United Nations
Organizational Integrity Initiative

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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
United Nations Organizational Integrity Initiative

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