicit pressures on staff to act unprofessionally or expedite delivery of products (e.g. to minimize negative issues or distort reporting of facts in favor of a particular agenda; and
- Creating fear and stifling freedom of expression of professional views etc.

To save the Bank from such avoidable costs of conflict, we should all aspire to uphold Bank cultural values of Excellence, Professionalism, Team Spirit, Transparency and Integrity as well as abide strictly by the Code of Conduct on Interpersonal Relations.

Moreover, if for some reason you personally become a victim of abuse and ill conduct from a staff member no matter their rank, we advise that you have the courage to tell the offending party first to stop; and if this behaviour continues that you seek help from the Conflict Resolution System (CRS), namely CHRM, Ethics Office, Ombuds Office, SCO, and Anti-Corruption and Integrity Department. We also advise, if you have a tendency of becoming a culprit, of such behavioural practices to seize the opportunities offered by any of enhanced and accelerated training by OMBU or CHRM on Conflict Management, Interpersonal Skills, Anger Management, Civil and Respectful Work place Behaviour, Managing Diversity whenever they are in session.

Indeed it is by managing personal conflict on your own to start with and subsequently channelling it through the less costly Informal Recourse System that we can, together minimize some of the hard and soft costs of conflict mentioned earlier levied on our Bank. It may be of interest to you to know that in the year 2010 the Office of the Ombudsman handled 105 cases received from 108 visitors 99% of which were brought to closure. We wish therefore to invite you to come and share your concerns with us. We stand ready to help you resolve them one way or the other and save the Bank from spending unnecessarily on unresolved conflict. Thank you. A bientôt!

Amabel Orraca-Ndiaye
The Ombudsman



From the afore-mentioned, and I bet you may have more to add, we can easily attribute these traits to managers or supervisors having improper relationship with their subordinates. However you would agree that the vice versa is true and it is also frequent among peers.

It is important therefore that we work together to resolve the types of conflict associated with conduct and abuse of power as the cost of leaving them unresolved can escalate to high proportions. Such costs are avoidable and so are unnecessary burden on the often stretched HR resources in any organization. Some of the hard costs i.e. measurable and can be reflected in the financial statements, are in the form of:

- Wasted time: As the saying goes, time is money; and this embraces all the delays in work outcomes due to time spent by complaining and commiserating with victims and staff avoiding each other.

The soft costs, though seemingly not measurable or imputed with financial value, can be equally damaging to the organization. They include: (a) Spread of low of morale; (b) decreased client focus as distressed staff interest overshadows that of client; (c) Loss of Bank image and reputation as staff begin to speak negatively about their experiences outside the organization; (d) Loss of skilled employees goes with loss of experience, know-how and acquired skills from the organization while retraining skilled employees keeps production high and reduces training time.

At this stage, one can argue that after all, each one of us by virtue of our function at the work place possesses some degree of authority and when we abuse that authority should be held accountable for our behaviors. The moral of the message here is that we all have the responsibility irrespective of the position we hold in the Bank, to give frank and constructive feedback and to take appropriate corrective action; however such feedback and actions should not be used to demean the other person.

It also implies that we, as staff members irrespective of our positions, should refrain from using unwelcome verbal or physical behaviour that unreasonably interferes with work or creates an intimidating, hostile or offensive work environment.



SEVEN ATTITUDES TO DISSOLVE CONFLICTS (Author: Daniel Robin)

Contribution by Ibrahim Mohamed Mahgoub, VPC, SDFO

see which of the seven strategies shown below would be most helpful in turning your conflict into collaboration.

1. Define what the conflict is about. Studies on spousal disputes showed that about 75% of the time, partners are fighting about different issues. Ask the other person "What's the issue?" then "What's your concern here?" or "What do you feel we are fighting about?" Eventually ask "What

do you want to accomplish?" and "How can we work this out?"

2. It's not you versus me; it's you and me versus the problem. The problem is the problem. It's stupid to try to defeat the other side, because after losing, the first thing the other side thinks is I need a rematch (and I'll come back with more firepower so I can win this time). If we win at the other person's expense, we also pay a price in the long run. We have a world

of rematches of rematches of rematches. Don't bring your adversaries to their knees, bring them to the table.

3. Identify your shared concerns against your one shared separation. Deal with the conflict from where the relationship is strongest (where you agree), not weakest. It's easier and thus more likely to be effective if you move from areas of agreement to areas of disagreement, than the other

way around. Find common ground by meeting the other person where they are. Acknowledge their viewpoint. Stand on this common ground as a stronger platform from which to work out respective differences.

4. Sort out interpretations from facts. Never ask people who have been in a fight what happened. You'll get their interpretation, their opinion, their version of what occurred. Instead ask, "What did you do or say?" Then you get perceptions that are

much closer to facts, not merely opinions. Facts help clarify perceptions, which is basic to conflict dissolution.

5. Develop a sense of forgiveness. Reconciliation is impossible without it. Many people are willing to bury the hatchet, but they insist on remembering exactly where they buried it — in case they need it for the next battle. Let it go completely (or decide when you will). A brilliant definition of forgiveness: "giving up all hope for a better past."

6. Learn to listen actively. Turn it around, from "when I talk, people listen to me," to "when I listen, people talk to me." Habit Five in Stephen Covey's 7 Habits of Highly Effective People is "Seek first to understand, then to be understood." Take time to backtrack and verify what you hear. Listen with the intent to understand; not with the intent to respond. Take the first step toward reconciliation by being willing to listen with the intention to understand, and by being willing to listen first. This unblocks the log-

jam of right/wrong thinking, of ego and power struggle, of compassion over fear.

7. Purify your heart. You can't get conflict and violence out of other people without first getting it out of your own soul. We can't eliminate the weapons of the world without first getting them out of our own hearts. Consider what you really want and find the place inside you that can lead you to it. Peace begins at home. Peace begins with you.

L'OMBUDSMAN VISITE LE BUREAU D'ALGERIE

Saida Benchouk, VPC, DZFO

Le Bureau Extérieur de l'Algérie (DZFO) a eu l'opportunité de recevoir la visite de Madame Orraca-Ndiaye - Médiateur de la Banque, du 22 au 24 mai 2011. Cette visite s'inscrivait dans le cadre de sa tournée qui a couvert également les bureaux du Maroc et du Sénégal.

Après l'accueil qui lui a été réservé à son arrivée au bureau, Madame le Médiateur a rencontré en séance plénière l'ensemble du personnel du Bureau en présence de Madame Diarra-Thioune - Représentante Résidente. Lors de

cette séance plénière, Mme le Médiateur a fait une présentation expliquant le rôle du Médiateur et celui du Champion de la Promotion des Valeurs (CPV) ainsi que l'impact positif que pourrait avoir un environnement de travail sain, aussi bien sur les individus que sur le rendement. Cette présentation a été suivie d'un débat qui s'est déroulé dans une ambiance très ouverte et conviviale ; chaque membre du Bureau a pris la parole pour partager sa vision et son expérience en matière de gestion des conflits et de l'amélioration du climat de travail.

Cette réunion plénière a été suivie de rencontres individuelles que Madame le Médiateur a tenu à avoir avec chaque membre du personnel.

Cette visite a surtout permis de familiariser l'ensemble du personnel avec le rôle du Médiateur et celui du CPV dans la prévention et la gestion des conflits. Le personnel a été sensibilisé sur la nécessité de toujours maintenir une bonne communication, car une mauvaise communication est souvent mère de conflits.



OMBUDSMAN A SNFO

Traore Rokhaya, VPC, SNFO

La journée du 25 mai 2011 à SNFO, a été marquée par la visite de Mme. ORRACA-NDIAYE, Ombudsman. Les échanges ont été bénéfiques et très instructifs, notamment les éclaircissements apportés sur le rôle des VPC et de l'Ombudsman. « Au sortir des entretiens individuels avec Ombudsman, nos compétences relationnelles ont été renforcées », ont déclaré plusieurs membres du staff SNFO. Ces acquis permettront à SNFO de mieux consolider l'esprit d'équipe tout en s'engageant à veiller sur la qualité du climat social

et d'agir en tant qu'acteur dans la lutte contre le harcèlement, l'intimidation etc...

SNFO salue Mme. ORRACA-NDIAYE pour la lumière apportée par rapport aux droits et devoirs et salue son engagement dans le combat qui est nôtre.

« Désormais, chaque membre de SNFO va œuvrer pour un bureau sans conflit »



LA CONVIVIALITE AU CENTRE DE L'ACTION A CDFO

Bizongo Désiré Anatole, VPC, CDFO

L'amélioration de l'environnement de travail et le respect mutuel sont des facteurs qui contribuent à l'amélioration de la performance du travail et à la culture de l'esprit d'équipe. Le personnel de CDFO a décidé à l'unanimité, de mettre au centre d'action ces éléments indispensables et de veiller scrupuleusement à leur mise en application. Tout cela est motivé par le seul souci de contribuer largement à la mission de la Banque Africaine de Développement qui ne peut réussir que si le personnel travaille dans une cohésion socio professionnelle susceptible d'accroître la motivation de chaque individu pour un objectif commun.

La découverte faite à CDFO est telle qu'un dialogue permanent et réussi entre le management et le staff constitue la clé pour créer cette convivialité toujours souhaitée. A ce jour, quelques résultats probants obtenus grâce à ce dialogue peuvent être partagés : (i) le consensus sur le changement de l'horaire du travail en vue de concilier la vie professionnelle à la vie de famille, (ii) la clôture du mois de la femme dans un climat de familiarité avec des deux diners familiaux successivement offerts par les femmes et ensuite par les hommes, (iii) des discussions continues sur la meilleure façon de garantir et d'accroître la convivialité et l'amélioration de la performance du bureau.

Le chemin reste à parcourir mais il faut avouer que des efforts impor-

tants ont, à ce jour, été déployés tant du côté du management que du côté du staff. La plus grande leçon à tirer se trouve dans le sens profond même du dialogue. Une recherche mérite d'être poursuivie pour découvrir la profondeur du dialogue et la meilleure approche d'y procéder entre les individus et au sein d'une équipe. Le dialogue suscite la cohésion socio professionnelle et un dialogue franc est encore beaucoup plus une puissance qui libère les facultés productives et créatrices de l'homme pour le bien de l'homme et de son environnement.

L'élément le plus important dans un dialogue est de considérer l'autre comme soit même. En cas de désaccord, se mettre au tour d'une table et

se parler dans toute la franchise et dans le respect mutuel. Dans cette perspective, il faut privilégier le fait qu'on est tous collègue avant tout, en dépit du fait qu'il existe une hiérarchie qui doit être considérée, mais qui ne doit pas être une position privilégiée pour une quelconque brimade. Avant tout il faut considérer que toute personne a des faiblesses comme soi même, les faiblesses comme les forces doivent toutes être vues comme des facteurs importants en ce sens qu'on doit s'appuyer sur les faiblesses d'un membre de l'équipe pour le soutenir et l'aider ainsi que sur ses forces pour l'aider à les rendre contributives à la cohésion socio professionnelle et à l'atteinte de l'objectif commun de l'équipe.



L'OMBUDSMAN A MAFO

El Ouhabi Mohamed, VPC, MAFO

Dans le cadre de son programme de travail de 2011, le bureau du Médiateur représenté par Mme Amabel ORRACA-NDIAYE, OMBUDSMAN a effectué une mission au Bureau National de la Banque au Maroc à Rabat du 19 au 20 mai 2011. Pendant cette mission, Mme ORRACA-NDIAYE a eu des séances de travail avec Mme Amani Abou-Zeid, Représentante Résidente, M Mohamed El Ouhabi, Champion de la Promotion des Valeurs (VPC), Mme Jaafor Ki-

lani Leila, point focal de SCO à MAFO, et tout le personnel de MAFO. Cette rencontre a été l'occasion de rappeler le rôle de l'OMBUDSMAN, du VPC au Bureau National, du Bureau de l'éthique et du SCO en faisant le point sur le rôle du VPC et les défis auxquels il fait face dans l'accomplissement de ses fonctions. Après une réunion introductive en plénière avec l'ensemble du personnel de MAFO, Mme Amabel ORRACA-NDIAYE a eu des discussions en privé avec chaque membre du personnel dans leur bureau respectif. Ces discussions, qui ont été très favo-

ramment accueillies par le personnel de MAFO et par l'OMBUDSMAN, ont permis de partager les valeurs cardinales de l'intégrité, l'humilité, la tolérance, et le respect de soi et de l'autre pour un environnement apaisé et propice à un travail de qualité supérieure au niveau du Bureau national. La Représentante Résidente et l'OMBUDSMAN ont exhorté l'ensemble du personnel de MAFO à œuvrer inlassablement, individuellement et collectivement, au maintien d'un climat sain au bureau où chacun passe plus de temps que dans sa famille.

VPC HOLDS SESSION WITH ETFO STAFF

Hailemeskel Hailemariam, VPC, ETFO

Following the training session organized by the Office of the Ombudsman (OMBU) in Tunis at the end of March 2011, the VPC at ETFO held a session with the staff for one and a half hours on 23 June 2011. The session, which was attended by eleven ETFO staff, was aimed at familiarizing new staff with the VPC program. The session in general also aimed at creating common understanding among the staff on the VPC's role in promoting a respectful workplace environment at ETFO.

The session started with a powerpoint presentation by the VPC on the implications of the Bank's increased decentralization on the workplace environment. He mentioned that decentralization brings to the FO, staff of diverse nationalities and cultural dimensions. This calls for a need to be more sensitive to issues related to diversity at ETFO, under such multinational and multicultural working environment. The pursuit of a greater respectful

workplace, the need for tolerance, greater understanding, trust, openness and respect among all staff on one hand and the need for proper guidance and mentoring by the RR on the other hand were emphasized.

A presentation on the concept and practice of conflict-transparency and harassment was made. This topic generated a lively discussion by the staff. After a hot debate, a common understanding was reached among the staff that it was the 'Effect/Impact' paradigm rather than the 'Intention to harm' by the harasser that really mattered. The final part of the presentation focused on possible informal and formal avenues (CRS) to address complaints against unethical behavior in workplace. The need to start from the less formal level, that is personally initiating the process to resolve conflict as early as possible, proceeding with the informal recourse before a termination at the formal, if necessary were stressed.

The roles and functions of the VPCs were also discussed at length. Doubt on the specific role of VPC versus the SCO Focal person was raised by some staff. It was explained by the VPC and SCO FP that they have specific mandates but both serve as informal sources of assistance to the staff. Furthermore, it was stressed that they should work together as their roles are complementary in building conflict competent and respectful workplace at ETFO. The staff also felt the VPC should have been given the mandate to investigate, mediate and resolve conflict at ETFO. The response to this viewpoint was that the VPCs have limited scope and don't have all the skills to play more complex roles. It was mentioned that their role is to listen in confidence to staff concerns, provide pertinent information and assistance including options for their possible consideration and referring them to other avenues (CRS) for further assistance.

The session was concluded with unanimous appreciation of the staff about the excellent and informative presentation and lively discussion. The staff committed to work towards a respectful workplace at ETFO.

In conclusion, though the session was held after several postponements due to other commitment of the staff, it was finally held with a good staff turnout. For some staff, the session was their 2nd time attending a similar session and it was refreshing for them. Everyone enjoyed the session. The discussion focused on issues of conflict and harassment as well as different informal and formal avenues (CRS). The key issues raised and discussed included the following:

- Role of VPC Vs SCO FP
- Mediation role by VPC
- Confidentiality of information
- Which CRS is the best avenue for the staff, etc



TALK ABOUT ENCOURAGEMENT!

(Author: Sandy Geroux - motivational speaker)

Contributed by Mercy Okotie-Ndubuisi

"Treat a man as he is and he will remain as he is; treat him as he could and should be and you help him become so."

- Johann Wolfgang von Goethe

Several years ago, my sister, whose last name is Ball, decided to get her Ph.D., which she understood would be an arduous process. At one point, one of her professors addressed her in class by calling her "Dr. Ball", offering her a small, but powerful glimpse of what it would be like to earn that title. Hearing her name as it would be used when she accomplished the goal created a strong reaction in her and gave her so-

mething tangible to hold onto while she worked toward her degree. This is a great example of the "Act as if" principle which tells us to act as if we've already accomplished our goals.

What a creative way to encourage someone! This professor knew that calling her Dr. Ball (and continuing to do so throughout every class she took with him) would help her maintain her focus on the goal, which is an important factor in achieving long-term dreams. By allowing her to feel the pride of being called "Dr. Ball" even before she earned the title, this professor also helped her visualize and actually experience what it would be like to attain that dream.

How can you take a lesson from this professor to create a WOWplace in your organization (or even in your personal life)? Get creative! You can:

- “Act as if” others have already achieved their dreams and help them to see and feel how wonderful it will be when they do;
- recognize and openly acknowledge the ta-

lents you see in others, rather than just noticing and ignoring them;

- from time to time, ask someone about a dream they've mentioned;
- ask if they need any help or advice as they work toward a goal;
- congratulate them when they achieve portions of their goals – even give them a little “reward”, such as a card, e-card, or

other reward such as candy, a flower; or something else they would appreciate.

Every little bit helps when we're trying to reach stretch goals. Turn your workplace into a WOWplace by letting everyone know that their personal accomplishments are noticed, and are just as valued and valuable as their business ones.



MENDING RELATIONSHIPS

By Nana Yaa Marfo

Mending a broken relationship is easier said than done. In fact, it is a delicate job as it involves human emotions such as hurt, pride, and self-love or self-centeredness. For example, conceding to one's mistake is often not easy because of pride but that might probably be the solution or at least the beginning of an understanding towards re-establishing peace in an estranged relationship; It could be the first step in the making-up process.

We can rise above a conflict situation that seems to drag on and on by directly addressing the issue of contention itself. To do this, we need to distinguish the source of the conflict before attacking it. There are two principal areas from which conflicts can stir up; they are 'Personality differences' and 'differences in opinion' issues. It can be extremely difficult coming to terms with a person when the issue is

the 'person' himself. Personalities are and will always differ. We do not expect to have the same looks nor the same taste in fashion, much less the same ideas or character. Trying to change the other's personality to suit our desires or idea of what is 'appropriate' to be like is a feat that exhausts and which often leads to feelings of frustration and defeat.

Problems or issues regarding differences in opinion on a matter however, may arise at any given moment between work colleagues, mates, friends, a superior and his subordinate, etc...., To these problems or issues, solutions may sometimes be found, others are best forgotten about and left to dissolve into oblivion with time. What is reassuring to know is that in such conflict cases, the stalemate needs not stay gangrenous for long. The solution is workable.

In order to find a solution to the problem between two parties it is first advisable to find the root

causes or, as in maths, the different components of the problem. This can be done in a mutual effort in the case of a broken relationship. Mending a relationship mutually requires a lot of patience and tact from either one or both parties. Especially when one of the parties is willful or self-centered, the party who is less of a willful character must be prepared to do the reaching out. A change in attitude, the way messages are communicated (tone, language, gestures...) are ways in which the conflict can be effectively redressed. It is important to remember that not only what we say but the manner in which it is said changes the mood of a conversation to make it confrontational or peaceful.

Showing genuine 'niceness' always goes a long way in patching-up a split. If it is not in our nature to be nice, going out of one's way to be polite and pleasant at a time when all nerves are on edge is worth it. This little 'smart attitude' not only helps to make the 'difference in opinion' pro-

blem look insignificant in a number of cases, but can actually also help to dispel the 'personality differences' issue that seemed so difficult to 'break through'.

On another note, when we learn to accept our differences in the spirit of diversity being the spice of life, life spent around others becomes easier. Indeed, this positive attitude spurs our levels of tolerance. Whereas it is obvious that we all cannot agree on the same issue or see things the same way as the other does, when we do disagree, it can be done peacefully.

Finally, we might not be able to forget the issue that caused the contention but we can decide to stop contending with the other person. It starts with a first move. Facing 'the other' and talking it out. That first step is self empowering, placing our self-control and destiny in our own hands. Having made the decision to mend the relationship, one finds oneself relaxed and at peace within.



RETALIATION: THE REVENGE MENTALITY

by A. Singogo 2nd Ombudsman, Tunis

In the mid-seventies there was a growing surge in films devoted to unarmed combat. Often the films depicted a rare show of body agility that far defeated anything one had ever witnessed. However, the intriguing thing about those films was not so much the body movement of those engaged in combat but rather what would lead to the fighting. The warring factions usually engaged in battle with the cry 'you killed teacher'.

The plot and the theme were simple it began with the camera rolling to reveal the simplicity of life and often a neatly dressed yet elderly forlorn figure walking the streets. Within the twinkling of an eye, a youthful figure would approach and the attack would begin. To set the story as the elderly man lay dying a protégé would arrive hold the dying man in his arms and raise their voice to the sky with their lament, and a call to settle score(s)

with the perpetrators, who strangely enough were always known. After a few often secret training sessions the film would conclude with the defeat of the teacher killer.

In the work place a more subtle form of you killed teacher; is 'retaliation'. Put crudely retaliation is a form of revenge, in essence getting one's own back. What leads to this is not the killing of a mentor but rather the scratching or deflating of the ego. Some of the research conducted on this subject suggests that retaliation can arise when a person feels a threat to their professional standing or that their place on the pedestal has been lowered.

Picture the first scenario. Two colleagues are exchanging notes by way of email the exchange is work related and then one of them for inexplicable reasons in responding to their colleague copies a whole hoard of people not even di-

rectly connected to the matter. Some of these people copied might include the immediate supervisor, and at times the superior supervisor. This broadcast of a subject hitherto the privy to the two leads to the sounding of a war cry. Often various questions reverberate in the mind of the one who suddenly discovers that this communication is now in the public domain. Questions such as 'who does he/she think they are?' or 'he/she will see' or even 'he/she doesn't know who he/she is playing with'. All these silent and veiled threats are the genesis of 'you killed teacher'.

The perpetrator is often seized with the desire of inflicting a lesson couched with hurt, a lesson that goes a long way into ensuring that the victim serves as an example to others who might harbor the idea to cross the perpetrator's path. The worrying aspect of this type of behavior is that it can be executed by anyone regardless of

rank or position in the work place. For this reason this makes it an extremely dangerous emotion to harbor.

A second scenario is where two staff members are engaged by an organization on the same day. The two befriend each other and become 'bosom' friends and appear almost inseparable. After a few years one scales the ladder of promotion and a chasm develops. The one who does not make it to the 'top' begins a rumor mill to 'explain' the rise of the friend. Often the tale is unfounded but it like the simple tale of the martial arts films leads to the inevitable 'you killed teacher!'

In a book titled 'Managing Workplace Conflict' by Jean Lebedun she advises that some styles of conflict to avoid include, coldshoulder; backstabbing, memory lane, fire cracker and or having the last word. So what is the best way to approach conflict she proposes that one emphasizes three areas:

1. Focus on issues not personalities. Aim in other words for problem solving and not personal put-downs
2. Focus on the future not the past. In essence looking ahead not back as this gives it a positive tone. It is not helpful to jog the memory with statements like 'even last year

you did the same thing and last week you then'

3. Focus on solutions not blame. Blame drives people apart but finding solutions brings people together

In conclusion then rather than seek to effect revenge on another soul it is better to work through the problem that has caused the rift in the first instance. This as is often been proven leads to a less complicated situation for all concerned then the desire to shout you 'killed teacher' becomes and remains within the myths of entertainment.

Alisand

New VPC members



Three (3) new VPCs joined the team. They are from left to right above: Benchouk-Issaad Saida, Algeria Office (DZFO), Ramakau Sello, (ZAFO), Ouedraogo Pierre-Chrysologue, Burkina Faso Office (BFFO)

Congratulations to:

Mohamed El Ouahabi, VPC Morocco (MAFO) and Benchouk Issaad Saida, VPC Algeria (DZFO) on their promotions.

It is not the bite of a crab that hurts, it is its handshake - **Nii-Adotey**

Being taller than your father; does not mean you are older than him.

LIFE-LONG EDUCATION: Some Wise Reflections

When it comes to mob justice, cowards included join in the stone throwing - **Geoffrey Keroti**

The forest though may look thick, when one approaches it, one sees that each tree is on its own. Hurry, Hurry has no blessing (in swahili : haraka haraka haina baraka) - **Mambo Kijengetile**

A stubborn chicken learns its lesson in a hot pot of soup- **Archibong Eyo Okon**

"Pray for what you need, but always work for what you want" - **Nguz a Karl-i-Bond, Junior**



Recent Events

2011 VPC training: A training was held for 9 new VPCs in Tunis from March 28-30. The main objectives of the training were to provide the VPC's with information on policies and practices of the Bank. The new VPCs were made articulate on current Institutional policies and practices especially related to enhancing respectful workplace behavior. The training was also aimed at considering the challenges that the VPC's would encounter in the performance of their role and explained best practices available to undertake their task. The program also aimed at providing profound and concise information on available resources in the conflict resolution process and equipped the VPCs with new skills.

Field Office missions of the Ombudsman to Senegal, Algeria & Morocco: (Please find pictures above). In line with the 2011 work program for OMBU, the Ombudsman undertook an outreach and sensitization back-to-back mission to Senegal, Algeria and Morocco. This mission gave the Ombudsman the opportunity to engage in conversations with staff in FO's on how OMBU together with the VPC could be of use in addressing problems that engender conflict in their respective Offices. The aim behind this activity is to encourage staff in FOs to use the informal recourse mechanism to expose perceived problems indirectly to management.

It is worth remembering that one of the duties of the Office of the Ombudsman is serving as an early warning agent and providing unfiltered and independent upward feedback to Management on case trends, patterns, systemic issues, policies and practices observed and ascertained in the Bank.

We aim that through collaborative efforts with VPCs and RRs in FOs more timely measures that could forestall unnecessary adversarial recourses will be introduced and together we should help to improve the general workplace environment and build a higher trust organization