



**Executive Board of the
United Nations Development
Programme, the United Nations
Population Fund and the United
Nations Office for Project Services**

Distr.: General
20 March 2013

Original: English

Annual session 2013

3-14 June 2013, New York

Item 16 of the provisional agenda

UNFPA – Reports of UNDP, UNFPA and UNOPS Ethics Offices

UNITED NATIONS POPULATION FUND

Report of the Ethics Office 2012

Summary

This report is submitted to the Executive Board pursuant to decision 2010/17: Reports of the Ethics Offices of UNDP, UNFPA and UNOPS, paragraph 9. The report, in accordance with the Secretary-General's bulletin on United Nations system-wide application of ethics: separately administered organs and programmes (ST/SGB/2007/11), has been reviewed by the United Nations Ethics Committee at its 45th session on 30 January 2013 and was subsequently provided to the UNFPA Executive Director.

The report provides a summary of the activities of the UNFPA Ethics Office during the period 1 January to 31 December 2012. In accordance with Executive Board decision 2012/19, the report also describes trends in the mandated activities of the Ethics Office and provides recommendations to management on strengthening the organizational culture of integrity and compliance.

Elements of a decision

The Executive Board may wish to take note of the present report and comment on the progress of the work of the UNFPA Ethics Office.



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I. Introduction

1. The UNFPA Ethics Office was established in January 2008, pursuant to the Secretary-General's bulletin ST/SGB/2007/11, entitled "United Nations system-wide application of ethics: separately administered organs and programmes". The Ethics Office aims to support the UNFPA Executive Director to cultivate and nurture a culture of ethics, integrity and accountability within the organization. Like other ethics offices in the United Nations system, the UNFPA Ethics Office operates on principles of independence, impartiality and confidentiality. The UNFPA Ethics Adviser reports directly to the Executive Director.

2. This is the fifth annual report prepared by the UNFPA Ethics Office and covers the period 1 January to 31 December 2012. The report has been prepared in response to section 5.4 of the Secretary General's bulletin which requires the ethics offices in the United Nations Secretariat and the separately administered organs and programmes to prepare annual reports for review by the United Nations Ethics Committee (UNEC). The report is also submitted to the Executive Board at its annual session in 2013, pursuant to paragraph 9 of Executive Board decision 2010/17: Reports of the Ethics Offices of UNDP, UNFPA and UNOPS.

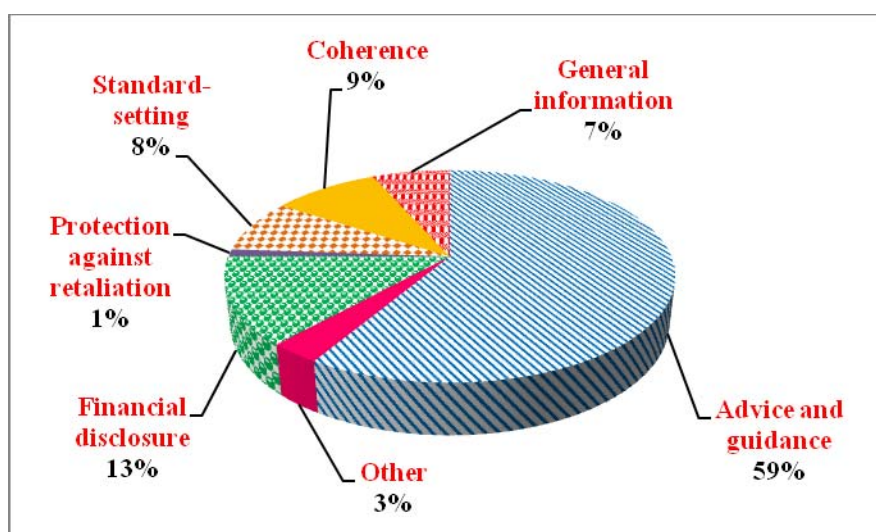
3. The present report provides an overview and assessment of the activities undertaken by the Ethics Office in 2012 in its five mandated areas of work: (a) training, education and outreach; (b) advice and guidance; (c) administering the organization's financial disclosure programme; (d) administering the organization's protection against retaliation policy; and (e) ethics standard-setting and policy support. In providing an assessment of the key activities of the UNFPA Ethics Office in 2012 and trends in its mandated functions, the report will also propose "recommendations to management to strengthen an organizational culture of integrity and compliance", in consonance with Executive Board decision 2012/19: Reports of the Ethics Offices of UNDP, UNFPA and UNOPS.

II. Activities of the UNFPA Ethics Office

4. The UNFPA Ethics Office has now completed five years of operations. Since its establishment in 2008 and with each passing year, the Ethics Office has seen an expansion in the number of requests for its services. The Ethics Office is of the view that this expansion reflects increased staff and management awareness of the services provided by the Ethics Office, particularly its riskprevention function – whether it be through increasing awareness of the institutional and reputational risks associated with unethical conduct; or the provision of advice to prevent, mitigate and manage conflicts of interest; or advocating for compliance with organizational rules and procedures and transparency in decision-making. Coupled with this is the willingness of staff and management to bring forward ethics-related concerns and to seek guidance on ethical standards and behaviours. In 2012,

the UNFPA Ethics Office received a total of 285 requests for its services (in 2011 it was 273). Figure 1 indicates the requests for services by category.

Figure 1
Requests for services by category



A. Training, education and outreach

5. The training, education and outreach function of the UNFPA Ethics Office aims to increase staff and management awareness of the core values and principles of the United Nations and the standards of conduct of the international civil service. Towards this end, the training, education and outreach activities of the UNFPA Ethics Office in 2012 aimed at promoting continued commitment to the United Nations oath of office; drawing attention to the organizational risks associated with conflicts of interest and the prevention and mitigation of these risks; reinforcing the obligations of those staff with managerial functions to “walk the talk” on ethics and lead by example; and encouraging staff to speak up against unethical behaviour without fear of reprimand or retaliation.

6. Approximately 400 staff members (the majority of whom were field-based) participated in face-to-face ethics training in 2012. These training sessions, in addition to enabling frank and open dialogue and discussions on workplace ethics, were also opportunities for participants to have one-on-one interactions with the UNFPA Ethics Adviser. The sessions also served as platforms to encourage staff to report misconduct and to raise awareness about the provisions of the protection against retaliation policy.

7. As noted in the Report of the Ethics Office 2011 (DP/FPA/2012/10), a priority area of work for the UNFPA Ethics Office in 2012 was supporting heads of offices in their endeavours to inculcate ethics in the workplace. Accordingly, in 2012, the Ethics Office continued with its programme of dedicated ethics training for regional and subregional

offices; country offices identified on the basis of the complexities of programme operations and staff strength; and headquarters-based divisions and units. In this context, face-to-face ethics training was conducted for staff in: the Latin America and Caribbean Regional Office; the Haiti, India and Panama country offices; and the Management Information Services Branch, Technical Division and the Division for Management Services at headquarters.

8. A unique feature of each of the above-mentioned training events was the workshop setting. Supervisors and supervisees received the same training together. This drew attention to the individual and collective obligation of all participants to adhere to common ethical standards, irrespective of grade level, and reinforced their obligation to demonstrate these standards in their interactions with each other and with governments, implementing partners, vendors and other stakeholders. Training sessions specifically highlighted the importance of respectful communication between supervisors and supervisees and among peers. In this context, the special obligation of supervisors to create work environments based on mutual trust and respect in which supervisees could express dissenting views without fear of harassment, abuse of authority, or intimidation was emphasized.

9. The above-mentioned training events were also opportunities to increase awareness of the range of conflict of interest situations that staff could encounter, by their own volition or unintentionally, during the course of their official functions. The training events served to alert participants to the types of outside activities that were incompatible with their status as United Nations employees and those activities that could be undertaken with prior authorization. They also served to draw attention to perceptions of conflict of interest that could arise as a consequence of staff members' private associations with third parties with whom they had dealings in their official capacity. In this context, the importance of disclosing and mitigating conflicts of interest and the obligations of staff and managers in this regard were reinforced.

10. In 2012, in addition to delivering dedicated ethics training and briefing sessions, the UNFPA Ethics Office also provided inputs for training programmes developed and conducted by the Procurement Services Branch and the Learning and Career Management Branch (LCMB). Ethics training was included in the agenda of two induction workshops organized by LCMB for newly recruited Junior Professional Officers, National Officers, Deputy Representatives and UNFPA Representatives. Furthermore, ethics training was conducted in conjunction with the national execution workshop for staff in the Latin America and Caribbean region. A briefing session on ethics was also included in the annual workshop for UNFPA Regional Security Advisers.

11. Individual ethics briefings were conducted for those recruited to senior-level posts in UNFPA. The objective of these briefings was to discuss the subject of ethical leadership and the obligations of the senior officers of UNFPA to demonstrate the highest ethical standards in carrying out their functions. These briefings drew attention to a range of conflict of interest situations that senior officials could face, with the view of enhancing their

awareness of the ethical risks associated with these situations and the importance of disclosing and resolving ethical conflicts in consultation with the Ethics Office.

12. The Ethics Office also briefed the UNFPA Executive Committee on the evolution of the ethics function in UNFPA since the establishment of the office. This was an opportunity for the UNFPA Ethics Adviser to brief the Executive Committee on ethical leadership and the obligations of Executive Committee members to ensure that their conduct was always above board and that their actions exemplified the highest ethical standards of conduct, at all times. The session highlighted that the behaviours and actions taken by the members of the Executive Committee shape the norms and expectations of appropriate conduct that become instilled in the ethical culture of UNFPA.

13. The online training course, “Ethics, Integrity and Anti-Fraud: Setting the Standard at UNFPA”, was launched in 2009 and is a collaborative undertaking of LCMB, the Division for Oversight Services (DOS) and the UNFPA Ethics Office. The course continues as the first opportunity for formal ethics training available for new employees. The course is listed in the UNFPA induction portal and LCMB maintains a database of all those who have completed the course. The course has also been included in the list of mandatory courses in the UNFPA Performance Appraisal and Development (PAD) system and, since 2011, staff members are required to certify in their respective PADs that they have completed the ethics online course. The absence of certification in certain instances did trigger follow-up by LCMB, both with the staff member concerned and his/her supervisor. Having LCMB monitor compliance has contributed to further institutionalizing ethics within the organization.

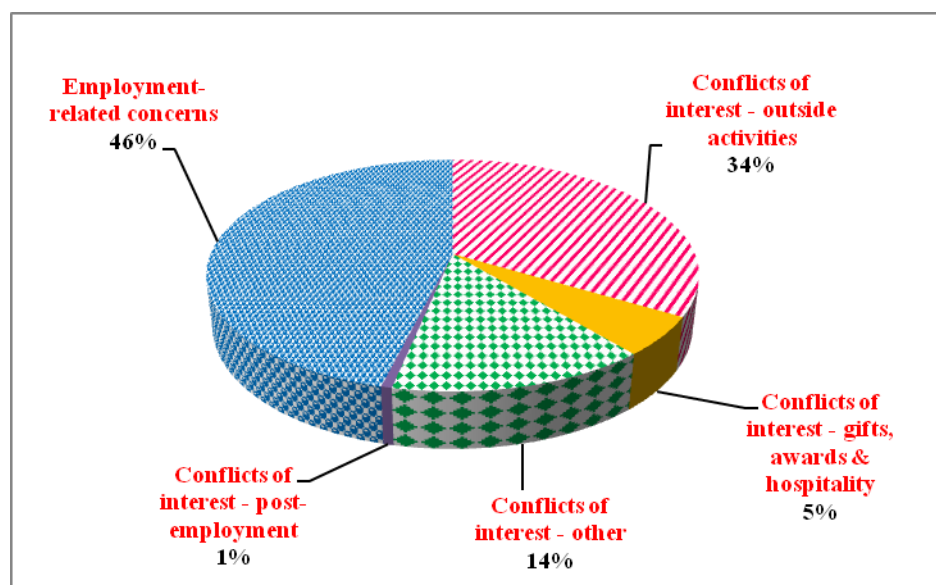
14. The UNFPA Ethics Office continued to maintain an active intranet website to keep staff informed of the activities of the Ethics Office and the services it offered. The website is a key communication tool to facilitate continuous ethics education throughout a staff member’s career. The website provides easy access to all ethics-related guidelines, policies and procedures and the mandatory online ethics course (English, French and Spanish versions). It also seeks to educate staff on conflicts of interest and the approval process for outside activities. In 2012, the website was regularly updated with informational materials and case studies on ethical decision-making. The UNFPA in-house communication web platform “Voices” was also used as a medium to broadcast ethics information.

B. Advice and guidance

15. The UNFPA Ethics Office continued to provide a secure environment for staff to seek advice and guidance in confidence on a range of ethics-related concerns. The Ethics Office served as a resource for identifying ethical dilemmas and providing resolutions; identifying and managing actual, potential and perceived conflicts of interest; clarifying ethical norms and standards; and providing guidance on organizational mechanisms and processes that are available to address staff concerns about unethical actions and behaviours.

16. In 2012, the Ethics Office received and responded to a total of 167 inquiries for advice and guidance, which is the highest number in any one year since it was established in 2008. This represents a 12 per cent increase from the total number of inquiries (149) in 2011 and is indicative of the heightened sense of awareness about ethics within the organization and also of staff and management buy-in of the ethics function. Of the total number of inquiries received in 2012, 86 were from field staff members, including 39 inquiries from national staff; and 81 were from headquarters staff members, including senior management.

Figure 2
Requests for ethics advice and guidance by issue in 2012

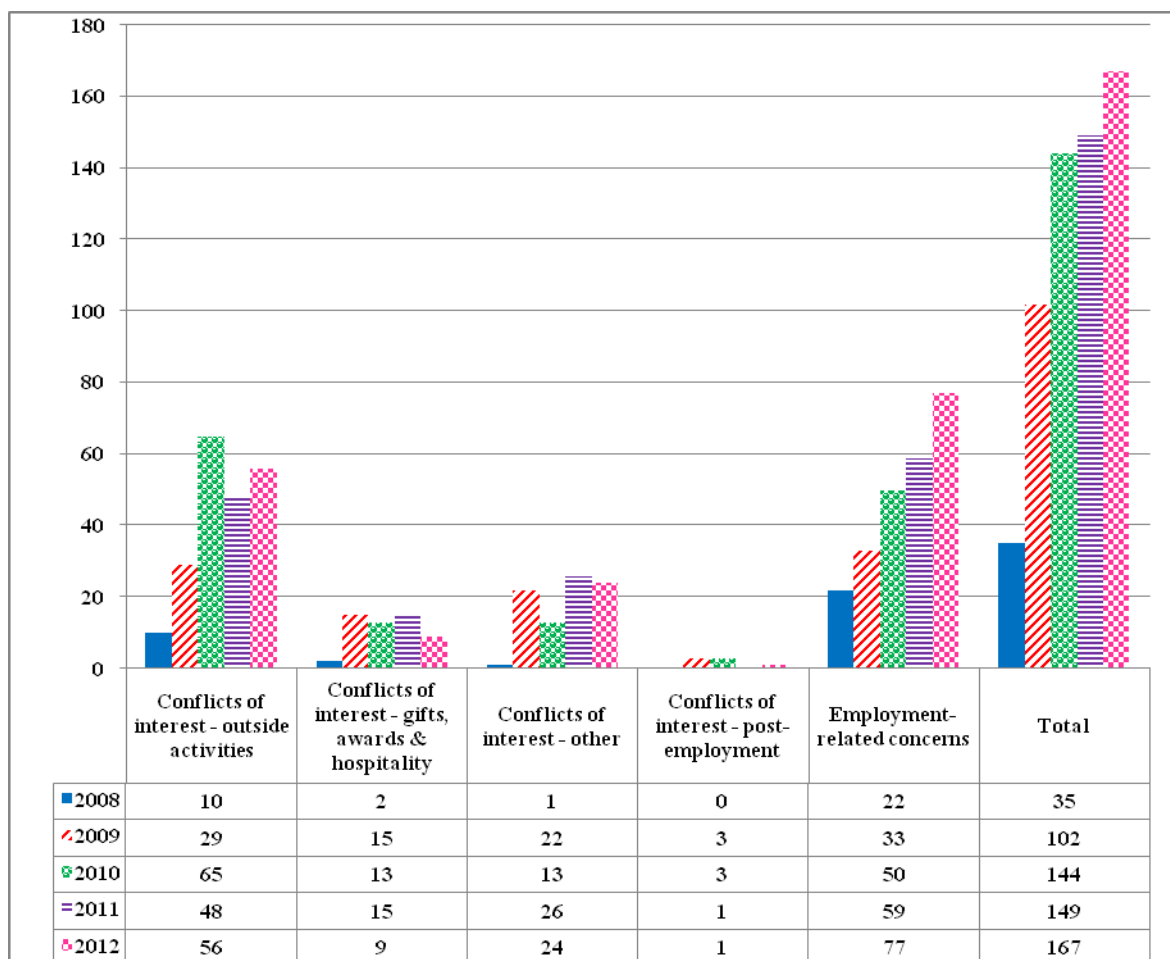


17. Figure 2 provides the percentage breakdown of the total number of inquiries for advice and guidance received in 2012 and figure 3 provides a comparison between the volume and types of inquiries received over the five-year period 2008-2012. As reflected in figure 2, the majority of inquiries received (54 per cent) were within the category of “conflicts of interest”. Of the total number of 90 inquiries in this category (see figure 3), 56 inquiries were related to outside activities such as undertaking teaching assignments, participation in expert group meetings and panels, submitting articles to magazines and journals and engaging in the work of not-for-profit organizations; nine inquiries pertained to the receipt of gifts, awards and hospitality; and one inquiry related to post-employment.

18. During 2012, there were also 24 inquiries that related to other conflict of interest situations and which were associated with conduct that could compromise or give the appearance of compromising the integrity and independence of official decision-making. The majority of these inquiries were related to the ethical risks associated with the private/personal associations that the staff members concerned had with external

individuals and/or entities that already had or intended to have official/business connections with UNFPA. The Ethics Office is of the view that the guidance it provided in response to these inquiries served to prevent perceptions of bias and favouritism in selection processes.

Figure 3
Requests for ethics advice and guidance: Comparison of 2008, 2009, 2010, 2011 and 2012 data



19. Inquiries within the category of employment-related concerns constituted 46 per cent of the total number of requests for advice and guidance received in 2012. This represents a 250 per cent increase from the number recorded in this category in 2008 when the Ethics Office was established. The steady increase over the five-year period, 2008-2012, in the number of inquiries in employment-related concerns is reflected in figure 3 above: 22 in 2008; 33 in 2009; 50 in 2010; 59 in 2011; and 77 in 2012. The Ethics Office is of the view that these increases can be attributed to the sustained training and communication activities

of the Ethics Office on behaviours associated with respectful workplace conduct and the right of each and every employee to be treated fairly and with respect and dignity.

20. Of the 77 inquiries in 2012 within the category of “employment-related concerns”, the majority (45 inquiries) was related to communication styles and working norms that were perceived to be offensive and disrespectful and alleged to be acts of harassment, intimidation and/or bullying. A total of 29 inquiries related to the performance appraisal process, the determination of staff privileges and entitlements, and recruitments/reassignments. With regard to the latter, the Ethics Office does recognize that there could be situations when disappointment in the outcome of a particular recruitment process or performance appraisal, or the refusal of a privilege or entitlement, could lead to concerns of non-compliance with related processes/policies, perceptions of bias and favouritism, or even allegations of harassment/abuse of authority.

21. In providing advice and guidance in response to inquiries that were categorized as “employment-related concerns”, the UNFPA Ethics Office was always mindful that while it could provide staff with information on the organizational processes and entities best suited to address their concerns, the Ethics Office did not replace existing mechanisms for resolving grievances or investigating misconduct. While some of the individuals who approached the Ethics Office sought help in ascertaining the appropriate organizational mechanisms and processes that were in place to address their concerns and grievances, there were others who were well aware of these mechanisms and processes, but were reluctant to pursue these options. The reasons given for not doing so included fear of retaliation in the form of: (a) non-renewal of contracts; (b) adverse performance evaluations; (c) career advancement being jeopardized; and (d) lack of confidence that swift and just action would be taken to address what were considered to be “legitimate” concerns.

22. There is a definite correlation between the training, education and outreach function of the UNFPA Ethics Office and its advisory and guidance role. The Ethics Office is of the view that its robust training, education and outreach programme has promoted buy-in of the ethics function, particularly, its prevention function. As a result, the Ethics Office has acquired the reputation of being a reliable, independent and impartial resource for ethics guidance, for both staff and management.

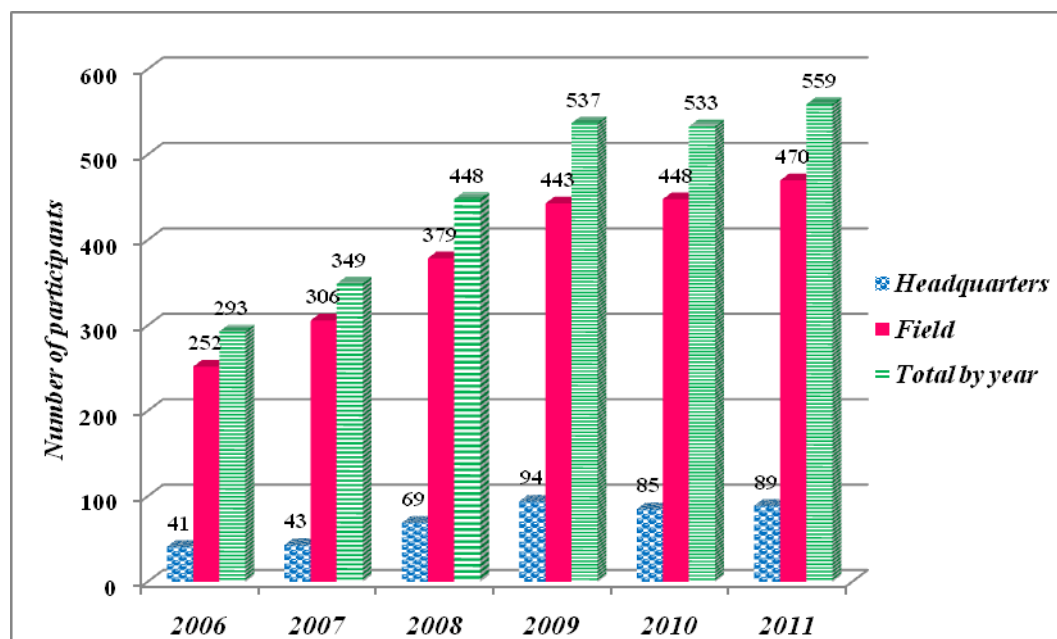
C. Financial disclosure programme

23. The prevention function of the UNFPA Ethics Office is also exercised through the administration of the financial disclosure programme. This programme serves to identify, mitigate and manage conflicts of interest arising from the personal financial investments and/or outside activities of staff members, their spouses and their dependent children who are covered under the programme.

24. A total of 559 staff members submitted financial disclosure statements in the 2012 filing cycle in respect of the 2011 calendar year and there was 100 per cent compliance with the requirements of the programme. Of the 559 annual filers, 471 were recurrent filers who had submitted statements in the previous filing cycle. In addition, there were 14 newly recruited staff members who were identified by the UNFPA Ethics Office as being required to submit initial disclosure statements and who filed outside of the annual filing cycle.

25. Since its establishment, the UNFPA Ethics Office has completed six rounds of financial disclosure filing cycles. As reflected in figure 4, of the total number of staff required to file in each filing cycle, the overwhelming majority are field-based (over 80 per cent in each cycle). This was the case in 2012 as well and the 470 field staff filers who constituted 84 per cent of the filing population (see figure 6) were based either in one of the country offices (77 per cent) or in one of the regional or subregional offices (7 per cent). Figure 5 presents the breakdown by International Civil Service (ICS) grade of the 559 staff members who participated in the 2012 filing cycle (with respect to the calendar year 2011) as follows: ICS 1-7 = 51 per cent (283 staff members); ICS 8-10 = 17 per cent (98 staff members); ICS 11-12 = 20 per cent (113 staff members); and ICS 13-14 = 12 per cent (65 staff members).

Figure 4
Financial disclosure participation by location and calendar year, 2006-2011



26. Furthermore, as can be seen in figure 4, the total number of staff required to file annual disclosure statements has almost doubled since the inception of the programme, exceeding 500 covered staff in the last three filing cycles. This increase can be attributed to the updated financial disclosure policy which came into effect in January 2010. The

updated policy has ensured, through the specific categorization of staff by grade, post title and job functions in the policy itself, that all staff whose principal occupational duties relate to the procurement of goods and services, or those who have decision-making authority for procurement, or are engaged in the management or investments of UNFPA assets, or have direct access to confidential procurement or investment information are included in the organization's financial disclosure programme. Given the current organizational structure, the Ethics Office anticipates that there will be about 600 staff members who will be filing annual disclosure statements in the next few filing cycles.

Figure 5
Total staff required to file financial disclosure statements for the 2011 calendar year by grade

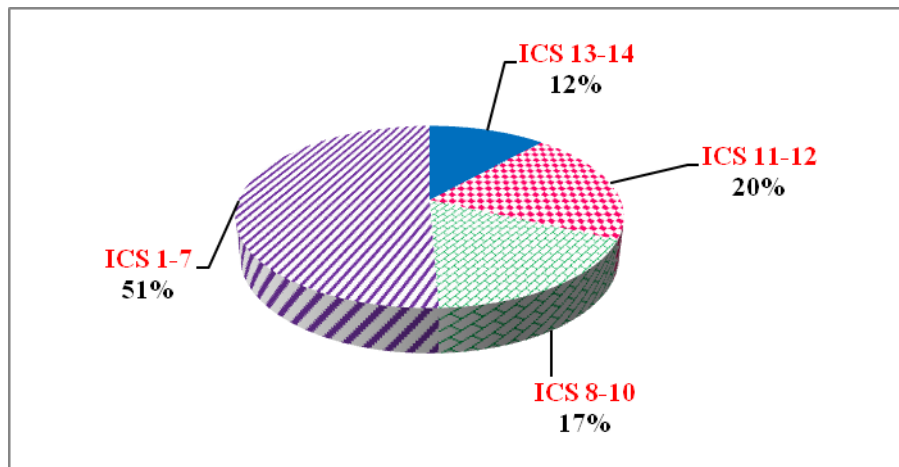
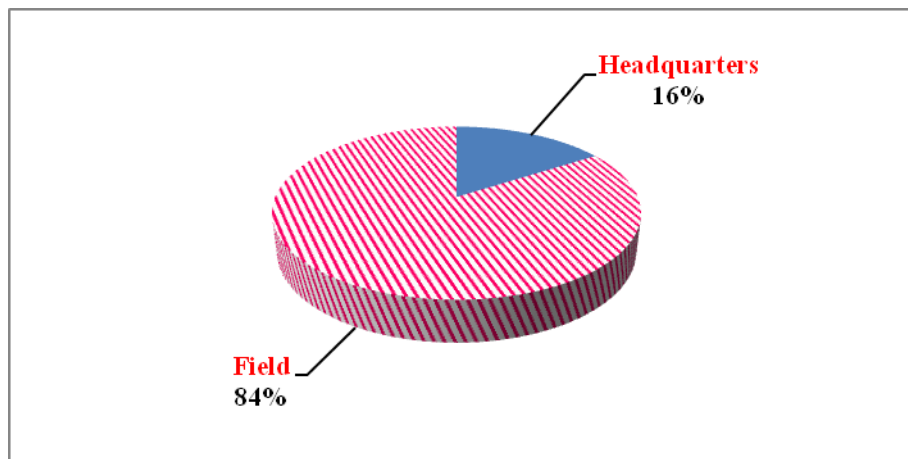


Figure 6
Total staff required to file financial disclosure statements for the 2011 calendar year by location



27. The Ethics Office is of the view that increased awareness of the purpose of the financial disclosure policy, collaboration with the Division for Human Resources (DHR) and heads of offices, communication from the Executive Director on compliance, and regular status reports from the Ethics Office on compliance rates had a strong impact on the timely submission of financial disclosure statements in the 2012 filing cycle and resulted in 100 per cent compliance.

28. The Ethics Office vetted all disclosed information to ensure its completeness and to detect if there were any actual, perceived or potential conflicts of interest arising from the private interests, investments, or outside activities that had been disclosed. The Ethics Office followed up with 33 staff members for additional information. Three situations of potential conflict of interest – one associated with a family relationship and two with unapproved outside activities – were detected. The staff members concerned were duly informed and took required actions on the basis of the resolutions proposed by the Ethics Office.

D. Protection against retaliation for reporting misconduct and for cooperating with duly authorized fact-finding activities

29. UNFPA policy on protection against retaliation aims at empowering staff members to report misconduct and to participate in investigations, audits, management reviews and other fact-finding activities, without fear of retaliation. The policy describes the organizational measures that protect staff members who are under threat or have experienced retaliation as a consequence of their participation, in good faith, in these “protected” activities. The policy is intended to promote good governance and enhance public trust in the organization.

30. When the UNFPA Ethics Office receives a complaint of retaliation pursuant to the policy, it makes an initial assessment to determine if the circumstances warrant a preliminary review. If it is decided that a preliminary review is called for then the Ethics Office will go on to determine if a prima facie case has been established, i.e., the complainant did engage in a “protected activity” and, furthermore, doing so directly contributed to the alleged retaliation or threat of retaliation. If a prima facie case of retaliation or threat of retaliation is established then the matter is referred to DOS or an alternative investigating body, if required, for a formal investigation. Pending the completion of the formal investigation, the Ethics Office can propose to the Executive Director interim measures to safeguard the interests of the complainant. Upon receipt of the formal investigation report, the Ethics Office makes a final determination and makes recommendations to the Executive Director. The recommendations can include, among others, disciplinary action against the alleged retaliator.

31. Throughout 2012, the Ethics Office continued to use the opportunity of its training and communication activities to encourage staff to report misconduct, to increase awareness of the provisions of the protection against retaliation policy, and to build staff

confidence in this policy. However, despite these awareness-creation efforts and as reported in paragraph 21 above, it would appear that fears of retaliation and reprisal could hold staff back from speaking out against unethical behaviour or reporting misconduct.

32. In 2012, three staff members – of whom two had reported misconduct and one had participated in a fact-finding activity – contacted the Ethics Office for clarification on whether they could claim protection under the retaliation policy. In conducting the preliminary assessments of the three cases, the Ethics Office determined that in one case the concern of the staff member was with regard to “possible” retaliation as a consequence of reporting misconduct (as opposed to an actual act of retaliation or threat of retaliation) and, hence, did not warrant protection under the policy. In the other two cases, the staff members concerned opted to pursue the informal mechanisms set out in the protection policy to seek redress for their concerns.

E. Standard-setting and policy support

33. In listing the functions of the ethics offices in the separately administered organs and programmes, section 3(d) of ST/SGB/2007/11 states that each such ethics office is expected to serve as a focal point for raising staff awareness on ethical standards and expected behaviour within the context of oversight as well as human resources development policies, strategies and programmes, and in close cooperation with its respective oversight and human resources organizational units.

34. The increased demand for the advisory and guidance function of the UNFPA Ethics Office during 2012 resulted in the need for increased collaboration with other divisions and units in the organization (such as the Division for Human Resources, the Division for Oversight Services, and the Legal Unit) that also have responsibilities concerning compliance with UNFPA rules and procedures. The Ethics Office consulted with these entities to clarify specific provisions in the United Nations Staff Regulations and Rules and also with regard to the application of UNFPA-specific guidelines associated with the recruitment of staff and hiring of consultants, performance appraisals, special leave without pay and the work and life programme. Frequent consultations were also held to seek clarification on the existing mechanisms and processes to report and investigate allegations of fraud and those related to allegations of harassment, sexual harassment and abuse of authority.

35. The Ethics Office viewed the above-mentioned collaboration as critical for ensuring the consistency and integrity of the guidance that it provided to staff, as well as for the prevention of misconduct. At the same time, the Ethics Office ensured that this collaboration did not erode the independence of the Ethics Office or require the Ethics Office to disclose issues brought to its attention in confidence and as enshrined in sections 1.2 and 1.3 of ST/SGB/2007/11.

36. The Ethics Office had extensive consultations with DHR and provided inputs for the 2012 Global Staff Survey which was administered in the last quarter of 2012. Along with other goals, this survey collected information on staff perceptions of ethical conduct in the workplace, such as, the absence of discrimination, respect in the workplace, fair and unbiased performance assessments, fairness and transparency in staffing decisions, and staff confidence in reporting misconduct, including harassment and/or abuse of authority, without fear of retaliation and belief that appropriate action would be taken. It is envisaged that the survey will produce actionable data that will enable the Ethics Office to further strengthen its positive impact.

37. The Ethics Office met with the UNFPA Audit Advisory Committee and briefed the Committee on the work of the Ethics Office, including its advocacy role in ethics standard-setting within the organization and in providing guidance to management on the incorporation of these standards in organizational practices and processes.

III. United Nations Ethics Committee and Ethics Network

38. The UNFPA Ethics Office participated in all 10 meetings of the United Nations Ethics Committee in 2012 and in the annual meeting of the Ethics Network of Multilateral Organizations. The engagement with UNEC and the Ethics Network has facilitated sharing of experiences and best practices. The collaboration with UNEC members, in particular, has served to promote coherence of UNFPA ethics-related policies, strategies and standards with those of the United Nations Secretariat and the other funds and programmes, in accordance with ST/SGB/2007/11. Further information on the work of UNEC is provided in the Report of the Secretary-General on the Activities of the Ethics Office (A/67/306) presented at the sixty-seventh session of the General Assembly.

IV. Recommendations to management

39. The provision of continuous ethics education for staff, the demonstration of ethical leadership by all managers, a strong tone at the top and senior management's willingness to take prompt and effective actions against those responsible for engaging in unethical behaviour are key for keeping ethics on the organizational agenda at all times. During the 2012 reporting period, management has demonstrated its commitment to promoting an ethical culture in UNFPA through its strong support for ethics training and the inclusion of ethics in organization-wide discourses and initiatives to strengthen accountability; for example, as evidenced in the enterprise risk management system, the business plan and the 2012 Global Staff Survey. In order to build on this commitment and in accordance with Executive Board decision 2012/19 (referred to in paragraph 3 above), the Ethics Office wishes to propose the following recommendations to management to further strengthen an organizational culture of ethics and compliance in UNFPA.

40. With regard to ethics education, while the training, education and outreach programme implemented by the Ethics Office can create awareness of ethical standards and

behaviours, in order to promote adherence to these ethical standards and the inclusion of these standards in daily decision-making, managers need to be more directly engaged in providing ethics education for their staff and in monitoring staff compliance with ethical standards. Managers must: (a) ensure that all new employees complete the online course on ethics, integrity and anti-fraud upon recruitment; (b) lead regular discussions on ethical behaviour in the workplace; and (c) be more vigilant in preventing the risks associated with conflicts of interest.

41. With specific reference to conflicts of interest, the Ethics Office has noted, that often staff members seem to be unaware that their private/personal associations with third parties with whom they are dealing with in their official capacity, could create perceptions of bias and favouritism. As international civil servants, staff members are obliged to take and must be seen to take decisions with only the best interests of the United Nations in mind. Therefore, staff must be mindful of how their actions and behaviours vis-à-vis third parties are viewed. They should be cautious about engaging in conduct that could result (or be perceived as resulting) in an inappropriate benefit to a third party. This is important not only in relation to vendors and suppliers but also when associating with implementing partners, recipients of grants, and private sector entities. Managers should encourage staff to seek advice on any conflicts of interest concerns that they may have and establish vetting mechanisms to ensure that due process is followed to mitigate both actual and perceived conflicts of interest.

42. With reference to retaliation, it should be noted that the policy on protection against retaliation relates only to cases of retaliation that occur as a consequence of reporting misconduct or for cooperating with fact-finding activities. At the same time, as previously reported, concerns about retaliation could hold staff back from officially reporting misconduct through the appropriate channels. Furthermore, acts of harassment, intimidation and/or bullying could be construed as acts of retaliation or reprisals for expressing dissent and voicing divergent opinions from those of supervisors, or drawing attention to the ethical risks associated with wastage/misuse of organizational resources and assets or raising concerns with regard to the fair and equal treatment of staff. In view of the above, management should use the opportunity of town hall meetings on staff issues to reinforce the organization's commitment to establish work environments based on trust and respect and in which constructive dissent and concerns about perceived wrongdoing can be expressed without fear of intimidation or retaliation.

43. The increasing focus on ethics and accountability in public and private sector organizations requires both staff and managers to be in full compliance with their respective organizations' codes of ethics and rules and procedures. At the same time, managers by the nature of their positions of authority are held to a higher standard. Managers are expected to demonstrate ethical leadership. This expectation underscores the need to strengthen managerial skills in the context of compliance with ethical norms and ethical decision-making. In view of this and taking into consideration succession planning,

the management training programmes that are being offered by the organization for both senior and mid-level managers should include specific modules on ethical leadership.

V. Conclusion

44. Inculcating a culture of ethics within an organization is a shared responsibility. A strong ethical culture is one in which an organization's management leads with integrity; managers and supervisors set a good example and encourage ethical behaviour; and peers through their ethical actions support each other in "doing the right thing". UNFPA expectations of staff conduct and the Fund's commitment to the ethics function is reflected in paragraph 65 of the report on the midterm review of the strategic plan, 2008-2013 (DP/FPA/2011/11), which explicitly states that "staff must uphold the highest standards of professional integrity, continuing the progress that has been made in strengthening the organization's ethical standards". Through its mandated activities, the UNFPA Ethics Office will continue to work with staff, managers and senior management to foster a culture of ethics and integrity in UNFPA.
