



OFFICE OF THE STATE COMPTROLLER  
AND OMBUDSMAN OF ISRAEL

# When and How to Integrate ADR in Case Handling

Adv. Revital rottenstein Anani

March 2026



# The Ombudsman's Diverse Toolbox



Staff members as  
"undercover clients"



Rectification  
of general  
defect



Broad  
perspective



Swift  
investigation



Onsite  
inspections



Investigation  
involving  
several public  
bodies



Resolution via  
mediation



A kind word





# Characteristics of Mediation



Volition

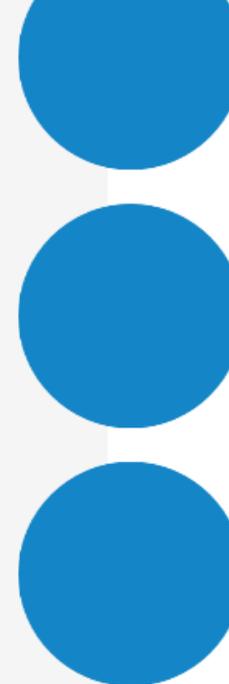


Confidentiality and  
Privilege



# What complaints are suitable for mediation?

- Ongoing relationship between complainant and public body
- Complaint stems from need of complainant to receive recognition for emotional harm, or undisclosed information, or from difficulty in presenting factual findings ("one person's word against the other")
- Complaint refers to several authorities or public bodies
- Negotiation in a financial matter
- Dispute requiring creative solution





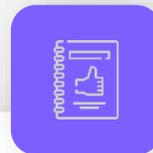
# Intra-Organizational Activity of the Office



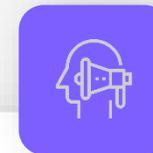
Establishment  
and training of  
mediation  
team



Adaptation of  
computerized  
system



Mediation  
handbook



Awareness-  
raising activity  
for staff  
members



# Extra-Organizational Activity of the Office



Initiating meetings  
with representatives  
of public authorities;  
creation of  
mediation trustees



Exposure of the  
mediation model -  
publicity among the  
general public



# Barriers to Mediation



Preference for familiar procedure



Lack of knowledge



Negative mediation experience



Fear of "double work"



Negative incentive



Public service decision-making process



Lawyers representing public authorities



Contacting an unknown entity



# Overcoming the Barriers



Initiating meetings with representatives of public authorities



Guiding questionnaire



Precise coordination of parties' expectations



Satisfaction survey (at end of process)



Identification of participants on behalf of public authority



Appointment of "mediation trustees" in public authorities



# IOI Best Practice Paper on Mediation



## MEDIATION

THE USE OF MEDIATION AS AN EFFECTIVE TOOL  
IN COMPLAINT INVESTIGATION

IOI Best Practice Paper - Issue 8 - January 2022

This paper was written by the Office of the State Comptroller and Ombudsman of Israel and has been edited and published by the International Ombudsman Institute (IOI) in the framework of its Best Practice Paper series.





OFFICE OF THE STATE COMPTROLLER  
AND OMBUDSMAN OF ISRAEL

THANK YOU  
FOR YOUR ATTENTION

