

Report of the Ethics Office of UNICEF for 2022

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UNICEF Executive Board – Informal briefing – 18 May 2023

Item 12: Report of the Ethics Office of UNICEF for 2022

Reference document: E/ICEF/2023/16



01. Ethics Office's Mandate



**POLICY INPUT TO
SENIOR
MANAGEMENT**



**TRAINING AND
OUTREACH**



**CONFIDENTIAL
GUIDANCE AND
ADVICE**



**CONFLICT OF
INTEREST
FINANCIAL
DISCLOSURE
PROGRAMME**



**PROTECTION
AGAINST
RETALIATION**

02. Resource and Operating Constraints

- Executive Board decision 2022/14 reiterated decision of 2020/19 requesting UNICEF to provide sufficient financial and human resources to the Ethics Office. Also requested the Ethics Office to continue to report on adequacy of resources.
- PBR previously approved one additional senior post. Ethics Office recently submitted proposal to management for upgrade of two existing posts (using funds from its own non-post budget) and a new senior post for two years. While final processing is pending, all indications show that management is supportive of these recommendations.



3. Key Milestones for 2022

In 2022, the Ethics Office met and, in many areas, exceeded its objectives for the year

1. *Strengthening and sustaining an Ethical Culture with Record Engagement and Trust*

- Rise in level of engagement with year-on-year increase in total number of ethics services provided (from 1,020 in 2021 to 1,473 in 2022), indicating staff awareness of Ethics role and their trust in the team continues to grow

2. *Delivering training in the most needed places*

- Number of training sessions more than doubled (from 41 in 2021 to 87 in 2022), reaching 3,900 personnel globally. Intro to Ethics delivered at 21 offices and divisions, prioritizing Level 2 and Level 3 emergency contexts, plus 39 outreach and awareness-raising sessions

3. *Cultivating Culture Champions Across the Globe*

- Ethics and Culture Champions Network (ECC) was launched in partnership with the Culture and Diversity Team, where more than 480 colleagues in 130 offices are fostering dialogue on ethics and culture in the workplace in creative and engaging ways

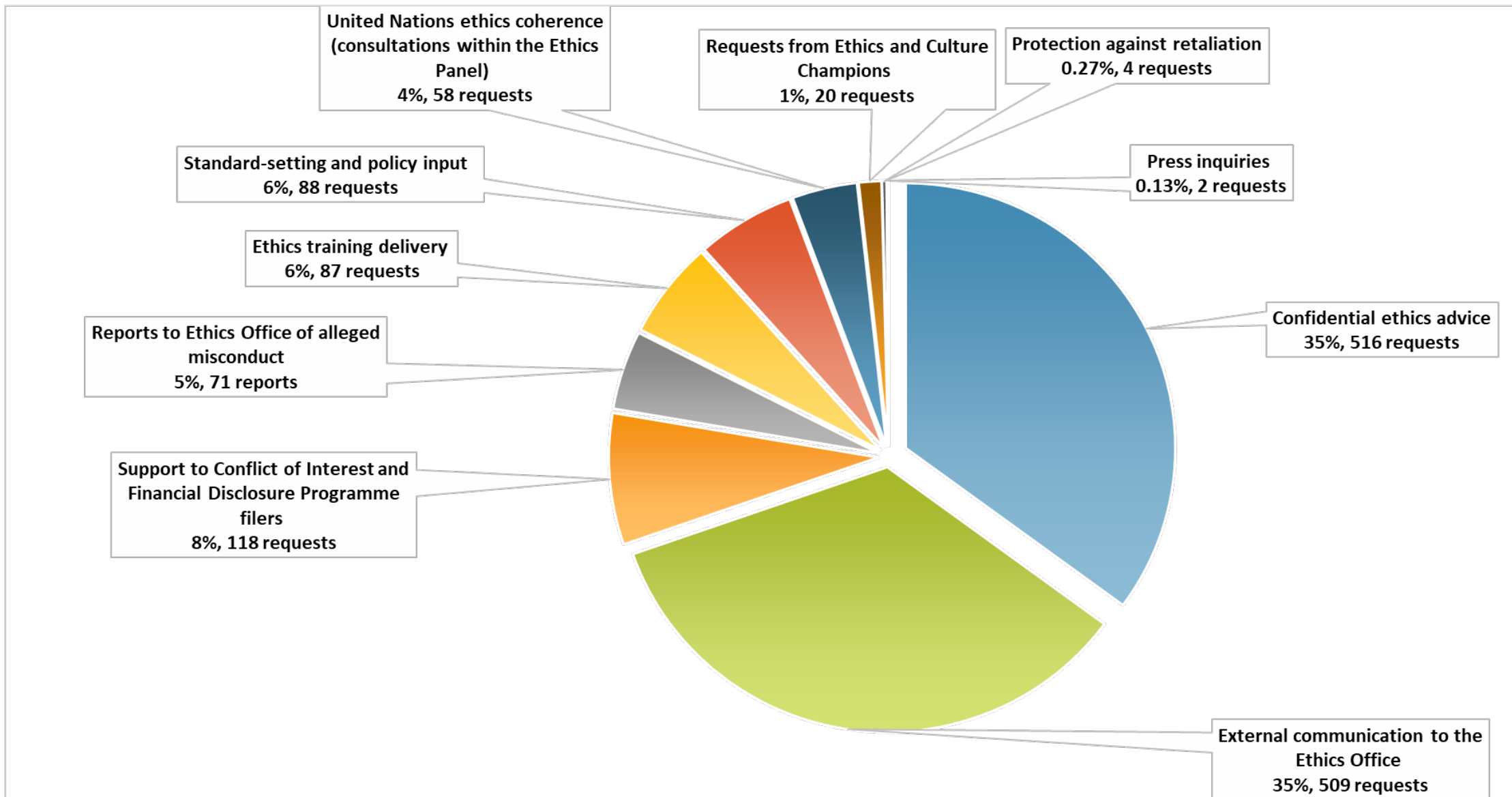
4. *Acting as Trusted Adviser*

- Significant increase in requests for advice related to workplace issues and conflicts. Consultations with more than 60 Country Representatives by the Director. Shifts indicate recognition that proactive and collaborative approach of working with management, other offices and affected personnel to resolve conflicts is increasingly seen as effective

5. *Mitigating risks for the organization*

- The Conflict of Interest Financial Disclosure Programme saw 100% compliance among the 1,630 personnel, which the Office reviews and administers to better identify, manage and mitigate risks

04. Relevant Data



05. Shift from Reactive to Proactive and Preventive Approach

ETHICS OFFICE WILL

-  **ADDRESS INAPPROPRIATE BEHAVIORS** before they rise to the level of misconduct or full conflict
-  **FOCUS ON NEEDS** of the affected UNICEF staff
-  **PURSUE INFORMAL RESOLUTION** by referring and/or providing guidance to stop/correct the inappropriate behavior or emerging risks
-  **PROVIDE SUPPORT** throughout the entire process, including protection from retaliation

ETHICS OFFICE WILL NOT

- CONDUCT FACT FINDING INVESTIGATIONS**, nor make any factual determinations 
- ACT AS AN ADVOCATE FOR ANY PARTY**, to preserve its independent and impartial status 
- REFER MATTERS** for investigation or other resolution mechanism without the consent of the affected personnel 
- REVIEW MANAGERIAL DECISIONS** or performance evaluations 

06. Shifts in Training, Outreach and Awareness-Raising: Strategy

<p>Pre-planned trainings, outreach</p>	<ul style="list-style-type: none"> • Proactively reaching out to units/offices identified for outreach • Resources and mission dates are planned at the beginning of the year
<p>Strategic, data-driven criteria for trainings</p>	<ul style="list-style-type: none"> • Ethics employs clear and consistent criteria for identifying high-priority/high-risk candidates in making training decisions • Data-driven clarity on which offices, units and personnel groups have greatest risks or needs for Ethics Office outreach and interventions • Ethics Office identifies and responds to “red flags” and systemic or recurring issues • Ethics Office outreach data systematically captured
<p>High ethics awareness</p>	<ul style="list-style-type: none"> • Personnel staff are familiar with ethics roles under Integrity Framework and regularly reach out to Ethics Office for advice or outreach/training support • Personnel report ethical failures or ethics risks
<p>Training materials and content meet personnel needs</p>	<ul style="list-style-type: none"> • Training suite is robust and catered • Tailored training materials or thematic sessions are available for audiences with specific needs
<p>Strong ethics and values-based mindset</p>	<ul style="list-style-type: none"> • Personnel familiar with values and how these relate to their work • Use of values-first and principles-based approach in ethically ambiguous situations



07. Shifts in Training, Outreach and Awareness-Raising: Outcome

<p>Face-to-face Training, Outreach and Awareness-raising</p>	<ul style="list-style-type: none"> Conducted 87 face-to-face training. Introduction to Ethics at UNICEF, a flagship training product, delivered directly in 21 country offices and divisions. Participants rated the seminars at an average of 6.21 out of 7 (based on 172 responses from 13 offices), indicating a high level of satisfaction, with many positive comments highlighting interactivity, relevant and engaging scenarios and case studies, as well as the opportunity for open discussion.
<p>Mandatory Online Courses</p>	<ul style="list-style-type: none"> 2,022 people completed the course on Ethics and Integrity at UNICEF. In recent JIU report, UNICEF was recognized for achieving high rates of compliance in mandatory ethics training: <i>“UNICEF could serve as a role model for achieving near total staff coverage. UNICEF stands out as a positive example, given that its training data show that 93 per cent of its total active staff had completed its mandatory ethics course as of 30 January 2021”</i>.
<p>Ethics and Culture Champions (ECC) Network</p>	<ul style="list-style-type: none"> There are more than 480 ECCs across 130 UNICEF offices worldwide, including in country, zonal, field, regional and headquarters-based offices. Conducted 5 welcome and orientation sessions, attended by more than 300 ECCs. Recordings were watched by another 150 ECCs. Provided training on facilitation skills to equip them to facilitate dialogue with their colleagues, as well as “speak-up” trainings. Hosted regular ECC consultations.
<p>Global Campaign: Ethics Month</p>	<ul style="list-style-type: none"> Led the sixth annual Ethics Month in October 2022, engaging over 5,300 personnel throughout the month. Organized Global webinar highlighting “Accountability in Action”, attended by more than 1,700 UNICEF personnel, one of the largest turnouts for any UNICEF global event
<p>Communication and outreach materials</p>	<ul style="list-style-type: none"> The Ethics Office’s Yammer group called “Ethics within UNICEF” with 1,541 members is among the Yammer groups with the highest membership in the organization. Developed and prepared external website. Robust collaboration with other UN Agencies



Thank you

The Ethics Office

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