United Nations
Organizational Integrity Initiative

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(delivered by Elia Yi Armstrong, UN Dept. of Economic and Social Affairs)

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Integrity at the United Nations

* **Integrity is a founding value at the UN. It is embedded in:**
  * **The Charter of the United Nations**
  * **The Universal Declaration of Human Rights**

* **UN staff, through a recent survey conducted by the Office of Human Resource Management, selected integrity as the foremost core value of the Organization**

The Organizational Integrity Initiative

- ✹ **OII is a multi-departmental initiative through which state of the art organizational integrity practices will be implemented at the UN**

- ✹ **The OII Working Group, composed of representatives from several UN departments, funds and programmes, has been collaboratively coordinating the initiative since its launch in May 2003**

The Mission of OII

To reinforce, in a sustainable way, integrity as a core value by which staff act and work in harmony with the established guidelines on ethical behaviour

Organizational Integrity

- **Organizational integrity is characterised by a staff whose individual and collective professional conduct demonstrates consistent adherence to high ethical principles and professional standards**

- **A conduct characterised by integrity and ethics goes beyond mere compliance with written requirements, but honours the values that lie behind them**

The Need For OII

Externally:

* **Public organizations face increasing scrutiny of their governance practices**

* **The UN has been advocating good governance practices at the Member-States' level and through the Global Compact. The UN must reinforce the credibility of its advocacy role by demonstrating that it practices what it preaches**

The Need For OII (Cont'd)

Internally:

- To reinforce the Secretary-General's reform process by contributing to the enhancement of efficiency and accountability in the UN's work

- To reduce the incidence of fraud and corruption in order to safeguard the assets, resources and reputation of the UN

OII Phase 1

Funded by a grant from the Norwegian government Phase 1 involved the following programmes and activities:

- Capacity-building programmes in the area of organizational integrity

- Diagnostic activity to determine organizational needs through an integrity perception survey

- A Publicity campaign to raise awareness of and generate support for OII at all levels of the Organization

Capacity Building Programmes

* **The Executive Programme on Corruption Control and Organizational Integrity - JFK School of Government (June 2003 & January 2004)**

* **BRASS (Behaviour Risk Assessment and Strengthening Systems): A self awareness tool to sensitise oversight staff to their own vulnerabilities in the area of personal integrity**

* **OHRM ethics training modules for staff at large**

Diagnostic Activity

A Secretariat-wide integrity perception survey was conducted in February 2004:

- The survey was administered by an independent consulting firm to ensure confidentiality

- The survey gauged staff members' perception of the state of integrity in the Secretariat

Diagnostic Activity (Cont'd)

The survey results will be used to:

- **Establish benchmarks, such as the Organizational Integrity Index, from which to measure the effectiveness of OII through future integrity perception surveys**

- **Develop system-wide survey follow-up programmes and activities**

Publicity Campaign

- **Conducted collaboratively with the Department of Public Information**

- **Communicates the scope, content and context of the Initiative to:**
  - **Senior management**
  - **Staff at large**
  - **External stakeholders**

Challenges

- **Reinforcing department heads' ownership of survey follow-up actions, along with proper accountability mechanisms, in order to secure full implementation**

- **Ensuring sustained impact from OII through proper anchoring in the Organization**

- **Mainstreaming OII programmes of work into the departmental regular budget programmes of work**

Anticipated Long-Term Impact

- **Improvement in the working environment and overall staff and institutional performance**

- **Assurance of Member States' confidence in the UN's capacity to efficiently deliver its mandate**

- **Reinforcement of the credibility of the UN in its anti-corruption advocacy role**

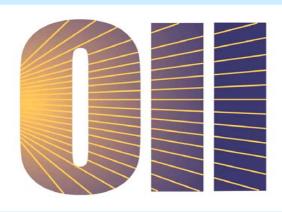- **Reduction in the incidence of fraud and corruption at the UN**

Conclusion

- **Any change management project faces challenges**

- **The UN is learning and experimenting in this area just like other institutions**

- **The UN is determined to strengthen the way it operates**

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