

UNHCR Ethics Office 2016 Annual Report

Summary

This Annual Report covers the activities of the UNHCR Ethics Office in 2016 and is submitted to the High Commissioner for the purpose of briefing the Executive Committee pursuant to UNHCR Inter-Office Memorandum No. 040/2008 and Field Office Memorandum No. 042/2008 of 6 June 2008.

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), the Ethics Panel of the United Nations reviewed the report at its 92nd session on 17 May 2017.

Elements of decision

The High Commissioner may wish to take note of the present report and consider the recommendations made by the UNHCR Ethics Office in formulating UNHCR's global and operational strategies to further strengthen the organization-wide implementation and adherence to ethical standards and practices by its staff and partners.

I. Introduction.

1. This is the 8th Annual Report of the UNHCR Ethics Office since its establishment on 06 June 2008 which is submitted in accordance with UNHCR Inter-Office Memorandum No. 040/2008 and Field Office Memorandum No. 042/2008 of 6 June 2008 and General Assembly resolution 60/254 which requested the annual reporting of the UN Ethics Office on the implementation of ethics policies.
2. UNHCR Ethics Office is mandated to promote the highest standards of integrity and foster an organizational culture of respect, transparency and accountability to its staff members and affiliated workforce in accordance with Article 101, paragraph 3 of the Charter of the United Nations as well as to its partners and stakeholders to ensure a work environment that upholds these values.
3. In promoting a sustainable culture of ethics in UNHCR and guided by its three-year global strategic objectives (2014-2016) as well as feedback from personnel, UNHCR Ethics Office continued to implement its various priority activities in 2016 according to its mandate.
4. This Report will highlight the milestones and progress made in the following specific areas:
 - A. Ethics advice and guidance
 - B. Protection against retaliation
 - C. Outreach, Training and Education (OTE), including Code of Conduct (CoC) Refresher Sessions and Annual theme
 - D. Financial Disclosure Program
 - E. Standard-setting and policy support
 - F. Special Measures for Protection from Sexual Exploitation and Abuse (PSEA)
 - G. Coordination and professional networking with the Ethics Panel of the United Nations (EPUN) and other Ethics professional bodies

II. Overview of Key Achievements.

5. UNHCR has a workforce of 10,828 staff (as at 31 December 2016) and 3,193 affiliated workforce (as at 30 September 2016). With the testing of newly developed Ethics training modules in 2016, the Ethics Office intensified its outreach and activities and provided support through focal points to staff and affiliated workforce in 470 field offices in a total of 128 countries. As UNHCR is working closely in partnerships with international and local NGO's as well as host governments to implement its programmes and activities, the Ethics Office also assists country operations to reach out to their partners to enable them to perform their functions in accordance with ethical standards expected of a humanitarian community.

6. In its mission to foster an ethical culture in UNHCR and in its partners organisations, in 2016 the Ethics Office has:
- a) Provided advice and guidance to 180 UNHCR personnel (see fig.1). This includes advice on performance of outside activities, employment related issues, code of conduct, receiving gifts and hospitality and other conflicts of interest situations.¹
 - b) Launched the annual 2016 Code of Conduct refresher sessions under the theme “*Fraud and Corruption: What can I do to prevent it?*”. PSEA was added as an integral part of this refresher session. In 2016, 86 operations organised refresher sessions – (see fig. 2) and 5,580 people participated, including UNHCR staff, affiliate workforce and implementing partners (see fig. 3). On the request of the field, the Ethics Office staff facilitated CoC refresher sessions in Ethiopia, Greece and Lebanon, reaching around 950 staff and affiliated workforce.
 - c) Carried out missions to 9 countries. Provided Ethics training (ethical issues, including code of conduct, PSEA) to staff and partners in Central African Republic, Ethiopia, Ghana, Greece, and Lebanon. Participated at meetings of ethics professionals in Belgium, Spain and the USA, including as resource panellist.
 - d) As part of its outreach, organized a side event session on Ethics/PSEA during the UNHCR Standing Committee on 23 June that drew participants from the donor and NGO community. The Director of Ethics gave a presentation on the role of the Ethics Office, its work on PSEA, how to address grievances and the Code of Conduct annual theme on Fraud and Corruption. The Head of Investigations in the IGO briefed participants on how to report misconduct.
 - e) Continued to work with the UN Ethics Office to administer the UNHCR Financial Disclosure Programme for the eligible UNHCR staff members. In the 2016 annual filing cycle, a total of 1,518 staff members were required to participate in the program, i.e. disclose their assets and possible conflicts of interest for 2015. 100 per cent compliance was achieved for the 2016 reporting cycle (see fig.5).
 - f) The Ethics Office in collaboration with the Organizational Development and Management Service (ODMS) and relevant sections worked on formulating an ethics “umbrella” policy for the Organization, which will put together all ethics-related subjects such as conflict of interest, outside activities, gifts, honours, awards and remunerations, code of conduct, procurement, human resources, emergencies, fraud and protection from sexual exploitation and abuse. The “umbrella” Ethics policy is expected to be finalised in the course of 2017.
 - g) The Ethics Office is mandated to take the lead in the coordination and implementation of the Secretary-General’s Bulletin on Special Measures on Protection from Sexual Exploitation and Abuse (PSEA). UNHCR participated in the initiatives spearheaded by the Secretary-General’s office subsequent to the Report of an Independent Review on Sexual Exploitation and Abuse by International Peacekeeping Forces in the Central African Republic. In April, the High Commissioner sent out an all-staff message to

¹ Requests for advice related to the UN Financial Disclosure programme and PSEA are reported separately (see para. 36 and 43 below).

reconfirm UNHCR's resolve to fight the problem of SEA and to request Directors and Representatives to intensify information campaigns on the ground and empower staff to plan PSEA activities within their country operations planning. The PSEA Facilitators' Training Manual, developed by the Ethics Office, was launched by the High Commissioner and sent out to all staff in June. Furthermore, the Inter-Agency Community Based Complaint Mechanism (CBCM) Best Practice Guide, was published. This guide resulted from the IASC pilot project implementation in Melkadida refugee camp (Dollo, Ethiopia), a BPRM and ECHO funded project UNHCR co-lead. This best practice guide was likewise launched by the High Commissioner in the form of an all staff message on 13th October, following the official launch event of the Guide in New York.

- h) Participated in the monthly meetings of the Ethics Panel of the United Nations (EPUN), which was created in 2007 by the Secretary-General to promote the coherent application of ethical standards, thus enhancing harmonized ethics and integrity practices among member organizations as well as; in annual meetings of professional bodies such as ENMO (Ethics Network of Multilateral Organizations); ECI (Ethics and Compliance Initiative); and EBEF (European Business Ethics Forum).

III. Terms of reference of the Ethics Office in accordance with UNHCR Inter-Office Memorandum No. 040/2008 and Field Office Memorandum No. 042/2008

7. The UNHCR Ethics Office was established by the High Commissioner as an independent office in 2008 pursuant to ST/SGB/2007/11 on United Nations system-wide application of ethics: separately administered organs and programmes. The main responsibilities of the Ethics Office are as follows:

- (a) Undertake the responsibilities assigned to it under the Organization's policy on protection of individuals against retaliation, for individuals who report misconduct, provide information in good faith on alleged wrongdoing or cooperate with, or participate in, a duly authorized audit, inspection, investigation or inquiry or the activities of the Office of the Ombudsman;
- (b) Advise and assist the High Commissioner in the development, dissemination and promotion of ethics related policies in accordance with the common standards of conduct prescribed for all United Nations staff members. This includes advocacy and promotion of ethical behaviour within UNHCR and cooperation with relevant internal units such as LAS, DHRM, IGO, OIOS, the Office of Ombudsman. as appropriate, as well as the Ethics Office within the United Nations Secretariat. This also includes participation in relevant inter-agency fora and facilitating, where practical, a harmonized approach with other UN entities;
- (c) Provide guidance to UNHCR Management and staff to ensure practical implementation of UNHCR's policies, procedures and practices relating to ethical standards called for under the UN Charter, Staff regulations and Rules and UNHCR's Code of Conduct and ensure that ethical standards pertaining to employment and service with UNHCR are clearly understood;

- (d) Raise staff awareness of expected ethical standards and behaviour, including the policies and procedures related thereto, in close cooperation with DHRM, LAS, IGO and the Office of the Ombudsman, and reinforcing a culture of ethics in UNHCR through appropriate orientation, learning and induction programmes, and communications and information dissemination activities;
- (e) Advising individuals who seek advice in confidence regarding ethical behaviour, issues and standards;
- (f) Assist the High Commissioner in ensuring compliance with UNHCR's policy on Financial Disclosure and providing guidance to concerned UNHCR staff in ensuring full understanding of the financial disclosure requirements and objectives and their timely implementation;
- (g) Address such other functions as the High Commissioner considers appropriate for the Ethics Office, including the implementation of the Secretary General Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse (PSEA) and advising UNHCR's Corporate Partnership Governing Board.

IV. Highlights of Activities

A. Ethics advice and guidance

8. The Ethics Office provides confidential advice and guidance concerning ethical dilemmas and conflict of interest issues which staff may encounter at the workplace. The confidential procedure ensures that staff members have the opportunity to make informed decisions based on ethical values and principles without fear of speaking up or upsetting their work environment. Providing guidance to staff early in their decision-making processes particularly with regard to resolution of ethical dilemmas enables them to focus on achieving operational objectives. This strengthens the effective delivery of protection and humanitarian assistance to population of concern and increases the productivity of the team. Finally, giving advice and guidance to staff on their ethical obligations is key to promoting ethical standards and nurturing ethical culture as stipulated in the UN Charter.
9. By providing independent and impartial guidance, the Ethics Office seeks to mitigate operational and reputational risks by preventing, managing and resolving actual, perceived or potential conflict of interest issues faced by staff which protects the integrity of the (UN)HCR.
10. In 2016, the Ethics Office responded to 180 UNHCR requests for ethics advice and guidance. Confidential advice was requested and given in different forms: through emails, phone calls or via face to face meetings, the latter including particularly colleagues at Headquarters, colleagues on mission at HQ as well as colleagues met by the Ethics Office team during field missions.

Fig 1. No. of cases by categories

Categories of cases	No. of cases	% of cases
Gifts and hospitality	26	13%
Outside activities	60	31%
Post-employment restrictions	1	1%
Personal investments and assets	0	0%
Other conflicts of interest	24	12%
Employment related	20	10%
Alleged wrongdoing	6	3%
Protection from retaliation	6	3%
PSEA	16	8%
Refugee inquiries and complaints	10	5%
Other	28	14%
TOTAL	197	100%

11. In 2016, as figure 1 shows, 31 per cent of the cases relate to advice related to outside activities; 13 per cent related to gifts and hospitality; 12 per cent relate to other conflicts of interest; 10 per cent were employment related issues and 5 per cent of the cases fall related to refugee inquiries and complaints.
12. Overall, there has been an increase of the number of requests for ethical advice from 164 in 2015 to 180 requests in 2016.
13. It should be noted that the Ethics Office, in collaboration with the Division for Information Systems and Telecommunications (DIST), is in the process of establishing a data base system to improve its case management. The current system relies on manual counting and recording of queries which entails a lengthy process. The data base system will digitize the intake procedures, track the progress and status update of individual queries. The Ethics Office plans to roll out a new web-based case management and information management system in 2018

B. Protection against retaliation.

14. The Ethics Office facilitates access to protection of persons who report misconduct. This policy, also known as ‘Whistle-blower policy’, (IOM/FOM No. 43/45 of 15 September 2008) empowers individuals to report misconduct and participate in investigation proceedings without fear of repercussions or retaliation. This serves to reinforce public confidence in UNHCR, strengthening the Organization’s ability to deliver its mandate with integrity.
15. The Ethics Office receives the complaints of retaliation for reporting misconduct and keeps a confidential record of them. An initial review of the complaint is made to determine whether the case falls under the ‘whistle-blower policy’. If that is the case,

the complaint will be sent to the IGO for a full investigation, and, if needed, steps will be taken to protect the person(s) concerned immediately pending the outcome of the investigation. Finally, following the outcome of the IGO investigation, the Ethics Office advises on next steps, including mitigation of any negative implication for staff concerned.

16. In 2016 protection from retaliation was requested by 6 individuals. None of the claims were assessed as *prima facie cases*.
17. Following the Secretary General's revised policy, issued in January 2017, UNHCR is in the process of reviewing its own policy on protection against retaliation. The issuance of a revised policy is planned for mid-2017.

C. Outreach, Training and Education (OTE)

18. Outreach, training and education activities continued to be key initiatives for UNHCR's Ethics Office in its attempt to raise awareness, and identify high risk areas and ethical dilemmas to better address concerns and prevent misconduct. Sustained activities and actively engaging staff in these areas fostered and strengthened the messaging on core ethical values of integrity, fairness, accountability and transparency. Global and regional training sessions including webinars on ethics were co-facilitated by the Ethics Office for field staff in Central African Republic, Ethiopia, Greece, Headquarters, Lebanon, as well as a training session for new staff recruited under the Entry-level Humanitarian Programme, by webinar in collaboration with UNHCR's Global Learning Centre
19. Awareness raising and information dissemination is a cross-cutting activity that supports all key areas of UNHCR Ethics Office work. The Ethics Office built on its communication strategy to guide its activities in awareness raising.
20. The Ethics Office intranet site has been reviewed and will be upgraded in 2017 in the context of a global UNHC intranet upgrade. Advisory services by phone or during field missions also served as outreach and education for staff. All-staff broadcasts during this reporting period, included the subjects of Code of Conduct, Financial Disclosure Programme, UN Gift Policy and PSEA.
21. In order to scale up its training tools, the Ethics Office has field-tested and finalized seven training modules which will form part of the Ethics Training and Resource Kit with the assistance of a Consultant and support from the Global Learning Centre, namely:
 - a) Introduction to the Ethics Office
 - b) Conflicts of Interest
 - c) Reporting Misconduct
 - d) Protection from Sexual Exploitation and Abuse (PSEA)
 - e) Ethics and Management
 - f) Ethics and Procurement
 - g) Ethics in Emergencies

D. Code of Conduct (CoC) Refresher Session and Annual Theme

22. One of the well-established outreach activities spearheaded by the Ethics Office is the annual refresher session on the Code of Conduct (CoC), which is carried out worldwide by all country operations. The main purpose of the annual refresher session is to provide all staff members and affiliate workforce personnel with an opportunity to review and enhance their understanding of the Code of Conduct.
23. Each year the Ethics Office develops an annual theme for its CoC annual session in consultation with staff and management both at HQ and the field. In 2016, the theme was: *"Fraud and Corruption: How can I prevent it"*. In 2016, the CoC refresher programme included for the first time a dedicated section on PSEA. The refresher programme aims at enabling staff members to identify potential ethical dilemmas encountered during the course of their work, and to learn the different ways of dealing with those dilemmas so that appropriate steps can be taken to prevent and to resolve ethical issues and challenges. The 2016 annual refresher session aimed at enabling staff to:
 - Have a common understanding and appreciation of risks of fraud and corruption in its various forms.
 - Understand what are the policies and tools which can be applied to these subject matters.
 - Encourage and maintain a fraud and corruption-aware staff and foster a preventive culture through enhanced understanding of the subject and appreciation of ethical dilemmas and conduct.
 - Discuss action points and measures to prevent fraud and corruption.
 - Provide concrete and practical advice to UNHCR staff in identifying potential risk areas and tools to prevent or address situations of fraud and corruption
 - Reaffirm commitment to the policy of zero tolerance of SEA in HCR by raising awareness on action that assists both to prevent and respond to cases of SEA.
24. CoC refresher sessions were facilitated by Focal Points in their respective work locations who were briefed and trained by the Ethics Office. For that purpose the Ethics Office annually produces a CoC Facilitators' manual (so called Annex C) elaborating on the annual theme. The facilitator's manual comprises a group of exercises, session plan examples and case scenarios. Further, it contains resources including video clips, illustrative materials, posters and handouts which facilitators can use when they facilitate the session.
25. In collaboration with UNHCR's Global Learning Centre, the Ethics Office offered support to CoC Facilitators by conducting global webinars in English, French, Spanish, and Arabic to introduce them to the Facilitators Manual (Annex C) material and coach them on facilitation skills. The recordings of the webinars were made available to all Facilitators via the Ethics Office intranet site.
26. In an effort to reach all staff, materials developed for the 2016 Code of Conduct refresher session were translated into French, Spanish, and Arabic, and Code of

Conduct posters and other advocacy materials were disseminated to UNHCR field operations.

27. In order to customize each field operation's CoC refresher session the Ethics Office operated, prior to the start of CoC refresher sessions, a confidential and anonymous survey to generate baseline information on the ethical issues and good practices relating to the theme.
28. In 2016 at least 5, 580 people - including staff, affiliate work force and implementing partners - participated in the CoC refresher sessions (see fig. 3). This year a total of 86 operations reported having rolled out CoC refresher sessions (see fig. 2). This comprises 73 per cent of the total number of operations. The best performing region was the Americas region where 10, out of a total of 11 operations (91 per cent), carried out the annual refresher sessions. High engagement rates were also recorded in Europe, where the percentage of operations which conducted a CoC refresher sessions is 83 per cent. Following Europe, the Asia and the Pacific region as well as the MENA region reported that 81 per cent of their operations conducted sessions, while in the Africa region 77 per cent of the operations carried out refresher sessions.

Fig. 2. Percentage of operations which carried out a Code of Conduct refresher session*

Region	Total # of Operations	# of Operations Missing**	# of Operations Participated	% of Operations Participated
Africa	34	8	26	77%
Americas	11	1	10	91%
Asia	21	4	17	81%
Europe	12	2	10	83%
MENA	16	3	13	81%
HQ	24	14	10	42%
World	118	31	88	73%

*The data is based on the operations which reported on the CoC session.

**Operations that did not conducted a CoC Session or did not report it.

Fig. 3. Total number of Code of Conduct refresher session attendance*

Region	Total # of staff**	Total # of participants**	% of attendance
Africa	1'971	1'587	81%
Americas	270	214	79%
Asia	858	617	78%
Europe	1'522	1'290	85%
MENA	1'413	1'194	85%
HQ	807	667	83%
World	6'841	5'580	82%

*The data is based on the operations which reported on the CoC session.

**Include UNHCR staff, affiliate work force (AWF) and partner staff.

29. In terms of total numbers of CoC refresher session attendees, Africa is the region with the largest number of staff and with a total of 1,587 people the region with the highest actual number of attendees. However, in terms of percentage of participants in relation to the actual number of staff per region, the Africa region accounted only for 81 per cent

participation rate, while Europe and MENA reached the highest participation rate with 85 per cent respectively (see fig. 3).

30. The Ethics Office also operates a post refresher session survey. The purpose of the reporting is to understand the main issues and concerns that staff have and to assess options for future annual refresher programme themes. The post refresher session survey reflected:
 - A need to strengthen communication both within and between offices.
 - The importance of creating a safe environment where staff feel comfortable to discuss sensitive topics; in particular harassment and sexual exploitation and abuse.
 - A call to ensure that confidentiality is respected.
31. 2016 was the third year of CoC refresher session reporting into FOCUS (UNHCR general reporting system). There are still challenges and gaps in ensuring that all country operations report their statistics in Focus. For that reason, the Ethics Office has been testing in 2016 to use Share Point for statistical reporting to complement FOCUS reporting data.
32. The Senior Ethics Advisers and the Ethics Office Director a.i. fielded missions to Lebanon, Ethiopia, and Greece upon request of those operations to co-facilitate Code of Conduct Refresher sessions in Field Offices. Figures 4, 5, and 6 reflect data on outreach during those missions. Debriefings with Representatives were organized at end of each mission.
33. The mission to Lebanon reached a total of 241 participants also in over three locations.

E. United Nations Financial Disclosure Programme (UNFDP)

34. The primary purpose of the UN Financial Disclosure Programme (FDP) is to protect the integrity and reputation of the Organization by identifying, managing and assessing the risk of personal conflicts of interest. It is a tool to assess actual, apparent or potential conflicts of interest so that appropriate advice may be provided. The Financial Disclosure Programme helps to ensure that all staff members observe and perform their functions consistent with the highest standards of integrity required by the UN Charter, staff regulations and rules, and relevant guidelines and policies. This, in turn, reinforces trust and confidence in UNHCR, thereby facilitating advocacy for increased support.
35. The UNHCR Ethics Office works closely with the UN Ethics Office (UNEO) to administer the FDP for the eligible UNHCR staff members: i.e. those whose grade is D1 and above, procurement officers, those involved in investment of UN assets, all members of contracts committee, and staff of the Ethics Office. During the 2016 annual filing cycle, reporting on the previous year (1st January – 31st December 2015 period), a total of 1,518 staff members were required to participate in the programme in 2016. UNHCR has achieved a 100% compliance rate for this filing cycle.²
36. During the 2016 FDP, UNHCR Ethics Office assisted participants on an ongoing basis, responding to queries and providing counselling by email and telephone, liaising with UNEO and with filers' managers, and performing searches in HR databases as needed. The

² Compliance in 2015 reached 99 per cent.

Office received 540 requests from participants, regarding eligibility, change of duty station, staff members not being aware of their participation and asking for clarifications, password not received or not working, access to website, confirmation of submission, and compliance follow up to ensure timely submission. UNHCR Ethics Office also responded to 29 queries sent from UNEO, about clarifications regarding UNHCR filers (participation in the programme, contract status, personal contact details, and HR related issues).

37. The UNHCR Ethics Office has prepared the master list of UNHCR participants for UNEO like in 2015, by requesting all Representatives and Directors at headquarters and in the field to nominate a focal point, and submit the names in SharePoint FDP. SharePoint FDP is integrated with UNHCR HR databases, it is managed by the Ethics Office that grants access only to nominated focal points (FPs). The FPs indicate staff members' names and select the eligibility criteria for each participant, as per the list of participants authorised and signed by each Representative / Director. The Ethics Office verifies each submission, and particularly reasons for inclusion, before exporting and sharing the data with UNEO in the required format.
38. In March 2016, the UNHCR Ethics Office has offered four webinars sessions about financial disclosure and conflicts of interest, in English, French and Spanish. Sessions were open to all participants in the 2016 UNFDP, particularly to first time filers; they focused on understanding the FDP purpose, and on providing guidance about the submission (website access, password reset, personal profile, difference between declaration of interest and financial disclosure statement, draft vs submitted statement, compliance dates, etc.). The webinars presentations and recordings have been posted on the Intranet pages of the Ethics Office for future reference.

F. Standard-setting and policy support

39. The Ethics Office is responsible for disseminating and promoting ethics-related policies and guidelines. In 2016, the new High Commissioner initiated a review of UNHCR structures and policies, including policies related to Ethics. The Ethics Office is leading a process that aims at formulating an “umbrella” ethics policy and guidelines for UNHCR.
40. In 2016, Ethics Office continued to work with the informal Conflict Management Group to finalize a Staff and Managers Guide which details the SOPs of the Policy on Prevention of Harassment, Sexual Harassment, Discrimination, Gender and Abuse of Authority issued in 2015.
41. Engagement with the Independent Audit and Oversight Committee (IAOC) included an Ethics Briefing on 15 June 2016. The briefing covered the role and functions of the office; an update on its activities, and key achievements in 2015 including the increased demand from staff on confidential advice and 99% FDP compliance rate.

G. Protection from Sexual Exploitation and Abuse (PSEA)

42. The Ethics Office provided support to the Organization in the implementation of the Secretary-General's Bulletin on Special Measures on Protection from Sexual Exploitation and Abuse. The Central African Republic (CAR) Panel recommendations that were submitted to the Secretary General for implementation intensified the PSEA activities of the Ethics Office in collaboration with Senior Management, the IGO and other concerned functional units.
43. Ethics Office continues to be part of the Inter-Agency Standing Committee (IASC) Task Force on Accountability to Affected Populations (AAP) on PSEA. This Task Team involves all IASC members from various organizations and focuses on PSEA humanitarian and development contexts. The agencies of the Task Team support field offices in implementing joint CBCMs (Community-Based Complaints mechanisms) (including survivor assistance) and related activities. The Ethics Office is in charge of coordinating and leading the implementation of PSEA in UNHCR, in collaboration with DHRM, DIP and IGO and the Bureaux and divisions. This collaboration includes outreach to staff, partners and other humanitarian actors. In 2016, the Ethics Office received 16 queries in relation to this matter. The Ethics Office participates in the IASC monthly Task Team meetings which combine Accountability for Affected Populations in order to combine and coordinate efforts with both UN and NGO organizations to meet agreed IASC minimum operating standards on PSEA and to meet requirements for UNHCR's policy of zero tolerance towards SEA.
44. In 2016, the Ethics Office supported the UNHCR Deputy High Commissioner in her role as a Senior PSEA Focal Point in the IASC Task Force.
45. The High Commissioner has co-signed and launched the Handbook on Best Practices in Community Based Complaint Mechanisms on PSEA for use of field practitioners under the auspices of IASC which was a result of the pilot project in Melkadida camp (Ethiopia).
46. With the launching of the Ethics Office PSEA Training Manual in 2016 by the High Commissioner, the outreach activities on PSEA were intensified and strengthened. An online course on the UN "Prevention of Harassment, Sexual Harassment and Abuse of Authority" continued to be offered to all staff in collaboration with the Global Learning Center available in English and French languages through the Learn and Connect and the Ethics Office intranet.
47. In 2016, a specific session on PSEA was introduced as integral part of Code of Conduct. All UNHCR country operations were called upon to hold their respective CoC Refresher Session and include therein case-studies and discussions on PSEA.
48. A pilot Regional PSEA Workshop was done in Athens, Greece. 16 staff from Greece and 2 from Italy participated in the workshop, out of which 14 staff stayed throughout the session and worked on a national Actions Plan for Greece and Italy respectively. A Senior Investigation Specialist from the Inspector General's Office (IGO) participated through a Webex call to provide information on reporting on instances of SEA.

H. Coordination and professional networking with the Ethics Panel of the United Nations (EPUN) and other Ethics Committees.

49. The Ethics Panel of the United Nations (EPUN) was established in December 2007 as the United Nations Ethics Committee and renamed as EPUN in April 2013. It is mandated to create a unified set of ethical standards and policies for the Secretariat and separately administered organs and programmes. It consults on important and complex ethics matters having system-wide implications. The Panel is chaired by the Director of the Ethics Office, UN Secretariat.
50. The Ethics Panel is composed of the heads of the ethics offices of the funds and programmes and the Secretariat. In the course of the reporting period, the Ethics Panel met in eleven formal sessions.
51. Within the United Nations system, the Ethics Panel continues to serve an essential function as the sole mandated mechanism to promote the coherent application of ethical standards. In enhancing harmonized ethics and integrity policies and practices among member organizations, the Ethics Panel plays a vital role in fostering a “UN identity” based on integrity and accountability. Through promoting an organizational culture of ethics and integrity within the international civil service, the Ethics Panel supports stronger and healthier institutions.
52. The Ethics Office continued to be a member of ECI (Ethics and Compliance Initiative formerly ECOA) and continued UNHCR’s representation in this forum as well as in ENMO (Ethics Network of Multilateral Organizations) and the EBEF (European Business Ethics Forum).

V. Observations and recommendations

53. With a new High Commissioner in place since January 2016, UNHCR leadership has demonstrated a strong commitment to upholding ethical standards and to leading by example. The Ethics Office is expected to play a leading role in accompanying behaviour and mind-set change in times of organisational transition and change.
54. The Ethics Office has invested time and resources in examining an upgrade of its case management and information management system, and wishes to restate the importance of the need for additional resources to develop a professional case management and information management system.

List of Acronyms

BPRM	Bureau of Population, Refugees, and Migration-US Department of State
CBCM	Community-Based Complaints Mechanism
CoC	Code of Conduct
DHRM	Division of Human Resources Management
DIP	Division of International Protection
DIST	Division for Information Systems and Telecommunications
ECI	Ethics & Compliance Initiative
ENMO	Ethics Network of Multilateral Organizations
EPUN	Ethics Panel of the United Nations
GLC	Global Learning Center
IAOC	Independent Audit and Oversight Committee (UNHCR)
IASC	Interagency Standing Committee (TF/Task Force)
IGO	Inspector General's Office
JIU	Joint Inspection Unit
LAS	Legal Affairs Service
LONY	Liaison Office New York (LONY UNHCR)
NGO	Non-Government Organizations
ODMS	Organisational Development and Management Service
OIOS	United Nations Office of Internal Oversight
PSEA	Protection from Sexual Exploitation and Abuse
RWA	Respectful Workplace Advisors
SMC	Senior Management Committee
UNEO	United Nations Ethics Office
UNFPD	United Nations Financial Disclosure Programme

