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ANNUAL REPORT

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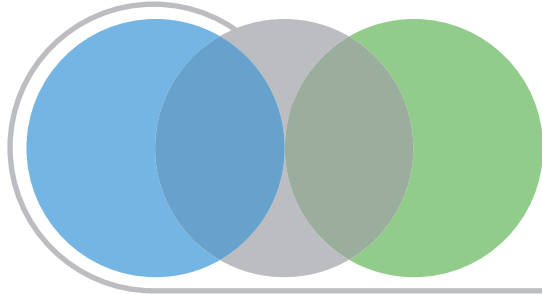
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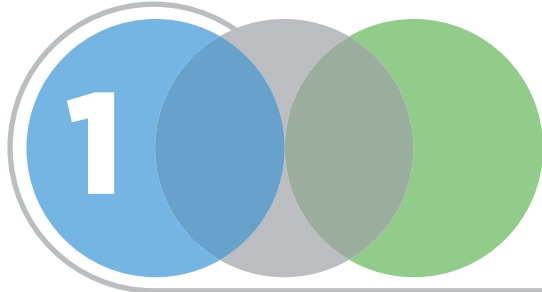




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## Presentation of the Report

I am pleased to present the **fourth annual report of the Inter- American Development Bank Group's<sup>1</sup> Office of Mediation (MDN)**. Mediation was introduced in 2013 as an additional tool to strengthen the system of reviewing grievances and addressing labor disputes at the Bank at an early stage. **The process is designed to offer the parties in conflict an opportunity to discuss and resolve their differences with the help of a mediator.** In this context, the objective of the Office is to **provide IDB Group employees<sup>2</sup> with impartial, confidential support and assistance in the resolution of labor issues and grievances.**



Since its opening, the Office has generated a lot of interest among IDB Group employees and has become an important additional catalyst within the Bank's Conflict Resolution System. In fact, among all users of mediation services, **88% indicated that they were satisfied with the mediation process, 89% said they would use mediation again, and 89% said they would recommend mediation to their colleagues.**

Both the number of users of the mediation processes (594) and the high percentage of agreements reached (83%) attest to the **willingness of the**

<sup>1</sup> The IDB Group includes the Inter-American Development Bank (IDB), the Inter-American Investment Corporation (IIC), and the Multilateral Investment Fund (MIF).

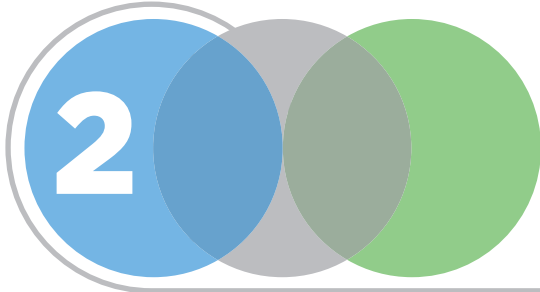
<sup>2</sup> The term "employees" is used in this document to refer to staff and contractual employees of the IDB Group.

parties to listen, to respect each other and to do their best in order to reach common ground. I should emphasize the **transformation that I have noticed in labor relations among the majority of those who participate in these processes** and the **trust that is generated when participating in an impartial and confidential process**. Mediation has been able to provide a **safe space for proposing creative solutions and for addressing conflicts in a more direct and constructive manner**.

As we begin our fifth year of operation, our challenge is to support Management and employees in continuing to use **mediation as a participatory and inclusive means of conflict resolution**, both in **preventing and in addressing conflicts at an early stage**, thus **reducing emotional and financial costs for the parties**, and contributing to a **positive work environment**.

Claudia de Colstoun,  
*Mediation Secretary*

<http://mediation.iadb.org>



## Executive Summary

This report presents the activities that were carried out by the Office of Mediation during 2016. The report includes data corresponding to services provided to the **IDB Group**, including the **Inter-American Investment Corporation (IIC)**. Section VI of this report deals with the IIC in more detail.

**During 2016 a total of 55 cases were handled**, including consultations, formal and informal mediation processes. These cases involved a **total of 148 users**. In 2016, **agreements were reached in 83% of all mediation processes that concluded during the year.**<sup>3</sup>

In terms of types of conflict received by the Office of Mediation, the main categories in 2016 were *Equity of Treatment* accounting for 35% of all users, *Compensation and Benefits* with 30%, and *Termination/Non-renewal of Employment Contracts* with 12%.

In terms of user satisfaction with these processes, **85% of users reported being very satisfied with the mediation process, 96% said they would use mediation again, and 96% said they would recommend mediation to their colleagues.**

In terms of outreach efforts, in 2016 the **Office of Mediation gave in-person presentations to 308 Bank employees**, including **visits to three Country Offices**, in order to disseminate mediation services as well as the relevant staff

<sup>3</sup> Included here are all the cases that were concluded (agreement/non-agreement) during 2016: 13 mediation processes were initiated and concluded in 2016 (53 users) and 5 mediation processes were initiated in 2015 and concluded in 2016 (10 users).



rules and their application. During these presentations, the Office engaged in a dialogue with employees regarding the Bank's Integrated System for Conflict Resolution and Ethics and the role of the offices that comprise that system: Office of the Ombudsperson, Office of Mediation, Human Resources Department, and the Office of Ethics.

In 2016 the Office of Mediation exceeded the target indicators set out in the Bank's results-based budgeting (RBB). As of the end of 2016, the Office of Mediation had provided services to **4.2% of all employees of the IDB Group**, having established a target of 2%. Among this group, **85% of all users expressed their satisfaction with the services received**, exceeding the target indicator of 75%.

During this period, the Office of Mediation **provided services to 36 employees of the IIC (89% based at Bank headquarters and 11% in Country Offices) managing a total of 23 cases. Agreements were reached in 85% of concluded mediation processes.** In terms of satisfaction of IIC users with the services offered by the Office of Mediation, **94% said they were satisfied with the mediation process, 88% were satisfied with the results, 100% indicated they would use mediation again, and 100% said they would recommend mediation to their colleagues.**



## Services Offered by the Office of Mediation

**M**ediation is a **confidential conflict resolution process** in which an **impartial** third party (the Mediator) helps two or more participants better understand their issues, interests and needs, thus enabling them to overcome their differences through **voluntary agreements**.

The use of mediation as a new resource **empowers participants to successfully resolve conflicts, helps avoid the escalation** of conflict in a legal dispute, and **greatly reduces the financial and emotional costs** for all parties involved. At the same time, mediation is an **effective communication tool** that contributes to **strengthening labor relations**.

The Office of Mediation provides **four types of services: consultations, informal mediation processes, formal mediation processes, and training in mediation and conflict resolution**. All processes of mediation are conducted in accordance with the stipulations outlined in the respective Staff Rules: *PE-323-2/PN 1.03-2 for Informal Mediation* and *PE-323-3/PN- 1.03-3 for Formal Mediation and Conflict Resolution System*.

A *consultation* is when one or both parties meet with the Mediation Secretary to explain their situation and to learn more about how mediation could help them resolve their dispute. Based on this information, the user can choose which process to follow. In some cases, a consultation leads to a specific mediation process, while in others the process may end with the consultation. A case may also be referred, with the consent of the user, to another area of the Bank.<sup>4</sup>

<sup>4</sup> Areas of the Bank that the Office of Mediation can make referrals to include the Human Resources Department, the Office of the Ombudsperson, and the Office of Ethics, among others.

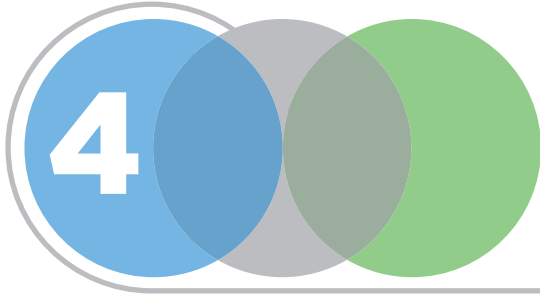
*Informal mediation* processes are designed to address cases involving labor issues in general. Their range of application is very wide, including behavior issues between colleagues all the way to discussions around issues which potentially violate an employee's terms and conditions of employment with the IDB or IIC. These processes can be conducted by internal or external mediators, depending on the preference of the participants. If the parties choose to use the services of an external mediator, the Office of Mediation provides the parties involved with the CVs of several mediators in order for them to make a selection.<sup>5</sup>

*Formal mediation* processes are used exclusively to address grievances related to alleged violations of an employee's contract of employment or his/her terms and conditions of employment that could not be resolved through the process of Internal Grievance Review. In other words, to initiate a formal mediation process the involved party must have first gone through their immediate supervisor, or the direct supervisor of their supervisor (the next level in the hierarchy), and through the Human Resources Department's Manager (IDB) and in the case of the IIC the Chief of the Administration Division. In addition, formal mediation must be exhausted before a Bank employee can access the services of the Bank's Administrative Tribunal. Unlike informal mediation processes, these formal mediation processes can only be performed by external mediators.

The Office of Mediation also provides services for the design and implementation of *Training Programs in Mediation and Conflict Resolution*. These services are offered to any department of the IDB Group that requests them, with a view toward strengthening understanding and expanding skills among Bank employees in areas such as conflict management, communication techniques, and mediation skills.

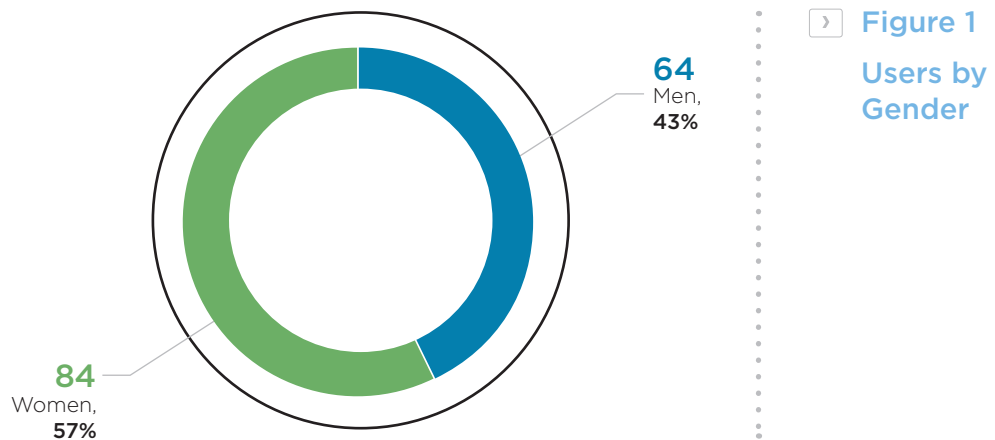
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<sup>5</sup> The Office of Mediation has a roster of nine External Mediators hired to perform formal and informal mediation. These professionals have been selected based on their training and experience in mediation and their language skills, among other criteria.

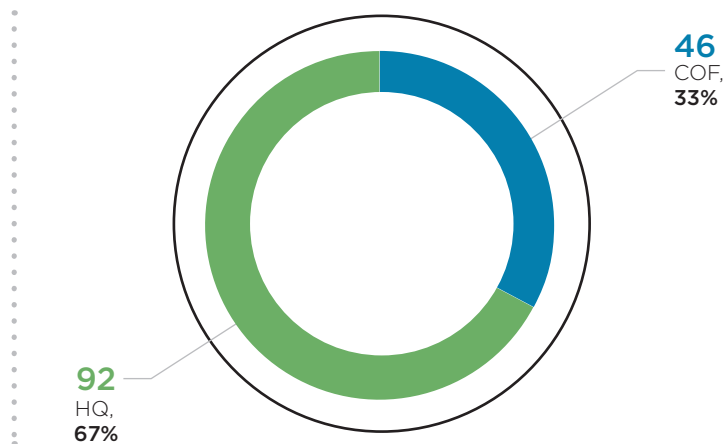


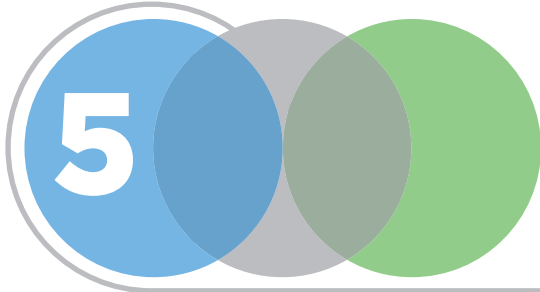
## Demographic Indicators

In 2016, the Office of Mediation managed a total of 55 cases involving 148 users, with the following distribution:



> **Figure 2**  
**Users by Location**





# Results

In this section the main results achieved are presented in relation to users by service, users by type of conflict, and agreements reached.

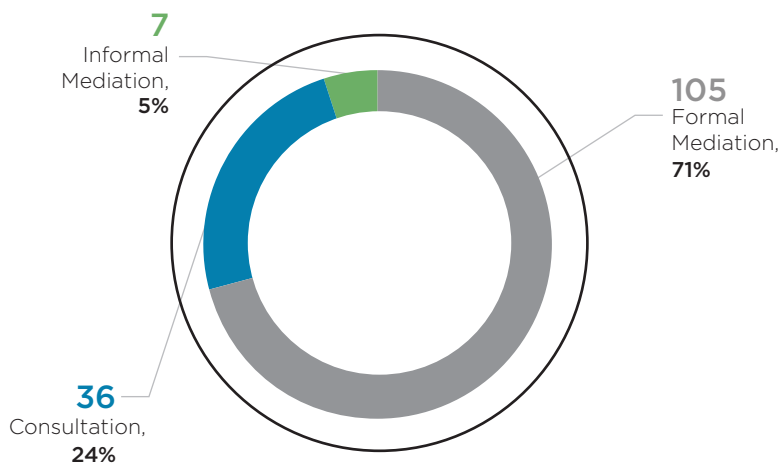
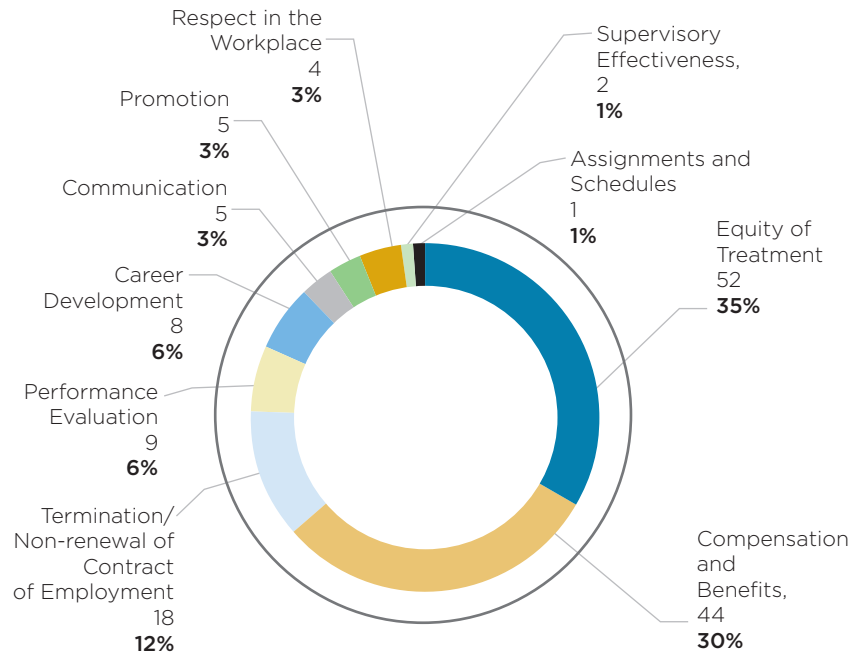


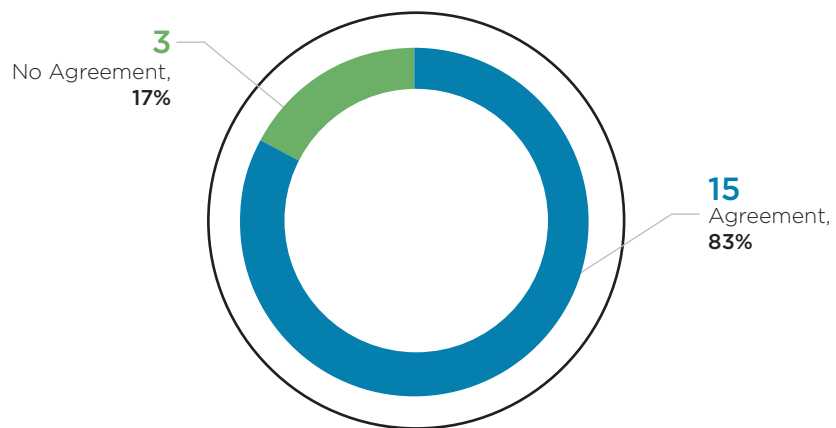
Figure 3  
Users by Service

Figure 4  
Users by  
Type of  
Conflict



The total number of mediation processes concluded in 2016 was 18 (63 users) and 83% of these processes concluded with agreements. It is worth highlighting that since 2014 the percentage of cases where agreements were reached has increased considerably. **In 2015 the percentage of cases where agreements were reached was 55% while in 2016 it was 83%.** Among the factors perceived as helping to maintain this tendency were more knowledge of the mediation process and its benefits and a greater level of commitment among users to reach voluntary agreements to resolve their differences.

Figure 5  
Agreements  
by Cases



## 5.1. Evaluation of Mediation Services

At the conclusion of each mediation process, employees receive an evaluation form to measure the quality of the services received. The purpose of evaluating the quality of services is to see first-hand the opinions and perceptions of the users in terms of their experience in the mediation process, as well as the performance of the Office and of the mediator. With the evaluation, the Office also wants to hear directly from its users about areas for improvement and/or consideration about the future development and management of mediation processes.

“The mediator was excellent, especially in giving us space to clear up our questions and options. Likewise, the flexibility in terms of scheduling and ways to meet was key.”

### 5.1.1. Assessment of Mediation Processes

Of the 19 mediation processes concluded in 2016, assessments were conducted in 18 processes<sup>6</sup> with a total of 27 user evaluations received, which represents 66% of all participants<sup>7</sup>.

The assessment tool for services offered used a five point scale: Excellent (5), Good (4), Average (3), Below Average (2) and Poor (1). Options also included No Opinion, and for the closed-answer questions: Yes or No.

#### 5.1.1.1. Extent of Knowledge of the Parties Regarding the Mediation Process

In terms of knowledge among users about the mediation process, the average initial knowledge of the users was 3.9. Nonetheless, once the process was underway and the assessments evaluated, this number increased to 4.7.

	Beginning of Process	End of Process
Women	4.5	4.8
Men	3.0	4.6
Total Average	3.9	4.7

Table 1  
Knowledge of the Parties About the Mediation Process

<sup>6</sup> Assessment is conducted only in the case of processes that end with agreement or non-agreement.

<sup>7</sup> Total number of users of the processes that were evaluated: 41.



### 5.1.1.2. Quality of Services Offered by the Office of Mediation

This section of the assessment gathered information about five aspects related to the quality of services offered by the Office of Mediation. Users gave an average 4.4 out of 5.0 to the Office in terms of communications and of quality of content in the responses. In terms of responding to inquiries in a timely manner, the score received was 4.5. The users gave an average of 4.1 in the category of meeting timelines established for development of the process and 4.6 in the category of quality of the physical installations.

Table 2  
Quality of Services Provided by the Office of Mediation

	Women	Men	Total Average
Responded to inquiries in an appropriate manner	4.4	4.6	4.4
Quality of content in the responses	4.4	4.5	4.4
Responded to inquiries in a timely manner	4.4	4.7	4.5
Met timelines established for development of the process	4.0	4.3	4.1
Offered comfortable and adequate installations	4.6	4.7	4.6

### 5.1.1.3. Mediator's Abilities

The purpose of this section is to obtain information about the abilities of the internal and external mediators used by the Office of Mediation.

Below are the average scores obtained in each of the assessment categories in this section.

“The mediator managed the process in a very professional manner and the individual conversations prior to the mediation session were key in reaching an agreement during the first mediation session.”

	Women	Men	Total Average
Demonstrated impartiality during the process	4.2	5.0	4.5
Orientation for participants to understand the process	4.6	4.8	4.7
Application of ground rules	4.4	4.9	4.6
Contribution to improving communication between the participants	4.1	4.5	4.2
Understanding of concerns and interests of participants	4.0	4.8	4.3
Support parties in the analysis and generation of options for agreements	3.9	4.3	4.0
Respected the decision-making authority of the participants	3.8	4.8	4.2
Overall performance	4.1	4.9	4.4

Table 3  
Mediator Abilities

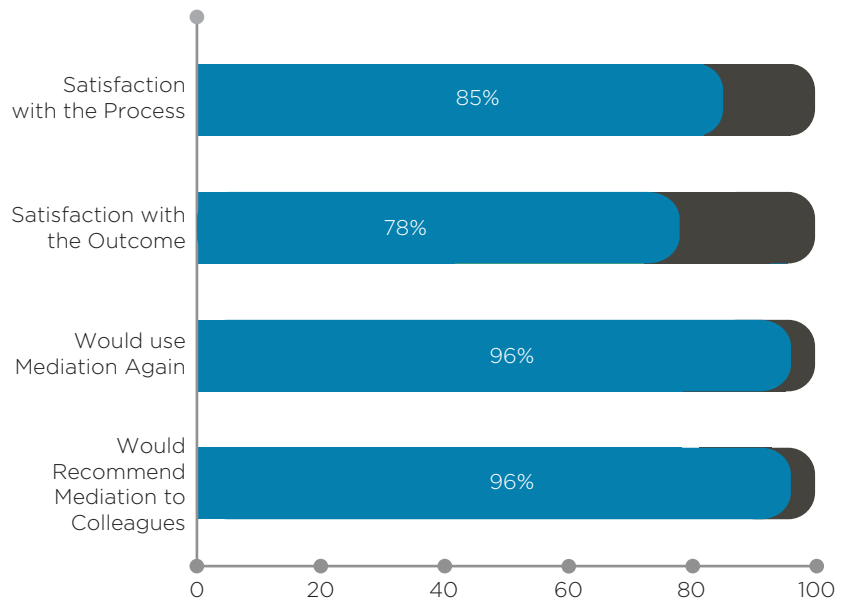
“I was not able to get my performance evaluation changed through the mediation process. Nonetheless, communication with my supervisor did improve, which was beneficial and made the process worthwhile.”

#### 5.1.1.4. Other

This section of the assessment instrument gathered information from participants on issues such as: (1) previous experience with the mediation process; (2) satisfaction with the process; (3) satisfaction with the outcome; (4) future use of the mediation process; and, (5) recommendations to colleagues regarding the mediation process.

- ▶ 52% of participants (14 people) expressed having previous experience using mediation;
- ▶ **85% of participants (23 people) said they were satisfied with the mediation process;**
- ▶ 78% of participants (21 people) said they were satisfied with the results obtained through the mediation process;
- ▶ **96% of participants (26 people) stated that they would use mediation again in the future;**
- ▶ **96% of participants (26 people) said they would recommend mediation to their colleagues.**

Figure 6  
Level of Satisfaction and Use of Mediation



### 5.1.2. Group Mediation

Group mediation is offered when there are several parties involved in a conflict. In these cases, with a view toward facilitating the efficiency and effectiveness of the process, the Office requires participants to select one or more individuals to serve as representatives for each group.

As is the case in all mediation efforts, this process is carried out in strict compliance with the principles of neutrality, confidentiality, and voluntary participation. The only difference in the case of group mediation is that the parties participate in the process through their representatives, who act as the spokespersons for everyone in the group.

It is worth highlighting that *Aspects of the Quality of the Process* is a section that is used exclusively in the assessment of group mediation processes. The other sections (knowledge about the mediation process, role of the Office of Mediation, and abilities of the mediator,

“The mediator did an excellent job of quickly grasping the disagreements at hand and focusing the conversations on achieving reasonable agreements.”

“Very happy with the work of the mediator.”

“ I think it is essential and very valuable to have this procedure as an alternative to avoid entering a more complex judicial proceeding.”

among others) use the same categories as in the case of assessment of individual mediation.

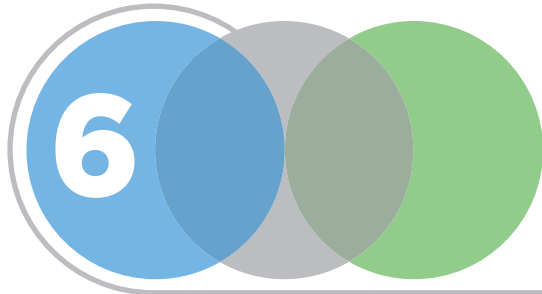
In 2016 **two group mediations were carried out involving 80 participants.** At the time of publication of this report, one of these cases was still ongoing.

Below are the results obtained from the group evaluations in terms of the quality of the process.

Aspects of Quality of the Process	Total Average
Access to information during the process	4,0
Level of involvement during the process	5,0
Key issues addressed during the process	5,0
Benefits of the process with regard to the time and resources invested	5,0
Outcomes of the process with regard to your interests	5,0
Overall rank of the process	5,0
	Yes/No
Did the process help to find solutions that satisfy shared interests?	Yes
Before the process, did you feel that the other party had legitimate interests that needed to be addressed?	No
After the process, did you feel that the other party had legitimate interests that needed to be addressed?	No
Did the process help you to better understand the perspective and points of view of the other participants?	Yes
Did your counterpart have enough authority to make decisions?	Yes
After the process, do you feel that relations between the parties have improved?	Yes
After the process, do you feel that confidence between the parties has improved?	Yes
As a result of the process, do you feel you will be able to work better with the other parties?	Yes

Table 4  
Quality of the Process





## Services Offered to the Inter-American Investment Corporation (IIC)

In the context of Resolution AG-9/15 y CII/ AG-2/15 adopted by the Board of Governors of the Bank and the Inter-American Investment Corporation (IIC) during the Bank's Annual Meeting held in Busan, Republic of Korea, agreement was reached to carry out a reorganization of the private sector windows of the Bank and the IIC, culminating in the creation of the *NewCo*. This reorganization process implied consolidation of the non-sovereign guaranteed operations,<sup>8</sup> an increase in capitalization for the IIC, and the launching of an open, transparent, and competitive process for the selection of staff of the new corporation.

This period of transformation began in 2016 and throughout the year the Office of Mediation offered its services to the IIC in order to address potential conflicts that may have arisen from these processes of reorganization and adjustment. In April 2016, the Office of Mediation signed a *Service Level Agreement* (SLA) with the new IIC. Through this SLA, the parties agreed that the Office of Mediation would offer consultations, would administer formal and informal mediation processes for IIC employees in accordance with their Conflict Resolution System, and would design and implement training programs as requested.

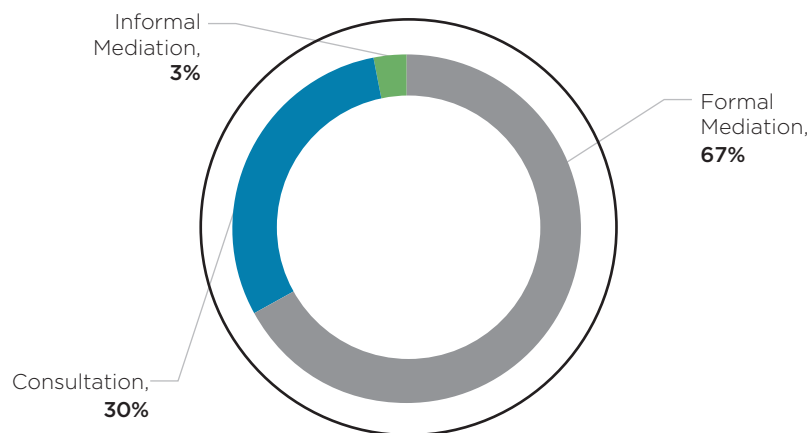
During this period the **Office of Mediation handled a total of 23 cases**, including consultations, and formal and informal mediation processes. These cases involved a **total of 36 participants representing 11% of the total workforce at the IIC.**<sup>9</sup>

<sup>8</sup> Inter-American Investment Corporation (IIC), Structured and Corporate Financing Department (SCF), Opportunities for the Majority (OMJ) and Legal Department/ Non-Sovereign Guaranteed Operations Division (LEG/NSG).

<sup>9</sup> According to data from the Human Resources Department, the current number (December 2016) of IIC employees is 339 (staff and contractual employees).

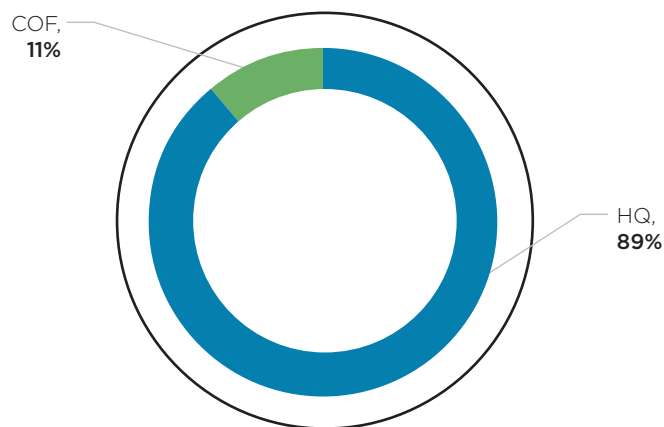
Of the 36 users of services offered by the office, 67% participated in formal mediation processes, 30% in consultations, and 3% participated in informal mediation processes.

Figure 7  
IIC Users by Service



Of the 36 users, **89% were IIC employees based at Headquarters and 11% were located in Country Offices.**

Figure 8  
IIC Users by Location



The types of conflicts most frequently handled by the Office of Mediation were: **Termination / Non-renewal of Employment Contract: 47% of users; Compensation and Benefits: 28% of users; Career Development: 11% of users; Promotion: 11% of users and Communication: 3% of users.**

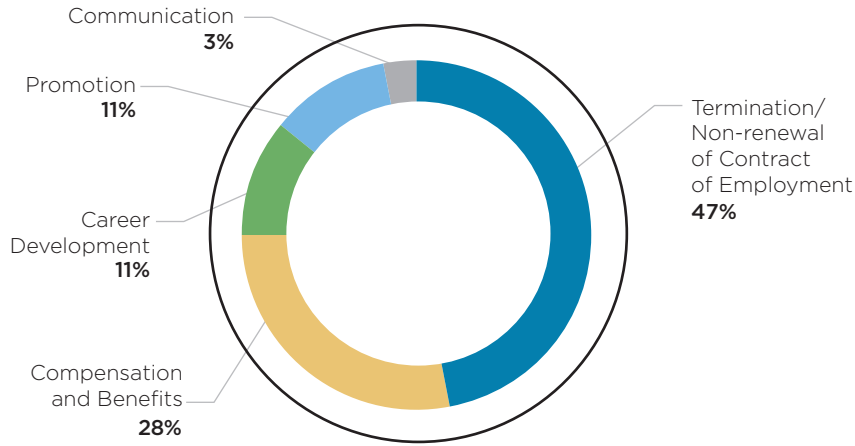


Figure 9  
Users by type of Conflict

The total number of mediation processes which concluded in 2016 was 14 (38 users), of which **85% reached agreements.**

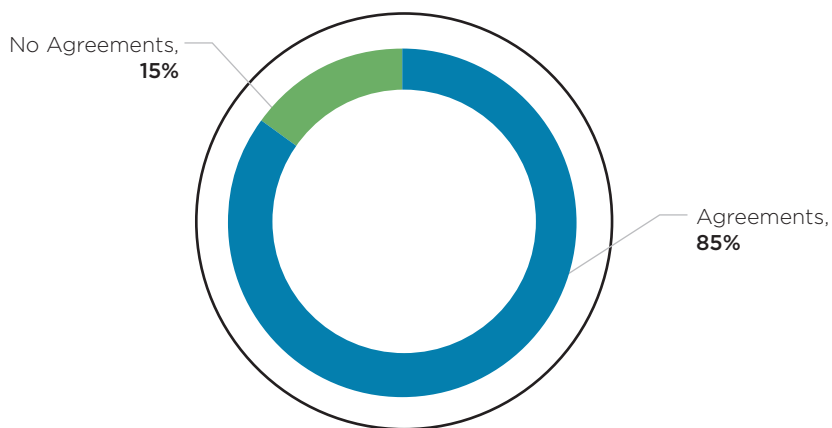
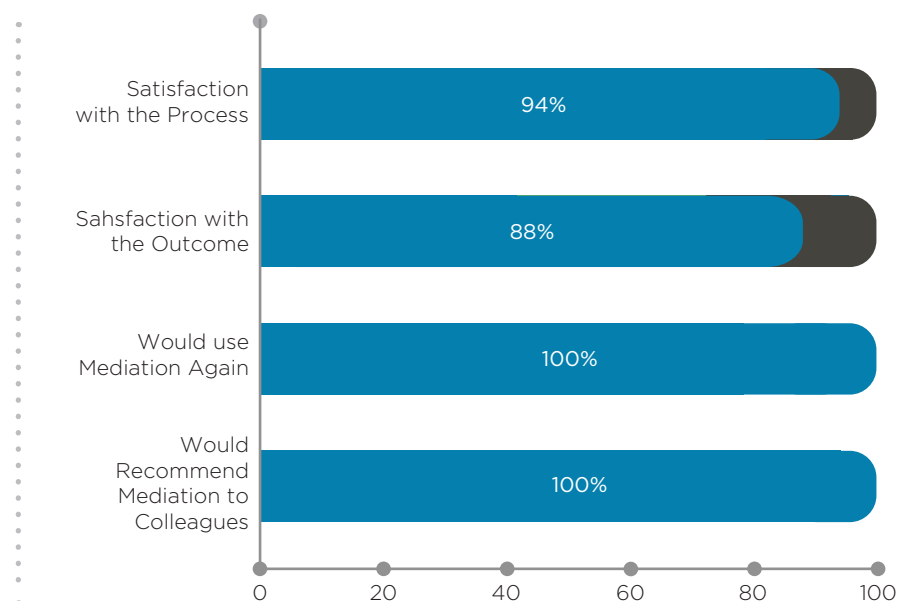


Figure 10  
Agreements by Cases



In terms of user satisfaction with the services offered, the assessment results showed that **94% of users said they were satisfied with the mediation process, 88% were satisfied with the outcome, 100% said they would use mediation again, and 100% said they would recommend mediation to their colleagues.**

Figure 11  
Level of Satisfaction and Use of Mediation by IIC Users



The Service Level Agreement stipulates two indicators to evaluate the services offered by the Office of Mediation. **The first indicator sets as a target that 2% of IIC employees will use Mediation services while the second sets the target that 75% of all users of mediation services will be satisfied with the services offered.** The Office of Mediation exceeded both targets, since **11% of all IIC employees used the services offered by the Office and 94% of all users said they were satisfied with these services.**

Under terms of the SLA, several **additional support activities** were carried out, including: (i) monthly operational meetings; (ii) quarterly reports on activities and results; (iii) participation in workshops on lessons learned and good management practices for SLAs; (iv) updating of staff rules and of the web page and informational packets about the mediation process; (v) participation in the IIC’s Town Halls and Knowledge Week; (vi) delivery of presentations about the functions of the Office and the Conflict Resolution System to 68 IIC employees, and (vii) production and publication of a video

about the functions of the Office and the benefits of mediation and the resolution of labor conflicts at the earliest stage.

For 2017 the Office has established the following goals: (i) increase dissemination of mediation services offered to IIC employees; (ii) stay informed about the plans and programs of the IIC; (iii) support the IIC in efforts aimed at preventing labor conflicts; (iv) offer training programs on communication and conflict resolution techniques.





## Other Activities at the level of the IDB Group

### 7.1. Consolidation of the Roster of External Mediators

In 2016 the Office of Mediation expanded the roster of External Mediators by bringing on two additional experts. Currently the Office has access to the professional services of nine External Mediators to carry out formal and informal mediation processes. These mediators have received training and have been provided with all of the relevant information regarding the context, the staff rules, and the internal processes of the IDB Group.

In terms of evaluation of the quality of the services offered by these mediators, the assessments received in 2016 by 66% of users gave an average grade for **overall performance of 4.4 out of 5 (with 5 being “excellent”)**.

### 7.2. Case Management System

The Office of Mediation, as well as the Office of Ethics, the Office of Institutional Integrity, the Sanctions Office, and the Independent Consultation and Investigation Mechanism, all use the *GoPro* case and document management software program, which runs on a server that is external to the Bank. This system meets existing standards designed to safeguard the principle of confidentiality of the mediation process.

As in the past, the Office of Mediation carried out an annual update of the case management system in order to guarantee optimum functioning, security, and utility.

### 7.3. Communication Strategy

In order to strengthen the role of mediation as a resource for employees of the IDB Group in the management and resolution of conflicts, the Office of Mediation has a communication strategy and plan. These instruments are reviewed and updated annually in order to incorporate new actions and initiatives that can meet the information needs of users as well as the need to promote the services of the Office of Mediation.

In this context, in 2016 the Office continued to carry out informational and outreach activities in order to: i) *consolidate the Office's identity* as an open space for communication, collaboration, and the resolution of conflicts; ii) *position the web page* as a communication point of reference about the Office, its staff rules, services, and results; and, iii) expand *recognition of the Office's brand identity*.

In order to facilitate access to this information, the Office of Mediation produced a *video* that includes information about the function of the Office, the benefits of mediation, and the services offered to employees of the IDB Group. This video was released simultaneously at Bank Headquarters and in the Country Offices.

Image 1  
Identity and Brand of the Office of Mediation



Image 2  
Video of the Office of Mediation



The Office of Mediation continued to give presentations to Departments of the IDB Group about the role and functions of the Office, the services offered and results obtained, as well as the application of the following Bank and IIC staff rules: PE-323, 323-2, 323-3 y PN-1.03, 1.03-2, 1.03-3 and Conflict Resolution System (IIC).

In this context, during 2016 the Office of Mediation offered presentations to 308 employees through: (i) orientation sessions for new employees, (ii) in-person presentations to Departments and Country Offices of the IDB and the IIC, and (iii) video conferences with Country Offices.

## 7.4. Work with Country Offices

One of the goals proposed by the Office of Mediation for this period was to achieve a larger presence in Country Offices in order to provide closer guidance and support during the process of managing conflicts.

In this context, the Office of Mediation continued carrying out video conferences with Country Offices. In addition, every three months the results obtained by the Office of Mediation were sent to the Resource Planning and Administration Specialists (RPAS) at all of the Country Offices of the Bank so that they could be distributed among all staff.

Due to budget constraints, during this period the Office of Mediation visited **three Country Offices and gave presentations to 110 employees**. The goal of these presentations was to provide general information about the Office and its services as well as specific staff rules and information regarding the services offered and results obtained in Country Offices. During these visits, the Office of Mediation offered one-on-one consultations to Country Offices employees.

## 7.5. Inter and Intra-Institutional Collaboration

### 7.5.1. Collaboration within the IDB Group

The Office of Mediation continued participating in regular meetings held by the Coordinating Group led by the Bank's Vice Presidency for Finance and Administration (VPF). Similarly, the Office collaborated with all initiatives aimed at promoting conflict resolution services and strengthening the Bank's organizational values.

During this year, the Office of Mediation implemented new communication initiatives with the Staff Association with the goal of identifying areas of common interest and collaboration between the two offices. In this context: (i) a regular communications channel was established with the area of human resources policies and legal affairs of the Staff Association, and (ii) it was agreed that information would be sent monthly with the results of services offered by the Office of Mediation.

The Office of Mediation would like to thank the Staff Association for its collaboration in publicizing the Office of Mediation's promotional video through its intranet page.

### **7.5.2. Collaborative Spaces with other Multilateral Organizations and Conflict Resolution Professional Associations**

The Office of Mediation maintains working relationships with counterparts at other multilateral organizations, such as the World Bank, the International Monetary Fund, the Asian Development Bank, and the Pan American Health Organization, as well as with professional associations specialized in conflict resolution, including the *Association for Conflict Resolution (ACR)*, the *International Mediation Institute - Brazil (IMI)*, the specialized center *Collaborative Decision Resources (CDR)*, and the *American Bar Association (Dispute Resolution Section)*. This has allowed the Office to share lessons learned, as well as achievements and challenges, and to learn more about the experiences of specialists in the field of conflict resolution. In addition, these encounters allowed the Office to promote the work of the IDB Group in this area and to publicize the efforts to create an integrated system for conflict resolution.

In March of 2016, the Secretary General and the Director of Human Resources from the Central American Bank for Economic Integration (CABEI) visited the Office of Mediation. At this meeting, the Office shared information about the processes of organization and the structures of the Office of Mediation.

## **7.6. Participation in Training and Conferences**

### **7.6.1. World Congress on Mediation and Culture of Peace**

In September of 2016, the Office of Mediation participated in the *XII World Congress on Mediation and Culture of Peace*, which took place in Bogotá, Colombia. The conference was organized by the Center for Arbitration

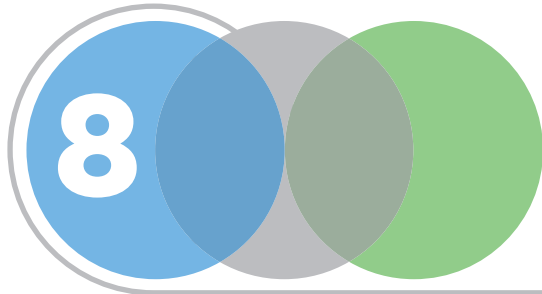
and Conciliation of the Bogotá Chamber of Commerce together with the University of Sonora and the Institute of Mediation, from Mexico. The aim of this event was to promote a space for mediators from different countries to exchange experiences and successful projects. Among the themes discussed were conflict analysis, enterprise mediation and positive management of conflict within organizations, processes of dialogue, mediation as an efficient strategy for dealing with labor conflicts, and abilities of mediators for reaching successful agreements.



> **Image 3**  
**Logo for the XII World Congress on Mediation and Culture of Peace**







## Projections and Challenges

In the context of its Human Capital Strategy, the IDB Group has implemented efficient alternative conflict resolution mechanisms that have worked well in managing conflicts, especially those that have escalated. **The next step for the organization will be to move towards a model focused on the prevention of conflict and one that addresses conflict at the earliest stages.** This transition is vital for the consolidation of the *Integrated System for Conflict Resolution* of the IDB Group, as well as for its transformation to an integrated culture of effective conflict management.

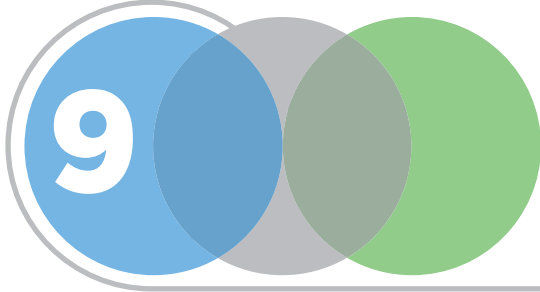
During 2017 the Office of Mediation will continue to focus its efforts on contributing to the strengthening of conflict resolution mechanisms of the IDB Group through:

- ▶ Supporting efforts to **consolidate the IIC** by disseminating and offering the services of the Office of Mediation to its employees, as well as expanded training regarding effective conflict management;
- ▶ Strengthening its **support of Country Offices** which, due to distance and organizational structure, often feel that conflict resolution mechanisms are less accessible to them;
- ▶ Promoting mediation as a safe space for communication, learning, and mutual growth, with a view towards positioning it as a **transformative approach in terms of change and development for the parties to a conflict.**

We invite you to visit our website at: <http://mediation.iadb.org>.



<http://mediation.iadb.org>



## Appendices

1. **Office of Mediation Information Packet:**  
<http://mediation.iadb.org/LinkClick.aspx?fileticket=QtqlxHcTIGU%3d&tabid=12465&mid=27196&language=en-US>
2. **Staff Rules on Labor Relations and Conflict Resolution Mechanisms of the Inter-American Development Bank:**  
<http://mediation.iadb.org/ConflictResolutionMechanisms/Policies/tabid/12462/language/en-US/Default.aspx>
3. **Conflict Resolution System of the Inter-American Investment Corporation (IIC):**  
<http://mediation.iadb.org/LinkClick.aspx?fileticket=VLgrNqj6bnk%3d&tabid=12462&mid=27186&language=en-US>
4. **Integrated System for Conflict Resolution & Ethics of the IDB Group:**  
<http://idbnet.iadb.org/teamsites/ConflictResolutionAndEthics/en-us/Pages/Home.aspx>
5. **Link to the Office of Mediation Video:**  
<https://vimeo.com/187836342>

