



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture



ANNUAL REPORT OF THE ETHICS OFFICE

2015

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I. Message from the Director-General

As we look back on a year of challenges through rising intolerance and extremism across the world, the year 2015 has been also marked by the adoption by the United Nations of a truly humanistic 2030 Global Agenda for Sustainable Development. In this context, it has never been more important to highlight what UNESCO stands for as an Organisation. The core values of integrity, professionalism and respect for diversity run through the heart of UNESCO and can never be obscured by the challenges which we face in meeting our mandate in the face of adversity. UNESCO is committed to employing those who engender these values as they form a vital element in this delivery and, consequently, as Director-General, I remain committed to ensuring the well-being of all UNESCO staff.

The Ethics Office plays a key advisory role in this objective. By ensuring that staff are provided with advice and guidance, the ethical standards of the Organisation are engrained in our daily work and all contribute to the well-being of colleagues within the Organisation. In doing so a working environment is created in which respect and professionalism are both valued and expected.

The strong investment in training by the Ethics Office this year has paid dividends. Staff have a renewed interest in learning about how these ethical standards can be applied in practical situations. Applying the theory is rarely easy but with the guidance and support on offer, issues can be addressed, and overcome, with greater confidence. The value of the Ethics Office in providing a confidential service, when requested, is clearly recognised and supported.

The responsibility to creating a culture of ethics at UNESCO is one which we must all commit to in a sustained manner to ensure that ethics remains at the forefront of our work here at UNESCO.



Irina Bokova

II. Message from Rebecca Trott, Ethics Adviser

This year it has been agreed that the Ethics Office Annual Report will be presented to the Executive Board during the Spring session and this gives me the opportunity to take stock of all that has been achieved during the last year whilst events are still fresh in my mind. Reading the Annual Report 2014 I am reminded that my primary aim was to increase the visibility of the Ethics Office as a vital resource for all colleagues, regardless of grade or location.

To further this aim, in Spring we looked critically at the training material for Ethics and Anti-harassment and made substantial revisions. We then embarked upon an ambitious schedule of missions in the Field to provide training to employees across the world and were genuinely delighted by the open attitude of employees and their positive feedback on the trainings provided. We also recognised that training for senior managers was vital to ensure a uniform alignment of the 'tone at the top' so set about designing a course specifically targetting UNESCO leaders. The Ethical Management training was delivered to 29 leaders in the Field and was unanimously welcomed as a sound initiative to draw HQ and Field ever closer.

Employees at Headquarters were not neglected as we relaunched the mandatory Ethics training in-house and succeeded in offering training to all new employees in 2015. It is heartening to note that after some initial reticence early in 2015 training is now deemed so desirable that two open training sessions offered early in 2016 were filled within 48 hours!

Enquiries also increased in 2015 as a result of this increased knowledge of and interest in ethical standards at UNESCO. Feedback has taught us that the integrity and confidentiality of the Ethics Office is highly valued and employees generally believe that they receive honest advice and guidance. Productive relationships have also been strengthened with colleagues in the SMT and staff unions with open dialogues orientated to finding the best solutions for the Organisation.

Additionally, the Financial Disclosure Programme entered its second year of existence and we upgraded to a system for electronic submission. Participants found the system more client friendly than the previous paper based programme and substantial security and confidentiality measures were build into the programme to assure participants confidence in this regard.

However, we were not succesful in all our plans. Unfortunately, the planned development of e-learning modules was not possible due to a lack of both human and financial resources. Similarly, we were frustrated in our plans to finalise the Gifts Policy due to the need to align certain legal provisions which could not be realised in 2015.

Nonetheless, when taking stock I remain pleased with our achievements over the last year. Our primary goal for 2015 has been achieved and we look foreward to meeting our mandate again in 2016 with renewed vigour.



Rebecca Trott

III. Mission Statement

1. The Ethics Office is responsible for providing confidential advice on ethics and standards of conduct to the Organization and all its employees. It promotes ethical awareness through training, communication, policy development and liaison; and aims to resolve allegations of unethical behavior or wrongdoing.
2. The Ethics Office is independent from all Programme Sectors, Support Sectors and other Central Services, and reports directly to the Director-General. In the event that the Director-General is the subject of an allegation, the Ethics Office will refer the case to the UNESCO Executive Board.

IV. Overview of the Ethics Office

1. Introduction

3. Since its establishment in 2009, the Ethics Office has continuously developed and has become a key component in the services provided by UNESCO to assist in the resolution of grievances and enhance compliance with the Organisation's ethical standards.
4. From the offset, the Ethics Office has taken a preventive rather than a punitive approach to promoting a culture of ethics at UNESCO. Through a comprehensive communication and outreach strategy aimed at sensitising UNESCO employees to the UNESCO standards of conduct and the personal, professional and reputational risks of failing to respect these standards, to the implementation of a policy protecting those who speak up against unethical behavior, the Ethics Office is proud to highlight the progress made since its inception.
5. With the appointment of the new Ethics Adviser in November 2014, the training sessions so vital to the outreach programme were relaunched and, as expected, the number of requests submitted to the Ethics Office increased, since employees were again sensitized to the issues and felt confident that they would receive independent, professional advice and that, if intervention was required, this could be provided at an appropriate level without fear of reprisals.

2. Ethical Core Values

6. It is important to recall the fundamentals relating to Ethics. Ethics refers to the basic concepts and fundamental principles of decent human conduct. At the organizational level, it relies on three core values: Integrity, Professionalism and Respect for diversity.
7. Integrity is a core value in all aspects of our professional and personal life. Integrity includes, but is not limited to loyalty, impartiality, fairness and honesty.
8. High-standards of professionalism are required to fulfil our duties at UNESCO. We should show pride in our work, demonstrate the highest standards of competence, be conscientious and efficient in meeting goals and commitments, and be motivated by professional objectives rather than by personal concerns.
9. Finally, we take pride in the diversity of our colleagues, which brings together people from varied backgrounds, cultures and experiences. We should embrace this diversity, and view it as an advantage. We should be able to work constructively with people from all backgrounds, examine our assumptions and avoid stereotypes, and show no discrimination against any individual or group.

V. Activities and Operations

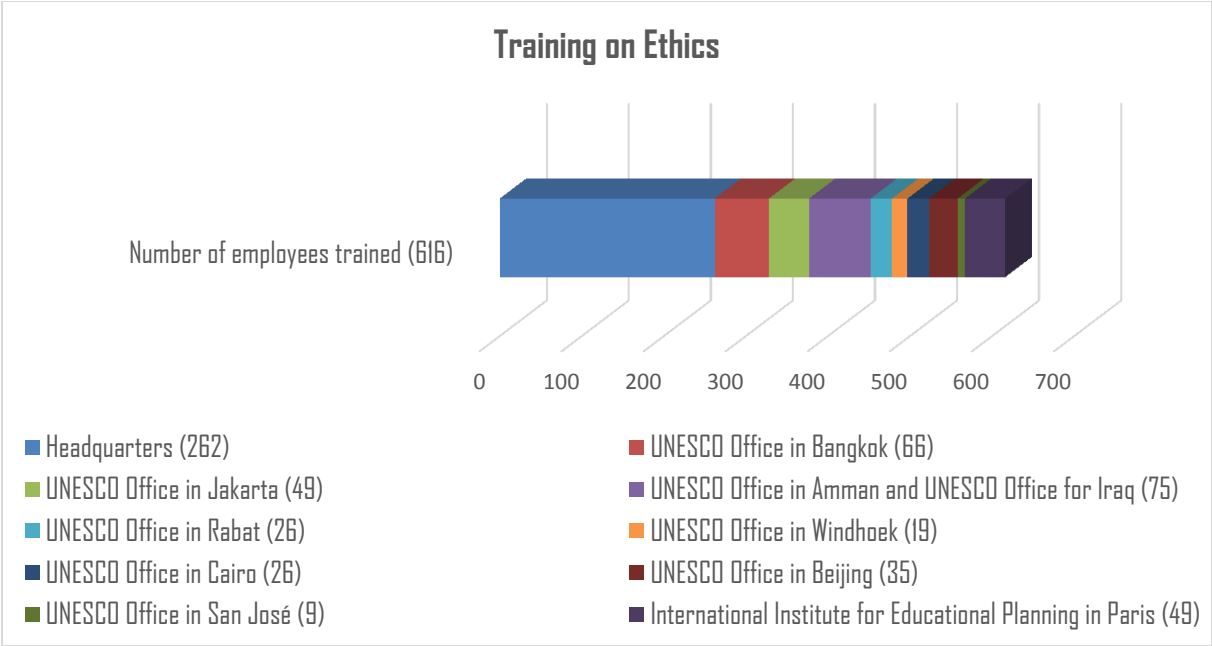
1. Training

10. Education is key in building a culture of Ethics at UNESCO. After all, how can employees be expected to uphold UNESCO's ethical standards if they are unaware of them? From its inception, the Ethics Office has considered that sensitizing employees and raising ethical awareness is the best way to attain this objective. This is the reason why the Ethics Office has developed and implemented a number of specific training programmes aimed at enabling all employees to understand their rights and obligations and make decisions in an ethical manner.
11. The basic Ethics training is specifically tailored to the needs of UNESCO by the Ethics Office and has certain elements, which makes it unique amongst trainings delivered in other international organizations. Firstly, it is important to note that it is a face-to-face training, developed and delivered directly by the Ethics Office. This was a deliberate choice as it was clear that ethics was a topic which sparked much discussion and highlighted many differences in approach. Rarely can ethical issues be answered with a simple 'yes' or 'no' but by discussion of often delicate and sensitive issues which relates to the daily professional life of each employee ethical, yet practical, solutions can be found. This interactive approach also enables the Ethics Office to take the 'ethical temperature' in UNESCO offices around the world, to best address the concerns of the employees and to provide appropriate feedback to leaders to facilitate change.

12. Another strength of the training is its mandatory status for all categories of employees regardless of their contractual arrangements, whether based at Headquarters or in the Field Offices. This approach has been adopted to encourage a uniform standard of ethical behaviour throughout UNESCO and to endorse the right of all employees to be treated in an ethical manner and encompassing those who work in a temporary way for the organisation in the duty to work to UNESCO ethical standards.

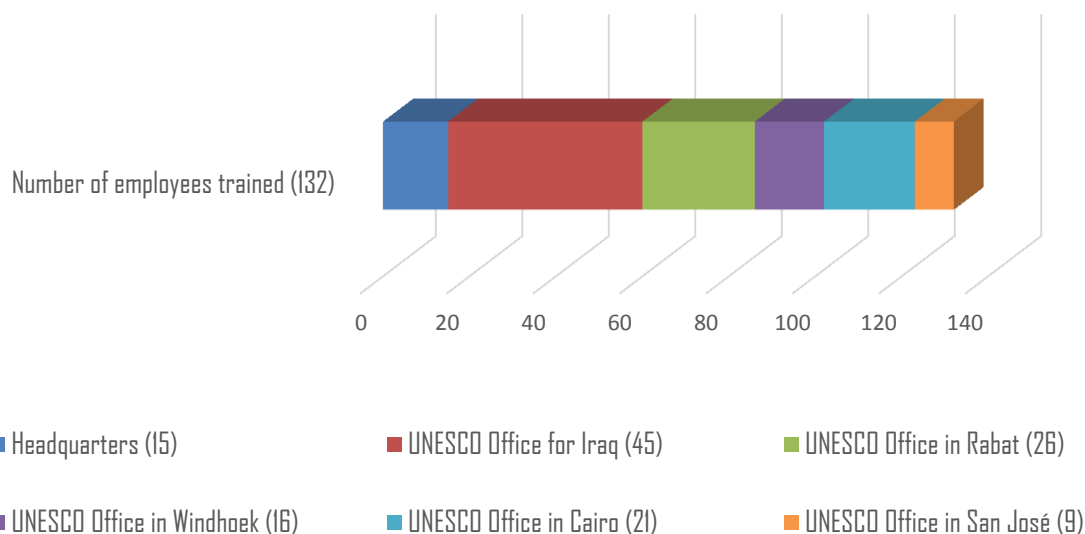
13. As previously mentioned, the arrival of the Ethics Adviser in November 2014, heralded the relaunch of ethics training. Given the minimal budget of the Ethics Office (less than 0.10 % of the UNESCO regular budget for the biennium) and the large number of employees who had never received the mandatory training (Chapter 5 of the UNESCO's Programme and Budget for 2014-2017), it was decided to initially focus on training for new employees at Headquarters. The basic Ethics training material was revised and updated and delivered 9 times in 2015 with invitations sent to all new employees, through the Administrative Officers of their respective Sectors. Unfortunately, attendance rates for the first sessions were unacceptably poor and, disappointingly, many employees did not show the courtesy of advising in advance of their non-attendance (initial attendance rates: 65 % for the Non-Programme Sectors and the Culture Sector, 55 % for the Science Sector, 78 % for the Education Sector, 42 % for the Communication and Information Sector, and 88 % for the Social and Human Sciences Sector). Obviously, had this been known in advance, the number of training sessions could have been reduced and scarce resources re-assigned. To remedy this issue contact was made with members of the Senior Management Team who made expectations clear to their respective teams and during subsequent training sessions attendance rates improved. In total 262 employees at Headquarters were trained in Ethics in 2015 with a gratifying 78.4 % of participants advising that they would recommend this course to colleagues. Notably, a significant number of participants valued the decision to provide this training for all employees indicating that they felt, especially during a period when an increasing number of colleagues are employed on a temporary basis, that it enhanced the feeling of 'one team'. Many also recommended that the sessions be offered on a more regular basis, and that longer serving employees should also be offered refresher courses. This useful feedback which will be acted upon during 2016.

14. Training in Field Offices, where there was often a perception of a greater need due to the greater number of new employees to UNESCO, was a challenge with Offices being prioritized in accordance with their need and their capacity to (partially) self-finance. In this regard, a total of 305 employees in 8 Field Offices received the basic training on Ethics. Additionally, 49 employees from the International Institute for Educational Planning in Paris received the training on 3 and 4 December 2015.



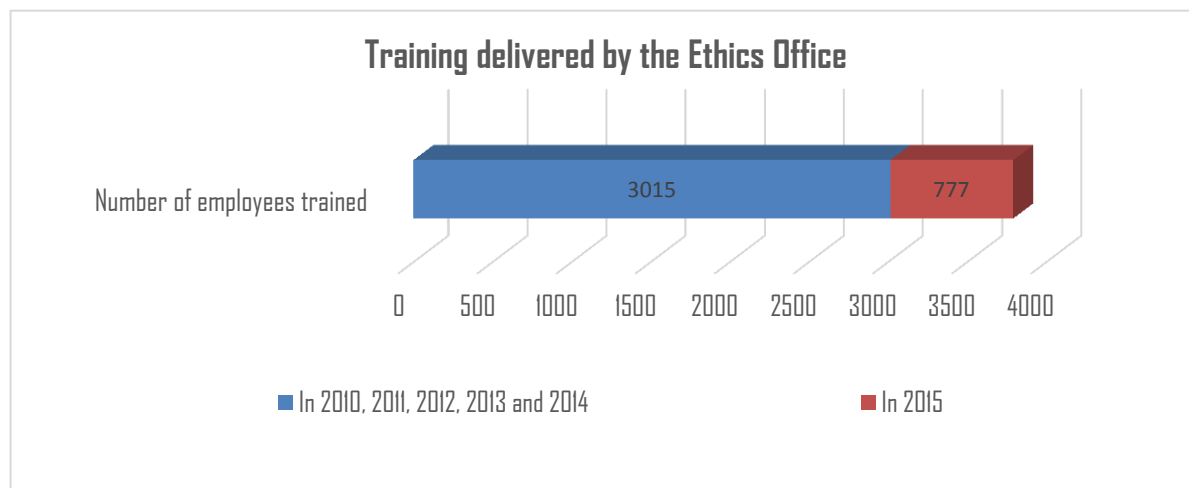
15. As harassment related matters form the majority of enquiries received by the Ethics Office in previous years training on the UNESCO Anti-harassment Policy was also relaunched in 2015 to sensitize UNESCO employees, both supervisors and supervisees, to identify and differentiate harassment from other forms of potential misconduct and legitimate interactions and how to act when confronted with any form of harassment. In this regard, in addition to the revision of the training material, 15 employees at Headquarters and 117 employees in Field Offices attended this training. Again, these training sessions in the Field Offices were only made possible with the budgetary support of the UNESCO Offices in Rabat, Windhoek, Cairo, San José and the UNESCO Office for Iraq. The feedback from the participants was very positive, with almost 90 % of participants advising that they would recommend this course to colleagues.

Training on the UNESCO Anti-harassment Policy



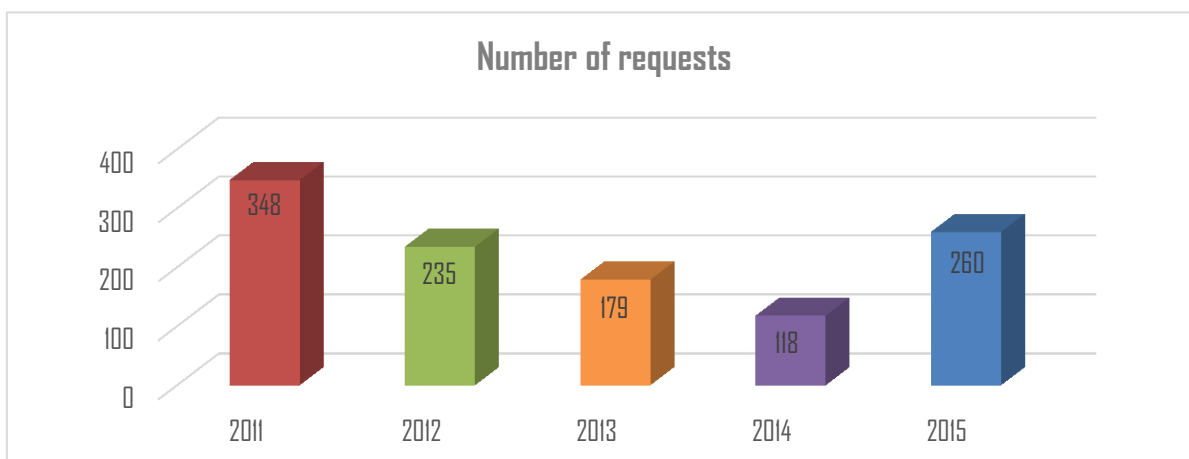
16. Additionally, in 2015, the Ethics Office launched a third training programme, this time targeting specifically those staff in senior positions. This two day intensive training in Ethical Leadership, detailed the specific responsibilities and actions required of managers and provided practical support for embedding ethical standards into teams.
17. The rationale for investing precious resources into developing this programme was supported by strong evidence of the efficiency of such an initiative. For example, a survey commissioned by PricewaterhouseCoopers in 2013 (Tone from the Top - Transforming words into action), has shown a resounding agreement from respondents (a community of individuals based in the UK having responsibility for managing fraud, corruption and integrity risk to their organization) that Tone from the Top is vital in developing and maintaining the ethical integrity of the business. Indeed, nearly 90% of survey respondents agree that Tone from the Top is critical in the effective mitigation of risk to their organization of Fraud, Corruption and Ethical Behavior.
18. Thanks to the budgetary support of the UNESCO Offices in Jakarta and for Iraq, the training on Ethical Leadership was delivered to 18 managers of the Asia and the Pacific region and 11 managers of the Arab States region. Directors and Heads of Field Offices, as well as Officers-in-Charge were among the managers who attended these sessions.
19. At Headquarters, full agendas of some members of the Senior Management Team, made the provision of the Ethical Management training to the Team regrettably impossible in 2015, despite support for the initiative. Nevertheless, a commitment to this training on 22 January 2016 has been secured.

20. In conclusion, for the 2015 calendar year, 777 employees followed the training courses developed and delivered by the Ethics Office. Consequently, since 2010, a total of 3 792 employees have been trained by the Ethics Office at Headquarters and in the Fields Offices and Institutes.



2. Requests: advice, guidance and complaints

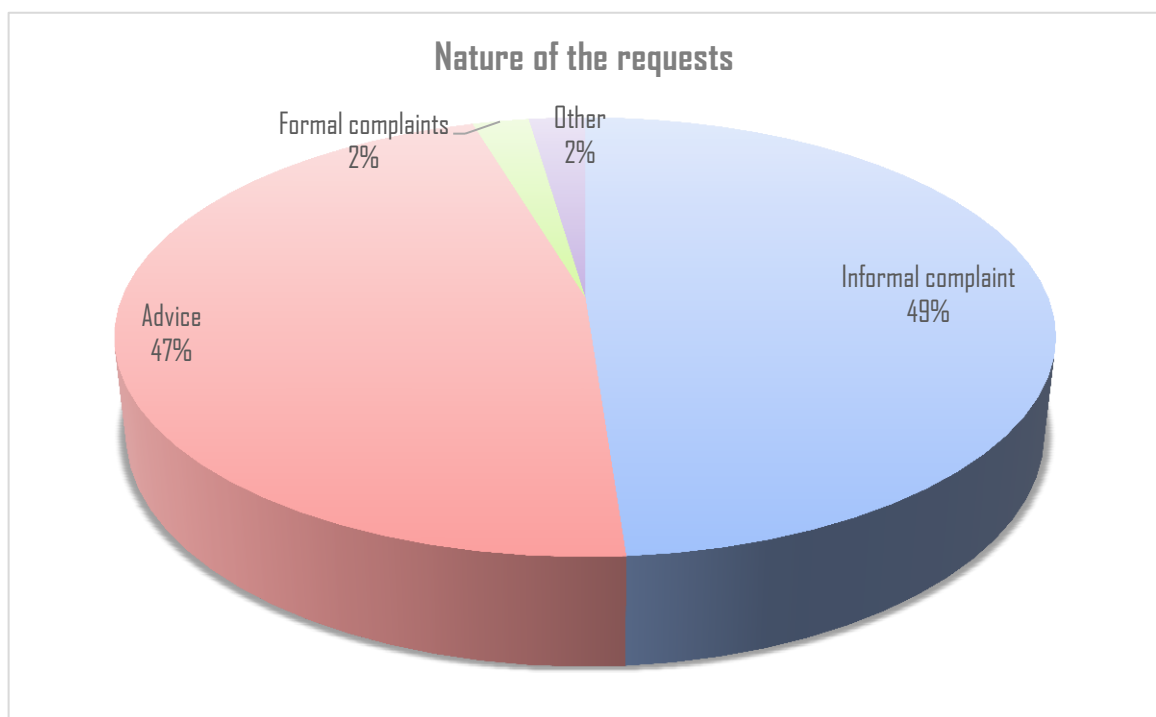
21. The Ethics Office responded to a total of 260 requests during the 2015 calendar year. This represents significant increase on the number of requests made in 2014 (118 requests) but also in 2013 (179 requests) and in 2012 (235 requests).



22. This increase is notably due to the arrival of the new Ethics Adviser, providing vital resources to the Office which led to a revival of outreach activities. The training sessions delivered during 2015 at Headquarters, served to raise awareness among UNESCO employees on the role and availability of the Ethics Office to address enquiries. As raised in the previous paragraphs, it is also important to note that a number of Field Offices were able to provide budgetary support for training missions by the Ethics Office, Not only was training delivered during these missions but employees were also offered the opportunity to consult confidentially with the Ethics Office and in all Field Offices visited employees availed themselves of this opportunity. In total 49 face-to-face consultations took place with employees of Field Office during 2015.

a. Nature of Requests

23. About half of the 260 requests submitted to the Ethics Office were **informal complaints** that is when an employee informally seeks action or intervention for an ethics-related issue involving another employee. The other half of the 260 requests are **requests for advice or guidance** on how to handle an ethics-related issue, with no intervention expected on the part of the Ethics Office. Only 2 % of the requests were **formal complaints** (when an official complaint is lodged against another employee for action on the part of the Organization, for instance an investigation to be carried out). Finally, the last 2 % of the requests refers to the 'Other' category and relates to approaches from individuals who are not employees of the Organisation but chose to contact the Ethics Office for advice or to complain about a situation which does not pertain to an ethics-related issue.

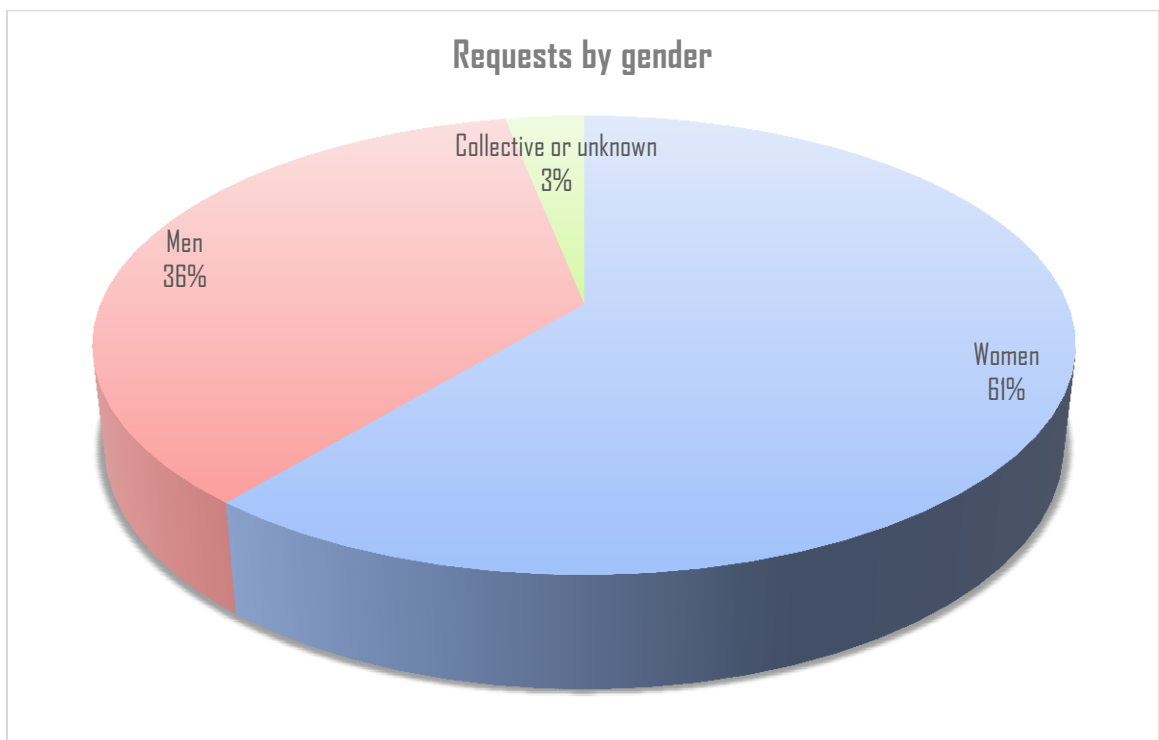


24. These figures demonstrate that most employees of the Organization, do not have a litigious intent when they get in touch with the Ethics Office. Indeed, the intention for most is not to lodge an official complaint against a colleague, but rather to find a solution to a problem they are facing, and for which they need advice and guidance. This is also in line with the objective of the Ethics Office, as a tool for employees to explore options and find solutions to their workplace problems.

b. Requests by Gender, Collective Requests and Anonymous Requests

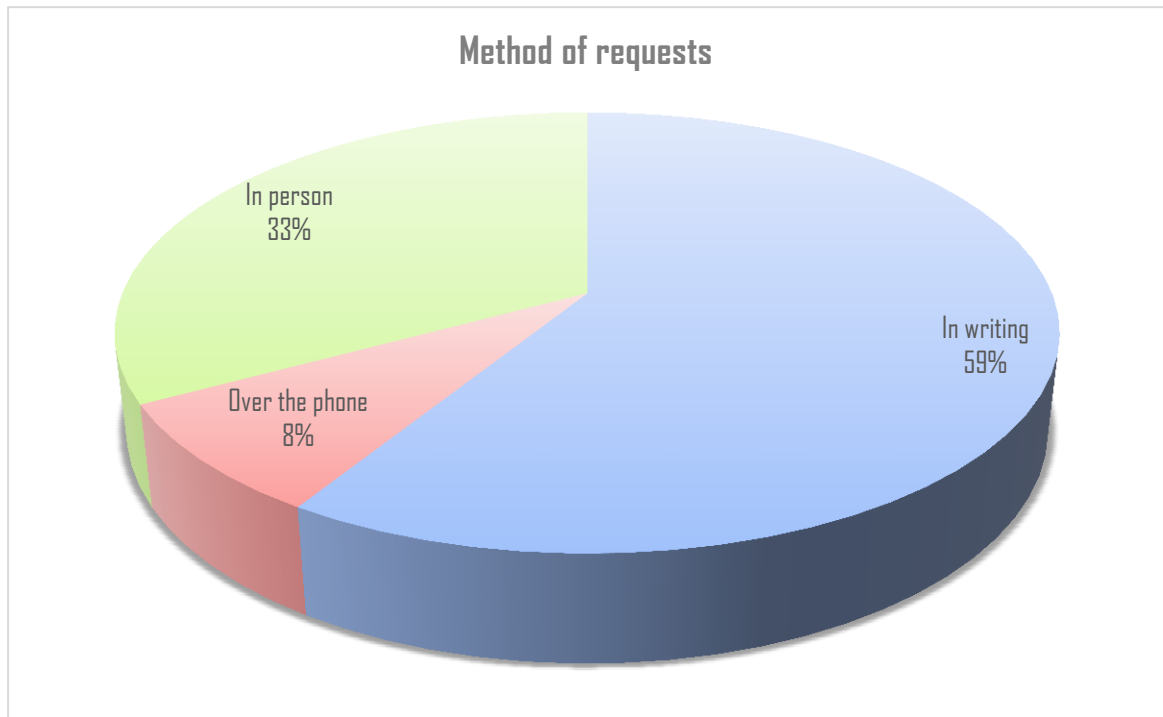
25. As every year, more than half of the approaches were made by women. This has to be viewed in conjunction with the fact that there are more women in the position of supervisees in the Organization.

26. Notably, there are also still a number of enquiries that are reported collectively, either by a group of employees, or by unknown or anonymous sources. The Ethics Office takes these reports seriously as it could be argued that in addition to the existing whistleblower protection policy, the best protection against retaliation is anonymity. Nonetheless, this method of reporting does raise certain challenges as it is often impossible to gain further information surrounding the report and this type of initiative is often opposed for fear that it will lead to an increase in malicious reports.
27. In this regard, it is important to note that at the end of 2014, the Ethics Office launched a confidential Online Reporting Form, as part of its Intranet page. In accordance with UNESCO's Whistleblower Policy, whilst employees are still able to visit the Ethics Office and report in person or by telephone, the Online Reporting Form provided an additional secure and confidential way to report allegations, with the opportunity to report anonymously. The relative low number of Online Reporting Forms submitted (10 since its launch with most waiving anonymity) shows that the initiative has not led to the flood of anonymous and malicious complaints which some anticipated but indicates rather that complainants trust that they can rely upon the sensitive and confidential handling of their complaints and enquiries by the Ethics Office.



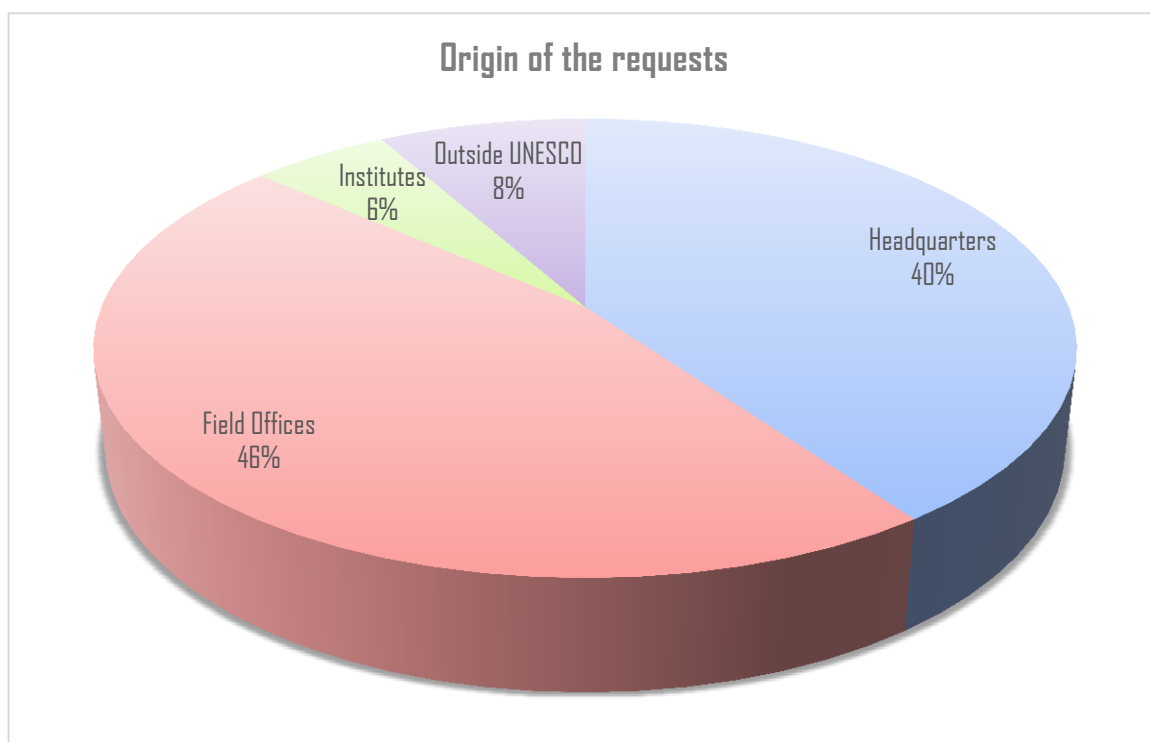
c. Method of Requests

28. The Ethics Office can be contacted in several ways: by email, with a phone call, or in person. This is to ensure equitable access to the Ethics Office for all employees, regardless of whether they are based at Headquarters or in the Field.



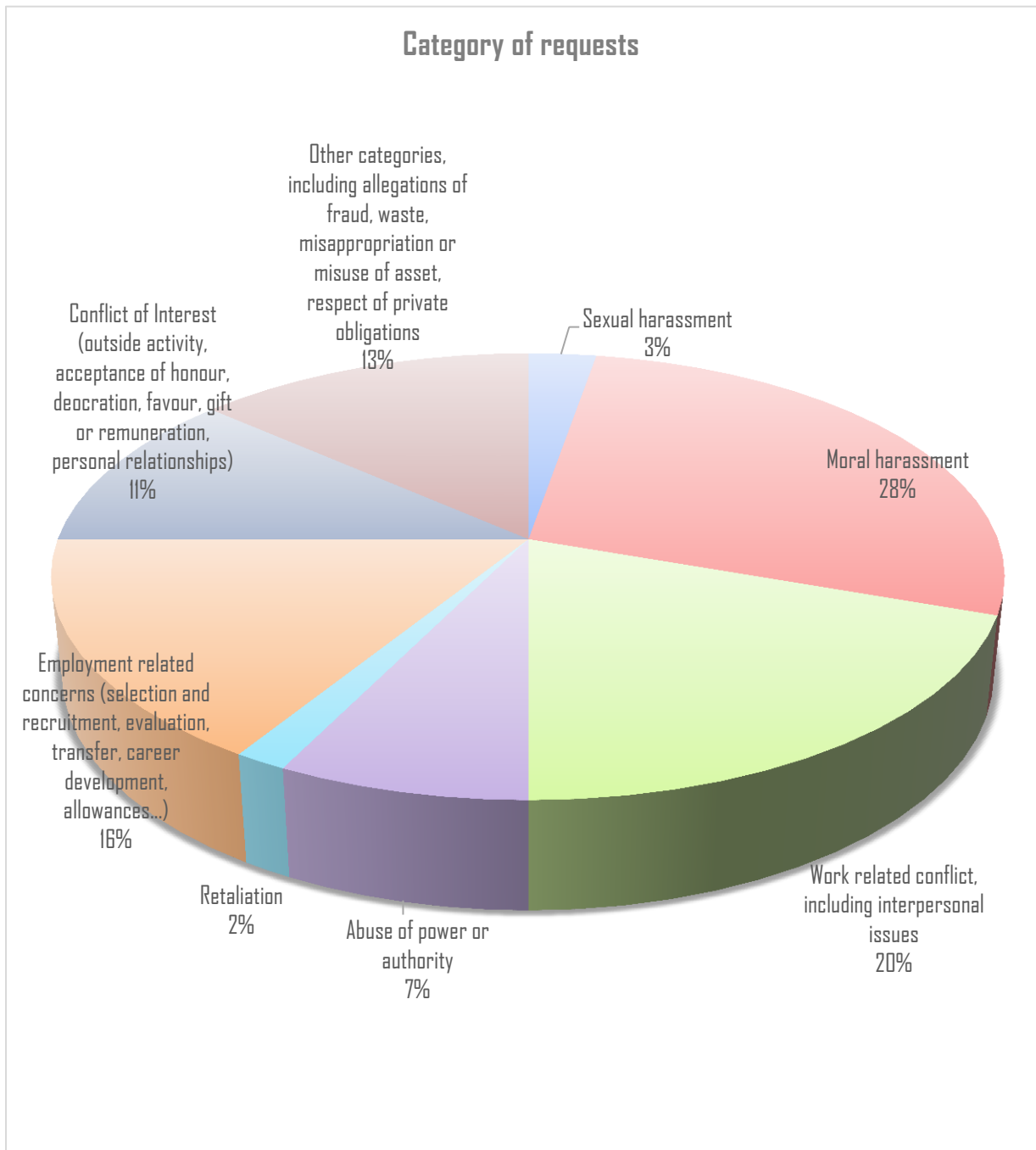
d. Origin of Requests

29. In 2015, there were more requests from Field Offices than from the Headquarters. Given the size of the respective populations this means that proportionately more issues were raised by employees in Field Offices than from those based at Headquarters. It is important to link this number to the fact that, as mentioned earlier, the Ethics Office was able to conduct a number of missions to Field Offices in 2015. This allowed employees to have the opportunity to directly raise ethics related issues with the Ethics Office. There is indeed a strong correlation between the number of requests from the Field Offices and the accessibility of the Ethics Office to employees. Finally, the Ethics Office can also be directly contacted from outside the Organization, when employees are, for instance, not honouring their private legal or financial obligations.



e. Category of Requests

30. More than a quarter of the requests (72) received by the Ethics Office refer to allegations of moral harassment, as defined by the UNESCO Anti-harassment Policy as any repeated or persistent aggression, whether physical, verbal or psychological having a negative effect on conditions at the workplace or aimed at humiliating, demeaning, offending, intimidating an individual or a group of individuals, and potentially seriously affecting their health, career or dignity. This number of requests has increased but remains at the same level as last year, in terms of percentage of allegations made. The number of requests pertaining to allegations of sexual harassment has increased even though it remains relatively low at 7 reports during 2015 (3 % of the requests). Then, about a fifth of the requests received (51) refer to work related conflicts, such as interpersonal and managerial issues, absenteeism, or incivilities. Employment related concerns also form a significant percentage of the requests received (42). They include issues relating to contracts, performance reviews, transfers, career development, recruitments, and job descriptions. While they are not necessarily ethics-related issues, the Ethics Office might address them in cooperation with the responsible service, should there be an ethical element to the request. Then, more than a tenth of the requests relate to conflicts of interests (30 requests). In particular, situations relating to the acceptance of gifts, honours, and remuneration, or performance of outside activities and employment. Finally, beyond these main categories, there are many requests which do not relate to ethics as such and these reports often require referral to another service for which appropriate details are provided. For instance, allegations of fraud, waste, misappropriation, misuse of assets are referred to our colleagues in the Internal Oversight Service for further consideration.



3. The Declaration of Interest and Financial Disclosure Programme

a. Introduction

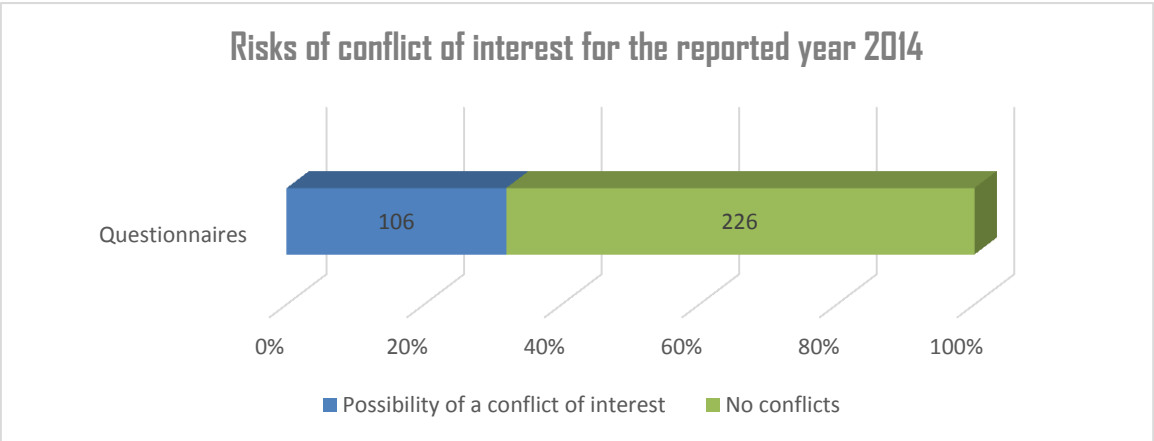
31. The policy on the Declaration of Interest and Financial Disclosure Programme was approved in 2012 and the first disclosure was made in 2014 for the 2013 reporting period. The purpose of this policy is to specifically reduce the risk of conflicts of interests arising from the financial holdings or outside activities of certain employees who are deemed to represent a higher risk due to the nature of their work . Employees at the P-5

level and above, employees of the Ethics Office and those whose principal duties include the procurement of goods and services for UNESCO, or relate to investment of UNESCO assets, are required to disclose the required information.

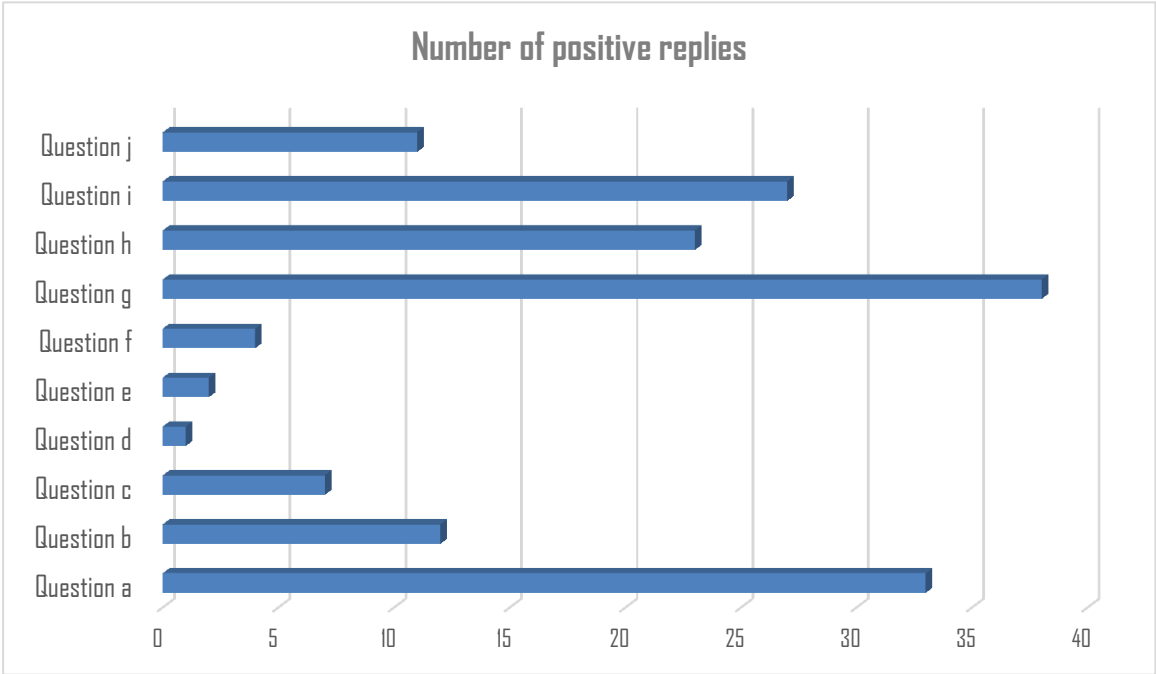
32. The Declaration of Interest and Financial Disclosure Programme does not aim at replacing the provisions already in place in the Organization and in the Standards of Conduct for the International Civil Service, on outside activities and interests, and on the acceptance of remuneration, honours and favours which apply comprehensively to all staff. Thus, pursuant to Staff Rule 101.5 “staff members who have the occasion to deal in their official capacity with any matter involving a company, partnership, or other business concern in which they have an interest shall disclose the nature and measure of that interest to the Director-General.” In addition, according to Staff Rule 101.5, as well as Staff Rules 101.7 and 101.8, all staff members shall obtain prior approval in writing from the Director-General, or delegated authority, before engaging in any regular outside occupation, accepting an honour or prize and accepting remuneration for outside work done in their spare time. Finally, staff members specifically involved in Procurement of Goods, Works and Services must follow the UNESCO Administrative Manual 10.2, notably its paragraph 3.3, on Procurement Ethics.
33. It is important to note that this policy differs from those in place in some other international organizations, as it is less intrusive, since the information only has to be shared when it relates to a potential conflict between the functions of the employee and his or her private interests, while in most United Nations entities, employees have to declare all their personal assets (and those of their partners and children) even if these assets are not related to their work. It is important to note that the objective of this policy is not to provide a comprehensive overview of assets or to detect unjust enrichment, but rather to focus on reducing the risk of conflicts of interests. Prior to adopting this form of policy other UN entities were widely consulted to gauge the experiences of those both adopting the standard UN approach and those adopting a more selective approach. Those international organizations adopting the traditional approach, deemed it to be extremely costly and complicated to manage with little to no enhanced detection of genuine conflicts of interest. It was therefore decided to follow a more pragmatic and proportionate approach, tailoring the programme to the specific needs of UNESCO.
34. For the first time, in 2015, the Declaration of Interest and Financial Disclosure Programme was fully automated. While this process increased transparency and efficiency, it was important to ensure necessary measures were taken to safeguard the confidentiality and security of the information disclosed. The employees concerned received, by email, a link and a personal token to complete the questionnaire online. This online questionnaire is composed of ten questions and information had to be provided in relation to the employees, their spouses or partners (if any), and their children (if any). The information provided electronically by the employees concerned was then reviewed by the Ethics Office. (Annex. I)

b. Results

35. In 2015, for the reported year 2014, the Ethics Office reviewed 332 questionnaires. Almost two third of these questionnaires didnot disclose conflicts of interests in the sense that employees responded negatively to all questions.



36. It is important to note that the answers to the questionnaire allowed the Ethics Office to clarify certain points and helped the Office to determine whether there was simply a risk of potential conflict of interests or an actual conflict of interests. None of these potential risks of conflict were found to represent actual conflicts of interests. Nevertheless, analysis of the questionnaires of the Financial Disclosure Programme permitted the Ethics Office to target the risks and to give specific advice to a certain number of employees who responded positively to some of the questions.



37. Based on the responses to the questionnaire, it appears that the main risks were at the level of the employment by a government or a non-governmental organization of the spouse or child of the employee (question g) and the gifts received by the employee, spouse or the employees' children from a UNESCO vendor, a government or an external entity (question a). The role of employees in leadership, in policy-making

or in fundraising in an entity external to UNESCO (question i), as well as the provision of services or goods, regardless of whether it was remunerated or not, to third parties (question h) were also identified to be areas where potentials risks could exist.

38. It is important to note that the Declaration of Interest and Financial Disclosure Programme relies on the integrity of employees who must certify that the information disclosed is true, correct and complete to the best of their knowledge and belief, and to acknowledge that incomplete or incorrect completion of the questionnaires could be considered misconduct. For the 2014 exercise compliance was checked in terms of completion, with 3 individuals not submitting their questionnaires despite consistent reminders. As those failing to submit had either left the Organization or were on special leave, it was not judged to be appropriate to pursue the matter further bearing in mind the assessed risk. There were no compliance checks in terms of accuracy of information provided, although the Ethics Office has subsequently been consulted by the Internal Oversight Service during ongoing investigations to reconcile disclosures with statements made during ongoing investigations. In refining the process a random sampling exercise is foreseen for 2016, dependent upon resourcing.

4. Policy

39. A key component of the mandate of the Ethics Office is to develop ethical standards. In this regard, the Ethics Office worked in 2015 on the development of policy on the acceptance of honours, decorations, favours, gifts or remuneration. Whilst gift-giving is common practice in many cultures, accepting gifts or other benefits can expose the Organization to allegations of favouritism, challenging UNESCO's independent status and casting doubts on the integrity of the Organisation. The risks are to be initially addressed by a policy of full disclosure of all approaches made in this regard. For example, best practice dictates that the new policy should introduce a registry of all honours, decorations, favours, gifts or remuneration offered and identify what happens with the offers. It is generally held that offers should be courteously refused in accordance with the 'zero-tolerance' policy espoused in the UN but when acceptance is held to be in the best interests of the Organisation full transparency should be adopted.

40. Since this policy will, in essence, be superseding the Human Resources Manual, and will be introducing some changes to the current applicable provisions of the staff rules and regulations, these provisions will have to be amended in advance of the new Policy launch. In this regard, the Bureau of Human Resources Management is considering the next steps to proceed with the policy at the normative framework level.

41. In the meantime, at the end of 2015, traditionally a season for gift giving, the Ethics Office sent a communication to all employees of the Organization to provide practical guidance on their obligations. Employees were reminded that they should not accept any honour, decoration, favour, gift or remuneration from any government or from any other source external to the Organization and advised that accepting such an item could have an impact on their perceived independence. In particular they were advised of the necessity to declare any gifts accepted, to the Bureau of Human Resources Management to maximise

transparency. In this regard, a specific form was created and shared with all the employees of the organization to ensure uniformity in the recording of offers made and subsequent action taken.

5. Participation in the Ethics Network of Multilateral Organizations

42. The United Nations Ethics Network promotes a system-wide collaboration on ethics-related issues with a specific focus on coherent application of ethical standards and policies throughout the United Nations System. The UNESCO Ethics Office attended the annual meeting of the Network in July 2015. Topics such as the correlation between Ethics and change management, and how to extend Ethics Program to Field Offices were notably covered. Discussions also tackled data analysis, training & outreach activities and how to take into consideration the interests of external stakeholders.

VI. Challenges and Way Forward

43. As raised in the previous paragraphs, 2015 saw the relaunching of the training on Ethics, the training on the UNESCO Anti-harassment Policy and the launching of the new training on Ethical leadership, with emphasis in the delivery of sessions to those in the Field Offices. This allowed employees of certain Field Offices to have better access to the Ethics Office, which translated into a high number of requests from the Field and a greater understanding of the UNESCO ethical standards. However, this was possible only due to the budgetary support of these Field Offices. Inevitably, this leads to a skew in the resource allocation between Headquarters and the Field but also, importantly, between Field Offices, with reporting correlating to face-to-face access and access driven by the ability to finance. This differential treatment of employees, is in itself an ethical issue. Indeed, it implies that the employees of these Field Offices with no budgetary latitude and who might be facing ethically challenging work environment cannot benefit from these training sessions and optimal direct access to the Ethics Office. To create a level playing field and ensure resources allocation is prioritised by need the Ethics Office must therefore be adequately funded to ensure that training sessions are not necessarily delivered only to the better resourced Field Offices.
44. Many of the requests addressed to the Ethics Office pertain to employment related concerns. They related in essence to administrative decisions which have an impact on the employment status of the individual. These employees, who contest the decisions in question, expect the Ethics Office to take action. While it is often possible to gain further information on the rationale behind the administrative decision in question, these decisions are discretionary in nature and the Ethics Office is not mandated to substitute its own assessment for that of the responsible manager or service. Administrative decisions regarding employment status are therefore subject to only limited review on the part of the Ethics Office. Employees should nonetheless have the right to contest them at the level of the Appeals Board and be made fully aware of their rights, and the limitations of the process. It is hoped that more clarity can be achieved for staff on the role of the Bureau of Human Resources Management in this regard in 2016 .

45. In addition, a number of the employees who consulted the Ethics Office advised that they were disillusioned and frustrated about their situation within the Organization, expressing a perceived lack of opportunity for professional growth or career development. These feelings of disillusion and frustration often led to resentment, which, in some cases, resulted in ethics-related issues at the workplace. Many were not, able, or in some case willing, to consider employment options outside UNESCO to develop their careers which often intensified feelings of discontentment. Whilst little can be done at the level of the Ethics Office, it was often recommended that staff consulted the Bureau of Human Resources Management, Staffing, Benefits & Learning Section (Mobility, Deployments, Career Developments) and a number of staff reported positively on the support received. It is understood that a revised and enhanced performance appraisal system may be considered in 2016 and it is hoped that this will help manage employees expectations and clarify the respective roles and responsibilities of the staff and the Organisation in individual career development options.
46. Many employees new to the Organization in 2015 also expressed surprise and disappointment at the lack of necessary information upon reporting for duty. When professionalism is a core value at UNESCO it is vital to have an induction programme in place. It provides an introduction to the working environment and pinpoints the position, rights and responsibilities of the employee within the Organisation. With the arrival of the new Director of the Bureau of Human Resources Management work on the induction programme was revived and the Ethics Office was delighted to contribute to an impressive draft induction programme in 2015. The launch of this programme by the Bureau of Human Resources Management will be highly valued and contribute directly to an enhanced ethical working environment .
47. A number of employees also complained to the Ethics Office about the general lack of response from the Administration to their request, or the time taken by the Administration to respond to them. Thus, a number of requests for support to the Ethics Office, notably regarding employment related concerns, were to chase up the position of the Administration. Clearly this caused a misdirection of scarce resources.. Some employees expressed frustration at a perceived lack of reasonable timelines for delivery of services in-house and perception of unaccountability when this type of problem was raised. In 2016 with a stable Senior Management Team, it is recommended that consideration should be given to establishing guidelines for 'in house' communications; such as standard deadlines for acknowledgement of receipt, clarification on 'c.c.' protocols and bilateral deadline setting. The commitment of all employees will be required to reinforce universal standards for professional interactions in our multi-cultural working environment.
48. Finally, the monitoring of attendance to the mandatory training on Ethics should be considered at the level of the Organization. Indeed, while the Ethics Office has trained 3792 employees since its inception, the various types of contractual arrangements and high level of turnover, combined with the absence of a consolidated data for all categories of employees, make it difficult for the Ethics Office to be able to target those who have not yet followed the training. Indeed, depending on the nature of their contractual arrangements, the management of employees falls under different services, making tracking of accurate attendance rates for current employees virtually impossible.

VII. Conclusion

49. In 2015, the visibility of the Ethics Office has strongly increased. The relaunching of the training on Ethics, the training on the UNESCO Anti-harassment Policy and the launch of the training on Ethical leadership greatly contributed to ensuring employees were again made aware of their rights and obligations in relation to ethics at UNESCO. Efforts were not only made at the Headquarters level, but also within the network of Field Offices which translated in a significant higher number of requests made by employees to the Ethics Office. Awareness is the first step, acting on that knowledge is more arduous but with a sustained commitment the Organisation can move ever closer to an ethical working environment.

Annex 1. The Declaration of Interest for the Financial Disclosure Programme

- **The following 5 questions - a) to e) - request information in respect of the employee (i.e. you), your spouse/partner and your children.**

a) Did you, your spouse/partner and children receive any gifts, favours, travel, hospitality, entertainment, remuneration or rental/housing subsidies (other than UNESCO) above a cumulative or total value equivalent to \$250 USD from a UNESCO Vendor, a government or entity external to UNESCO during the reporting period in relation to UNESCO?

Answer (if the answer is yes, please provide details): Yes No

b) Were you, your spouse/partner and children renting or leasing any properties (house, apartment, warehouse, etc.) to or from a government, political organization, Non-Governmental Organization, UNESCO Vendor, or to or from another UNESCO employee during the reporting period?

Answer (if the answer is yes, please provide details): Yes No

c) Did you, your spouse/partner and children own stocks, bonds, investment funds or stock options in a UNESCO Vendor, of which you are aware, during the reporting period?

Answer (if the answer is yes, please provide details): Yes No

d) Were you, your spouse/partner and children involved in any activity, commercial or otherwise, during the reporting period that could have an impact on your objectivity or independence in the performance of your duties to UNESCO, or could be perceived by others to affect the image or reputation of UNESCO?

Answer (if the answer is yes, please provide details): Yes No

e) Did you, your spouse/partner and children have any other interests in any matter involving a company, partnership, or other business concern with which you (as a UNESCO employee) have the occasion to deal with in your official capacity during the reporting period?

Answer (if the answer is yes, please provide details): Yes No

- **The following 2 questions - f) and g) - request information in respect only of your spouse/partner and your children.**

f) Were your spouse/partner and children employed by a UNESCO Vendor during the reporting period?

Answer (if the answer is yes, please provide details): Yes No

g) Were your spouse/partner and children employed by a government (or governmental agency) or a Non-Governmental Organization during the reporting period?

Answer (if the answer is yes, please provide details): Yes No

- **The last 3 questions - h) to j) - request information in respect of the employee (i.e. you) only.**

h) Did you engage in providing services or goods to others, regardless of whether it was remunerated or not, including as an employee, advisor, owner or consultant during the reporting period?

Answer (if the answer is yes, please provide details): Yes No

i) Did you have any leadership, policy-making or fundraising role in any entity external to UNESCO (including memberships on corporate boards, non-governmental organizations, governments or quasi-governmental agencies) during the reporting year?

Answer (if the answer is yes, please provide details): Yes No

j) Are any of your relatives (including your partner) currently employed by UNESCO?

Answer (if the answer is yes, please provide details): Yes No

UNESCO Ethics Office

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