

LEADERSHIP DIALOGUE

2021

ACCOUNTABILITY SYSTEM IN

THE UNITED NATIONS SECRETARIAT:

HOW DO WE UNDERSTAND AND MAKE IT WORK?



PARTICIPANT'S GUIDE AND MATERIALS

PARTICIPANT INSTRUCTIONS

Before participating in this year's Leadership Dialogue, we kindly ask that you familiarize yourself with the following references:

- ⇒ [The Charter of the United Nations](#)
- ⇒ [A/RES/64/259, Towards an accountability system in the United Nations Secretariat](#)
- ⇒ [Accountability Handbook - United Nations Secretariat](#)

Please remember to actively participate, ask questions, and contribute relevant examples and discuss relevant situations that you may know of or have heard about. After the session, please consider sharing with the Ethics Office your ideas on how to improve the Leadership Dialogue and suggestions for next year's topic.

Should you have any questions regarding the Leadership Dialogue sessions, you may refer to the FAQ section of the [Leadership Dialogue webpage](#) on the UN Ethics Office website. There you will also find copies of Leader's Guides of previous Leadership Dialogues.

Special note on COVID-19: If you are holding this Dialogue at a time and place where COVID-19 measures, such as social distancing and remote working arrangements, are in place, we expect you to observe these measures and carry out the Dialogue through creative means like video/audio teleconferencing through Microsoft Teams or through telephone call in areas with low bandwidth. To ensure accurate reporting, appoint a colleague to note down names of participants if the sessions are conducted remotely and sign-in sheets cannot be utilized.

WELCOME TO THE UNITED NATIONS LEADERSHIP DIALOGUE

Thank you for participating in the 2021 United Nations Leadership Dialogue. This annual event is an opportunity for you and your colleagues to discuss topics of importance and relevance to our work.

Each year, senior leaders conduct a guided Dialogue with their staff, who in turn, lead their own direct reports in a similar discussion until every United Nations staff member has participated. In this way, staff discuss meaningful subjects that impact how each of us carries out our work on a day-to-day basis.

The first Leadership Dialogue, in 2013, addressed what it means to be an international civil servant. The most recent Dialogue, in 2020, on “Acknowledging Dignity through Civility: How can I communicate for a more harmonious workplace?”, focused on the importance of maintaining a harmonious work environment by upholding each other’s dignity and interacting with each other in a civil, respectful way.

The topic for this year, “Accountability System in the United Nations Secretariat: How do we understand and make it work?”, reminds us that in delivering on our mandates, we have individual roles as staff members. Understanding the role of accountability in everyday United Nations operations helps us to make better decisions, prioritize actions in the public interest, and be held accountable for the exercise of the authority and management of the public resources entrusted to us.

I invite all United Nations personnel to participate actively in this Leadership Dialogue.



António Guterres
Secretary-General

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GETTING STARTED

Welcome to the 2021 Leadership Dialogue.

We chose this year's topic, *Accountability System in the United Nations Secretariat: How do we understand and make it work?* based on the interest in “accountability” in participant comments of previous Leadership Dialogues. In addition, there are ongoing management reforms introduced by the Secretary-General that emphasize an increased focus on results. The transference of greater responsibility to managers and their teams is followed by holding them accountable for their programme and financial performance. To achieve this goal, a full understanding of the Secretariat's Accountability system is a must.

The 2021 Dialogue theme of *Accountability System in the United Nations Secretariat* builds on the previous theme of the 2015 Dialogue on *Fulfilling our Mission: Taking Individual Responsibility*. We invite you to review the latter at [2015 Leaders Guide](#). Taking individual responsibility – through assuming ownership for decisions and actions, accepting, and answering for the consequences of our actions, and admitting to mistakes -- contributes to the overall *Accountability System in the Secretariat*.

“Accountability” is a word that we often hear and read about in the United Nations. When puzzled by what “accountability” is and what it means in the context of the United Nations, we realize that “accountability” means different things to different people. The concept is sometimes commonly related to “answerability” and “responsibility” and on other occasions with negative connotations such as “liability” or “culpability”. However, the General Assembly has clearly defined “accountability” for the United Nations Secretariat. To understand why the *Accountability System* is important and how it relates to our work in the United Nations, the Dialogue will cover various aspects of the topic, and how Member States see its different components. This Dialogue will help us better understand the following topics:

1. How the General Assembly has defined accountability for the United Nations Secretariat and what that means for us as staff members.
2. What we are accountable for.
3. The six components of the accountability system.
4. Why it is helpful to develop an understanding of each of the six components of the accountability system.
5. How each staff member should relate to the accountability system in the United Nations Secretariat.

This Participant’s Guide serves as a reference guide before, during and after the Leadership Dialogue. It contains some important points that will be discussed in this year’s Leadership Dialogue, reference material and contact information.

Definition



On 29 March 2010, the General Assembly agreed on a definition of accountability for the United Nations Secretariat and decided to codify it in its resolution 64/259, paragraph 8 as follows:

“The obligation of the Secretariat and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception.

*Accountability includes **achieving objectives and high-quality results** in a timely and cost-effective manner, in fully **implementing and delivering on all mandates to the Secretariat** approved by the United Nations intergovernmental bodies and other subsidiary organs established by them in **compliance with all resolutions, regulations, rules and ethical standards**; truthful, objective, accurate and timely **reporting on performance results and responsible stewardship of funds and resources**; all aspects of performance, including a clearly defined system of rewards and sanctions; and with **due recognition to the important role of the oversight bodies** and in full compliance with accepted recommendations. ”*

This definition mentions “the Secretariat” and its “staff members”, which means all of us. It indicates that both are obliged “to be answerable for all decisions” and “to be responsible for honouring their commitments”.

What are we accountable for?

“Achieving objectives and high-quality results; implementing and delivering on all mandates to the Secretariat; working in compliance with all resolutions, regulations, rules and ethical standards; reporting on performance results and responsible stewardship of funds and resources; and due recognition of the important role of oversight bodies”.

If we act in the Secretariat according to basic principles established in the Charter of the United Nations, in compliance with all regulation, rules and ethical standards, and having in mind what we are all accountable for, the results mandated by Member States will be achieved while ensuring the stewardship of the funds entrusted to the Organization for this purpose.

What constitutes the accountability system in the UN Secretariat and how do the six components of the system interact?



Each of the six components depicted in the figure above, represents a vital element of accountability. Together, they constitute a system to guide the processes and procedures to be executed to achieve all the results that have been mandated by Member States in full respect of the Organization's values and policies to ensure the stewardship of resources.

The Six Components



<p>The Charter</p>	<p>Foundational document of the United Nations; enshrines its basic principles, purposes, and organs.</p>	<p>Establishes:</p> <ol style="list-style-type: none"> 1. That Member States issue mandates to the Secretariat, expressed as directives, priorities, and targets, and that the Secretary-General is responsible for implementing those mandates and for reporting on outcomes and the resources used. 2. How staff members are expected to perform i.e., competence and efficiency are defined as attributes of an International Civil Servant.
<p>The Programme Planning and Budget documents</p>	<p>Reflect the mandates of Member States, the resources provided by the General Assembly to implement these mandates and represent the commitment of the Secretariat to implement those mandates and to use approved resources responsibly.</p> <p>The mandates of Member States are derived from the Charter.</p>	<p>The General Assembly considers and approves the United Nations budget and establishes the financial assessments of Member States. The budgets are of different types and include:</p> <ol style="list-style-type: none"> 1. Programme Budget 2. Peacekeeping Budgets and 3. Budget for the International Residual Mechanism for Criminal Tribunals <p>The financing of the UN programmes and operations is done through assessed and voluntary contributions made by Member States.</p>
<p>The Internal Control System</p>	<p>Represents the different mechanisms and policy framework that exists in the Organization to ensure that the Organization's objectives and results are being achieved - and its activities implemented - in compliance with the established regulatory framework and reported to its governing bodies.</p>	<p>Internal control systems include:</p> <ol style="list-style-type: none"> 1. The Regulations, Rules and Policies, 2. Critical Organizational Management Principles. 3. The Compliance Mechanisms

<p>Results and Performance</p>	<p>Refer to the obligation of the Organization to deliver as expected and reflected in the budget documents and to report accurately on those results to Member States and other stakeholders.</p> <p>To ensure the full alignment of what the Member States expect the Organization to achieve with the day-to-day work of individual staff members, the workplans of senior leaders and individual staff members are required to be prepared in alignment with the results established in the approved budgets.</p>	<p>These results are reflected as:</p> <ol style="list-style-type: none"> 1. Organizational Performance e.g., reports on results included in the Programme Budget, peacekeeping missions' budget and the Comprehensive Performance Assessment System (CPAS); support account budget and reports provided to donors for voluntary contributions, etc. 2. Individual Performance e.g., as reflected in Senior Managers' Compacts and in e-Pas. The Secretariat also has a system of rewards, remedial action, and sanctions for poor performance or to take corrective actions if necessary.
<p>Ethical standards and integrity</p>	<p>The concept of integrity embraces all aspects of our behaviour i.e., honesty, truthfulness, impartiality, incorruptibility, tolerance, and respect for all persons equally, without any distinction whatsoever.</p> <p>Refer to the principles enshrined in the UN Charter, which establishes that the paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity; and those embedded in the Staff Regulations and Rules concerning ethical staff conduct.</p>	<p>As UN staff members, we need to be aware of the regulations concerning ethical staff conduct, and all potential instances that can lead to conflict between our personal interests and those of the UN, including -but not limited to- the ones established in the Staff Regulations and Rules of the United Nations (ST/SGB/2018/1):</p> <ul style="list-style-type: none"> - Regulation 1.2 - Basic rights and obligations of staff, - Regulation 1.3 - Performance of staff, and - Rules 1.1 – 1.9.

The oversight functions

In addition to Member States, that oversee the functioning of the UN through the intergovernmental organs, the oversight functions provide independent assurance on:

- the stewardship of the organization's resources,
- the achievement of results
- the level of compliance with the regulations, rules and policies and deter mismanagement and corruption.

A well-structured internal and external oversight function provides critical assurance on the results the Organization has achieved and on the effectiveness of the internal controls the Organization has deployed.

The oversight functions are both external and internal to the organization and consist of:

1. United Nations Board of Auditors (BOA).
2. Joint Inspection Unit (JIU).
3. Independent Audit Advisory Committee (IAAC).
4. Office of Internal Oversight Services (OIOS).

The former three are external and the fourth is internal to the Organization.

The three lines model



In response to the increased level of risks faced by the Organization and to support the more decentralized structure brought about by the management reforms, the Organization has defined various risk management and control functions at three different levels to ensure a more effective accountability system.

The "Three Lines Model" defined by the Institute of Internal Auditors - and adopted by the Chief Executives Board (CEB) - helps organizations identify structures and processes that best assist the achievement of objectives and facilitate strong governance and risk management.

The first line role comprises the operational managers e.g., Requisitioners, the Certifying Officers and the Procurement Officers, whose functions are owning and managing the risks they might face in implementing the activities they must undertake to achieve the results they are responsible for. They must also monitor these activities and take corrective actions to address process and control deficiencies.

The second line role comprises central management functions, e.g., Committees on Contracts, Review Committees, the Responsible Officials that shoulder the responsibility of being "process custodians or stewards" that oversee how these functions are being performed in the different entities within the Secretariat. These functions oversee the risk and internal controls and provide support and guidance in those areas. The responsibilities of the second line role also include monitoring, testing, analysing, reviewing, and reporting on matters related to the management of risks and internal controls.

The third line includes functions that provide independent assurances, such as those conducted by OIOS.

CASE SCENARIOS

Below are the case scenarios to be discussed in this year's leadership dialogue.

	Discussion Topic	Key Issue	Suggested Allotted Time
1.	Scenario 1	A decision taken in the best interest of the Organization turned wrong	25 - 30 minutes
2.	Scenario 2	Honouring our commitments and delivering results under difficult circumstances	25 - 30 minutes
3.	Scenario 3	Accountability for racial bias	25 - 30 minutes

SCENARIO 1: A DECISION TAKEN IN THE BEST INTEREST OF THE ORGANIZATION TURNED WRONG

Michael works in a United Nations office in Country X, as the technical coordinator of a business transformation project.

In his current role, he is valued for his technical expertise and is responsible for the project implementation with eight staff members under his supervision. In addition, there are twenty consultants who work for the company, Future Development Projects Incorporated (FDPI), which is providing services to the project. FDPI is a well reputed consulting firm, whose services have been retained by the United Nations to design some of the processes that were to be re-configured in the context of the project, following the principle of “best value for money.”

As the blueprints of the business transformation begin to take shape, Michael learns that the renovation work for the UN offices in Country X are scheduled to begin in two weeks' time. The staff are to be relocated to temporary premises. When informed about the situation, FDPI graciously offers Michael to temporarily relocate his team in FDPI's premises at no cost to the UN.

In the opinion of FDPI, the temporary relocation of Michael's team into FDPI's office premises is not only going to save financial resources for the United Nations in the form of rental expense, but will also increase the project's efficiency, due to closer interaction of UN staff with the rest of FDPI's personnel. This would help facilitate the transfer of knowledge between FDPI and the UN staff and expedite the learning process.

When asked by his staff what the working arrangement would be, Michael assured them that they would be comfortably located in a decent setting. He would take full responsibility for the essential facilities his team should have. Michael felt that the project had to be delivered on time, as he had a reputation for meeting his deadlines. He said that they should not let the renovation stand in the way of its the timely completion of the project.

Michael - convinced that this offer by FDPI is in the best interest of the UN and the project- decides to accept the offer. He and his team relocate temporarily to FDPI's premises with the assistance of a moving company, hired by FDPI. Three months later, once the renovation is complete, the team moves back to the United Nations premises.

One year later, Michael is the subject of a UN investigation that determines that although he acted in good faith, the actions taken by him were not compatible with United Nations regulations, rules, and policies.



questions to consider before the dialogue session

- What is happening in this scenario? What are the relevant facts? What Accountability issues can you identify in this scenario?
- What do you think about the offer made by the consulting firm?
- What do you think of the free office space?
- Would it lead to more interaction with the consulting's firm staff?
- Would it Increase knowledge transfer?
- Can we locate UN staff wherever we decide?

Understanding your functions

- Do the responsibilities of a technical coordinator of a project include securing office premises?
- What would you have done if you were Michael?
- Who is responsible for providing office premises in the office you work?

Conflict of interest

- Does accepting an offer of this nature from an office vendor represent a conflict of interest?
- Are you familiar with the concept of conflict of interest?
- Do you think there is conflict of interest when the premises and the relocation of staff were provided at no cost? Yes? No? Why?
- Can you be impartial in supervising a contract of a company that has provided office space at no cost and has covered the relocation costs?

Host country agreements

- Can we locate a UN office in a country wherever we want? Do you know what a host country agreement is?
- Did you know that the establishment of a UN office is governed by the principle of the "host country agreement"?
- Are you familiar with the obligations that govern the UN operations as per the host country agreement that exists where your office is located?



related resources and references

- ⇒ [Accountability Handbook - United Nations Secretariat](#)
- ⇒ [The Charter of the United Nations](#), Art.100
- ⇒ [ST/SGB/2016/9, Status, basic rights and duties of United Nations staff members](#), Cap. IV (23, 50)
- ⇒ [ST/SGB/2018/1, Staff Regulations and Rules](#), Regulation 1.2 (b, m); Rules 1.2 (b, d, p, q); 1.7
- ⇒ [ST/SGB/2013/4, Financial Regulations and Rules](#), incl. [Amend. 1](#), Reg.3.12
- ⇒ [ST/AI/2017/1, Unsatisfactory conduct, investigations and the disciplinary process](#), section 3
- ⇒ [The Office of Internal Oversight Services](#)

SCENARIO 2: HONOURING OUR COMMITMENTS AND DELIVERING RESULTS UNDER DIFFICULT CIRCUMSTANCES

Maria is the Director of the Division that focuses on Trade and Services, in the Department that deals with trade and development in United Nations Headquarters. She has been working with the United Nations for 10 years and was recently promoted. Upon selection, she became responsible for preparing and implementing the programme of work and the budget of her Division.

As a professional, she analysed in detail the prior programme of work of her Division. She considered new emerging issues to be included for the current year and others that should be progressively discontinued. As a deference to her departing supervisor, she maintained most of the deliverables (outputs) the Division had been producing for years, and with which her staff felt comfortable, and added new ones.

During the first quarter, she was very happy with the work of the Division and how her 15 staff were handling the challenges presented by the additional workload. By coincidence, three of her staff retired or left the Division at the beginning of the second quarter. At the same time, the financial situation of the Organization worsened, due to significant delays in the payment of the assessments by Member States. The vacant posts were temporarily frozen. She could not rely on general temporary assistance funds either, as their utilization had been strictly limited. She still had to deliver the work programme that she had committed to.

"I used to enjoy this work," Maria thought, while sitting at her desk at 10:00 p.m. on a Tuesday night, depressed. Her staff had also started to complain about work pressure, although when she discussed the preparation of the Division's work plan, they had all agreed to introducing new deliverables (outputs). They had also agreed to implement the additional work that implied keeping most of the traditional deliverables (outputs), as a transitional measure towards revamping the work plan of the Division.

No one had foreseen the critical financial situation. Maria smiled at her situation, "Here I am...I wanted to re-launch the Division's work, including more updated deliverables. My proposal was well received and approved by Member States, but I might not be able to deliver even the traditional deliverables (outputs) with the current financial situation."

On Friday, Maria had one of her weekly meetings with her staff, which had been put in place by the prior Director. Maria was not fond of these because they always seemed to drag on and little got accomplished. Maria was supposed to talk about the division's work plan for 15 to 20 minutes, and she could envision all her staff sitting there, fidgeting in their seats, or looking at the floor. Even worse, the staff had used the prior meeting to complain about how the Division "needed more help to implement the work programme," a request she knew she could not deliver.

Maria was not looking forward to Friday's meeting. She wondered if there were ways to discuss the real problems in the Division and produce real results, such as how to implement the Division's work-plan within the limitation imposed by the financial crisis.



questions to consider before the dialogue session

- What is happening in this scenario? What are the relevant facts?
- Do you recall the definition of accountability?
- What components of the Accountability System are involved?
- How are these issues/accountability components reflected in the scenario?
- What issues would you raise in this meeting if you were Maria?
- What strategy could you use to solve this issue?
- What process should be followed to address this problem?
- Can Maria use this meeting with her staff to solve this problem?
- What should be discussed at this meeting?
- Will Maria require more meetings to solve the problem?
- What problems can you identify with the work plan of the Division?
- What steps should Maria take?



related resources and references

- ⇒ [Accountability Handbook - United Nations Secretariat](#)
- ⇒ [ST/SGB/2018/3, Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation, and the Methods of Evaluation, Art. III](#)
- ⇒ [ST/SGB/2016/9, Status, basic rights and duties of United Nations staff members, Cap. IV, paras. 18](#)
- ⇒ [ST/SGB/2013/4, Financial Regulations and Rules, incl. Amend. 1, Art. II](#)
- ⇒ [ST/AI/2010/5, Performance Management and Development System; incl. Corr.1, section 6](#)
- ⇒ [UN Competencies for the Future](#), Leadership, Judgment, Communication, Accountability

SCENARIO 3: ACCOUNTABILITY FOR RACIAL BIAS

Sylvie is the Chief of the Africa Section in the Department responsible for social affairs, leading a team of three staff members: Mark, Wang, and Jamal.

The team is working under pressure to assess political and social developments alongside the General Assembly, other intergovernmental bodies and advising senior management on policy responses. Jamal prepares most of the briefing material to present the Africa programme in departmental meetings. But whenever Sylvie has gone to present their issues to senior management, she has taken Mark rather than Jamal. Jamal has been unhappy, feeling overlooked, but he does not know how to deal with the situation.

Six months after Jamal first noted the different treatment, an opportunity for a temporary promotion became available in another team in the Department. Jamal knew well their work because he had partnered with them numerous times before, and he applied. However, he learned that his job application was not successful. The other team's Section Chief shared with him that Sylvie had given him a bad recommendation.

Upon learning this, Jamal found the courage to speak to Sylvie one-on-one about his perceptions of bias in the team and inform her of the reasons why he had wanted to move to another team. Sylvie assured Jamal that he was a valuable part of the team and contributed a lot to the Department's work. This was so because he was the only team member of African origin who understood the nuances of Africa and its challenges.

In light of Sylvie's confirmation of his expertise and validation of his special value to the Africa Section, Jamal further asked her why then he was not the team leader and why he was not participating in the briefings to senior management. Sylvie responded that the team leader was "just" an unimportant designation, independent of pay grade. Also, she often found Jamal's accent in English difficult to understand, so she preferred to take Mark with her, because his "Queen's English always commands attention." Jamal was shocked to think that Sylvie might be stifling his career advancement, based on her subjective rating of his accent in English, and he suddenly felt that Sylvie had purposely sabotaged him. Jamal knew Sylvie's behaviour was unacceptable and not consistent with applicable United Nations regulations and rules. He felt he could not afford to let this behaviour go unchallenged.

Jamal mustered the courage to speak to his Director and raise his perception of bias, but the Director told Jamal to "lighten up" and that it was unfair to make such strong allegations of racial prejudice against his supervisor.

Jamal then sought the advice of the Office of the Ombudsman and Mediation Services in the face of Sylvie's seeming racial discrimination and alleged abuse of authority. While the Office of the Ombudsman explained that they could not get involved in formal accountability matters, they helped him evaluate his options, including a mediation between Jamal and Sylvie.

After discussing the option with a colleague, Jamal declined the offer, as he felt it was undignified to enter into mediation with a person whom he considered to be a racist. While re-affirming that the choice was Jamal's, the Office of the Ombudsman explained that ensuring accountability could occur through both formal and informal means even if the processes employed by each were quite different. The Ombudsman's Office emphasised that choosing the most appropriate path depended upon the situation and the preferences of the person making the decision.

When Jamal approached his staff representatives, they offered to help him file a formal complaint under ST/SGB/2019/8, though they alerted him to the risk of retaliation. He had second thoughts, fearing that standing up for his principles could put his career at risk.

Meanwhile, the mood in the team deteriorated. Jamal was increasingly withdrawn, making a point of replying only to explicit requests and not volunteering any extra information to his colleagues. Other teams and external clients soon began pointing out to Sylvie and her supervisor that the quality of the team's work seemed to be dropping. Their submissions were often late, and factual errors were found in their coverage of African issues.



questions to consider before the dialogue session

- What is happening in this scenario? What are the relevant facts?
- What accountability issues are at play in the actions of Sylvie, Jamal, and the Director? (refer to "the six components")

Rewards and appraisal

- How do Sylvie's actions not show recognition of Jamal's contributions? Does the UN appraisal system contain a rewards system for well-performing staff?
- What measures should have been taken to recognize Jamal's contributions?
- Have Sylvie's actions fallen short of any core values and competencies required of a manager?
- What performance evaluation measures are available to address Sylvie's actions?
- Should Jamal's performance, resulting from his withdrawal, be addressed in the context of an ePas?

Channels for redress

- What options does Jamal have for addressing what he perceives to be Sylvie's racial bias? Was the Director's response satisfactory? Where does the Director fall in the "Three Lines Model"? What should he have done?
- Was Jamal's response to the Ombudsman appropriate?
- What formal channels can Jamal pursue within the system to hold Sylvie accountable for her racial bias?

Remedies and sanctions

- What remedies and protections are available to Jamal for his situation?
- Would an informal remedy (i.e., a mutually agreed mediated solution) be appropriate in the circumstances?
- Is Sylvie accountable (liable to any sanctions) for her conduct?
- What remedies are available to address Jamal's fear of retaliation?



related resources and references

- ⇒ [Accountability Handbook - United Nations Secretariat](#)
- ⇒ [UN Competencies for the Future](#), Respect for diversity
- ⇒ [The Charter of the United Nations](#), Preamble
- ⇒ [ST/AI/2010/5, Performance Management and Development System](#); incl. [Corr.1](#), sec. 2
- ⇒ [ST/SGB/2016/9, Status, basic rights and duties of United Nations staff members](#), Cap. IV, paras. 6, 15, 16, 20, 40
- ⇒ [ST/SGB/2018/1, Staff Regulations and Rules](#), Reg. 1.2(a)
- ⇒ [Article X and Chapter X of the Staff Regulations and Rules, Disciplinary measures](#)
- ⇒ [ST/SGB/2016/7, The Office of the Ombudsman and Mediation Services](#)
- ⇒ [ST/SGB/2010/3, The Office of Administration of Justice](#)
- ⇒ [ST/AI/2017/1, Unsatisfactory conduct, investigations and the disciplinary process](#), sec. 4.3
- ⇒ [ST/SGB/2019/8 Addressing discrimination, harassment, including sexual harassment, and abuse of authority](#), sec. 1.2, 1.3 & 1.4
- ⇒ [ST/SGB/2017/2/Rev.1, Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations](#)

FURTHER READING

- ⇒ [The Charter of the United Nations](#)
- ⇒ [A/RES/64/259, Towards an accountability system in the United Nations Secretariat](#)
- ⇒ [Accountability Handbook - United Nations Secretariat](#)

- ⇒ [A/64/640, Towards an accountability system in the United Nations Secretariat](#)
- ⇒ Annex I - "Accountability system in the United Nations Secretariat" of [A/72/773, Seventh progress report on the accountability system in the United Nations Secretariat: strengthening the accountability system of the Secretariat under the new management paradigm](#)
- ⇒ [ST/SGB/2018/3, Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation, and the Methods of Evaluation](#)
- ⇒ [ST/AI/2010/5, Performance Management and Development System; incl. Corr. 1](#)
- ⇒ [ST/SGB/2016/9, Status, basic rights and duties of United Nations staff members](#)
- ⇒ [ST/AI/2017/1, Unsatisfactory conduct, investigations and the disciplinary process](#)
- ⇒ [ST/SGB/2018/1, Staff Regulations and Rules](#)
- ⇒ [Article X and Chapter X of the Staff Regulations and Rules, Disciplinary measures](#)
- ⇒ [ST/SGB/2013/4, Financial Regulations and Rules, incl. Amend. 1](#)
- ⇒ [ST/SGB/2002/9, Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission](#)
- ⇒ [ST/SGB/2019/2, Delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules](#)
- ⇒ [ST/AI/2016/1, Staff selection and managed mobility system](#)
- ⇒ [ST/AI/2010/3, Staff Selection System, incl. Amends 1, 2, 3](#)
- ⇒ [ST/AI/2013/4, Consultants and individual contractors](#)
- ⇒ [ST/SGB/2016/7, The Office of the Ombudsman and Mediation Services](#)
- ⇒ [ST/SGB/2010/3, The Office of Administration of Justice](#)
- ⇒ [ST/SGB/2006/6, Financial disclosure and declaration of interest statements, incl. Staff Regulation 1.2\(n\)](#)
- ⇒ [ST/IC/2016/25, Anti-Fraud and Anti-Corruption Framework of the UN Secretariat](#)
- ⇒ [ST/SGB/2017/2/Rev.1, Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations](#)
- ⇒ [The United Nations Board of Auditors](#)
- ⇒ [The Joint Inspection Unit](#)
- ⇒ [The Independent Audit Advisory Committee](#)
- ⇒ [The Office of Internal Oversight Services](#)
- ⇒ [ST/SGB/2005/22, The Ethics Office](#)



LEADERSHIP DIALOGUE CONTACT INFORMATION

For more information, or to comment, contact:

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Also, please consult these resources, available on our website:

[*Putting Ethics to Work: A Guide for UN Staff*](#)

[*The Roadmap: A Staff Member's Guide to Finding the Right Place*](#)