# Finance Committee

## Hundred and Ninety-ninth Session

Rome, 20-24 May 2024

## 2023 Annual Report of the Ethics Office

Queries on the substantive content of this document may be addressed to:

Ms Monde Magolo  
Senior Ethics Officer, Ethics Office  
Tel: +39 06570 53800  
Email: Ethics-Office@fao.org

Documents can be consulted at [www.fao.org](http://www.fao.org)

NO265/e
EXECUTIVE SUMMARY

- This report presents the advisory and preventive work of the Ethics Office of the Food and Agriculture Organization of the United Nations (FAO) undertaken in 2023 to support the Organization’s achievement of an ethical workplace under the following areas: Advice and guidance, Annual Disclosure Programme, Protection against retaliation, Standard setting and policy advocacy, and Training, awareness raising and advocacy.

- Based on the work undertaken in 2023, the Ethics Office made a number of observations, detailed in the full report below, concerning the following areas:
  - Active bystander intervention, in addition to a strong policy fundament, training, and advocacy, is crucial to help foster an ethical work environment where unethical behaviour is not accepted.
  - Similarly, transparency and accountability are central pillars in a healthy speak-up culture characterized by psychological safety, and these are constructed, amongst other things, through timely and smooth communication, particularly from Managers at all levels to personnel on issues that affect them.
  - All personnel, in all offices and at all levels, should take ownership of and responsibility for their ethical decision-making, as an ethical work environment is not created in a vacuum but rather co-created by all in the Organization.
  - Awareness around what might constitute conflicts of interest needs to be increased across the Organization.
  - Recruitment of national civil servants poses a conflict-of-interest risk to the Organization, while it is also recognized that the Organization’s technical mandate may render reliance on such recruitments necessary in many cases.

- To help foster ethical conduct and increase awareness across the Organization, the Ethics Office carried out a wide range of activities, from providing advice and guidance on ethics-related matters, sharing input to standard setting and policy, to developing advocacy and awareness-raising tools and offering dedicated briefings.

- The Annual Disclosure Programme was revised in 2021 with an enhanced focus on identifying conflicts of interest. The programme was successfully implemented in 2023 for the reporting year of 2022.

- The Ethics Office handled 686 contacts in 2023, the majority of which concerned queries on outside activities, conflicts of interest and standards of conduct. A number of contacts concerned issues outside the Ethics Office’s mandate or required intervention from other units; such contacts were referred to other offices. The number of contacts received by the Ethics Office has risen sharply over the years.

- The Ethics Office received 12 reports of alleged retaliation, of which seven did not meet the criteria set out in the Whistleblower Protection Policy and five did. In three cases, the prima facie review determined no retaliation, whereas in two cases there was a determination of prima facie retaliation. These cases were forwarded to the Office of the Inspector General for investigation. Other contacts were made referring to retaliation that were in fact requests for guidance on other matters.
GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

➢ The Finance Committee is invited to take note of the 2023 Annual Report of the Ethics Office and express support for the continued effort of the Ethics Office to help foster an ethical work environment in the Organization, specifically through building ethical decision-making capacities amongst personnel to identify, avoid and address unethical situations in the best interest of both the individuals and the Organization.

Draft Advice

The Committee:

➢ appreciated the quality of the report and the analysis of issues presented, which covered the full range of responsibilities under the mandate of the Ethics Office, noting that the work carried out is of great importance to help foster an ethical work environment across the Organization;

➢ noted the Ethics Office’s observations that highlighted the need for the Organization to support efforts to build and sustain psychological safety and a strong speak-up culture;

➢ appreciated the need for further work to strengthen awareness raising activities on conflicts of interest, in all processes and all layers of the Organization; and

➢ appreciated the Director-General’s and Senior Management’s continued support to the Ethics Office’s mandate and to strengthen the Organization’s ethical framework.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Mandate and mission</td>
<td>5</td>
</tr>
<tr>
<td>Observations</td>
<td>6</td>
</tr>
<tr>
<td>Management and resources</td>
<td>8</td>
</tr>
<tr>
<td>Advice and guidance</td>
<td>9</td>
</tr>
<tr>
<td>Standard setting and policy advocacy</td>
<td>20</td>
</tr>
<tr>
<td>Training, awareness raising and advocacy</td>
<td>22</td>
</tr>
<tr>
<td>Annual Disclosure Programme</td>
<td>24</td>
</tr>
<tr>
<td>Protection against retaliation</td>
<td>27</td>
</tr>
<tr>
<td>United Nations coherence</td>
<td>29</td>
</tr>
<tr>
<td>Looking forward</td>
<td>29</td>
</tr>
<tr>
<td>Annex</td>
<td>31</td>
</tr>
</tbody>
</table>
Introduction

1. This report presents a summary of the activities carried out by the Ethics Office of the Food and Agriculture Organization of the United Nations (FAO) from January to December 2023. The report first highlights the main observations around challenges and opportunities, outlines briefly administrative considerations, and then details the work and achievements carried out under the main areas of the Ethics Office’s mandate: Advice and guidance; Standard setting and policy advocacy; Training, awareness raising and advocacy; Annual Disclosure Programme; Protection against retaliation; and United Nations (UN) coherence. The report concludes with a look towards 2024.

2. In accordance with the Organization’s oversight arrangements, this report was reviewed by the Oversight Advisory Committee (OAC) and will be made publicly available on www.fao.org/ethics in a different format.

3. All figures and tables in this report have been elaborated by the Ethics Office based on FAO-internal data.

Mandate and mission

4. The Ethics Office was established in December 2009, pursuant to resolution 1/2008 of the 35th (Special) Session of the Conference, in November 2008. From 2012 to 2016, an Ethics Committee acted as an advisory panel on ethics matters. In 2014, the position of Ombudsman/Ethics Officer was created, located under the Legal Office (LEG) for administrative purposes.

5. In April 2019, the 161st session of Council endorsed the proposal in the Programme of Work and Budget 2020-21 to separate and enhance the Ombudsman and Ethics functions. In March 2020, an Ethics Officer took office, cementing the separation of these two functions.

6. The Ethics Office is mandated to foster a culture of integrity, transparency, and accountability to enable all personnel to perform their functions in accordance with the highest standards of conduct and to come forward without fear of retaliation when they witness misconduct.

7. Senior Management has been supportive of the Ethics Office’s work, with the Director-General placing emphasis on the need for integrity and ethical conduct to be priorities in FAO.

8. The Ethics Office has had the opportunity to interact with the OAC throughout the year, both formally and informally. The Office has benefitted from the Committee’s insight and guidance on how to address some of the challenges related to the Ethics Office’s mandate and on areas of improvement.

9. The Ethics Office collaborated with LEG, the Office of the Director-General (ODG), the Human Resources Division (CSH), the Office of the Inspector General (OIG) and the Ombuds Office (OMB) on various issues. Nevertheless, the advice and opinions provided by the Ethics Office remained independent and aspired to protect the interests and reputation of the Organization as well as those of the individuals concerned.
Observations

Active bystander intervention
10. FAO is making efforts to address unethical behaviour, from the more egregious types such as fraud and sexual harassment, to behaviours that do not meet the threshold of misconduct but that nevertheless create an unhealthy work environment. Micro-aggressions, symptomatic of deeper issues related to, for instance, gender or racial discrimination, are examples of some behaviours where administrative, including disciplinary, actions might not always be possible, but which must nevertheless be tackled to create a psychologically safe environment.

11. Different types of unethical behaviour require different solutions. Alleged misconduct must be reported, as this is a duty FAO personnel have. However, not all situations that are reported might rise to the level of misconduct, hence these types of situations may be better addressed through other means than investigations.

12. Empowering all FAO personnel to act as active bystanders who intervene when they observe unethical conduct is a way to tackle some of the unethical conduct that may not necessarily amount to misconduct. Active bystander intervention has numerous beneficial impacts:
   a. Trust and allegiance are created between colleagues, forging stronger and deeper working relationships.
   b. Micro-aggressors are kept in check, and misunderstandings can be sorted out.
   c. Unethical behaviour is addressed early to help prevent escalation.
   d. FAO personnel increase their understanding of their obligations in co-creating a harmonious and ethical workplace.

13. In 2023, the Ethics Office has focused on upskilling FAO personnel’s capacity to become active bystanders through a webinar and dedicated training which will continue in 2024 (see paragraph 81). The Ethics Office welcomes Management’s support in this area by enabling and encouraging the roll-out of training and capacity building across the Organization.

FAO employment of national civil service personnel
14. In 2023, the Ethics Office saw a major uptake in requests for ethics assessments of potential conflict-of-interest risks in relation to certain types of recruitments such as those of dual employment by national civil servants. These are situations where FAO is recruiting, primarily on a part-time basis, individuals who hold contracts with a national civil service. Pursuant to Article 8 of the Standards of Conduct for the International Civil Service, FAO personnel are required to demonstrate independence from any national government (and other source). To systematize conflict-of-interest risk assessments, the Ethics Office was formally included in the recruitment process in 2023, as all recruitments of national civil servants trigger an assessment.

15. Not all such recruitments represent a risk of conflict-of-interest and, in the future, there will be value in streamlining which cases should warrant an ethics assessment from the Ethics Office and which can be determined by the responsible human resources officer instead. Discussions are ongoing in this regard with relevant stakeholders.

16. That notwithstanding, the Organization’s reliance on recruitment of national civil servants can give rise to conflict-of-interest risks, as there may be instances where the individuals will work with the same stakeholders in FAO as they work with in their government roles raising questions as to which entity they represent, or they will have access to confidential FAO information that they may be able to use to the disadvantage of FAO.

17. The technical nature of FAO’s mandate as a UN Specialized Agency might present valid business reasons for certain recruitments, on account of the limited expertise available outside of the national civil service. This said, efforts should be made by hiring offices to expand the pool of
potential candidates to help mitigate the situations of potential conflicts of interest. Proper planning and use of competitive recruitments may be preferred to ensure that reliance on national civil servants is not an automatic response to existing and future needs.

**Transparency and accountability**

18. The Ethics Office continues to advocate for a healthy and robust speak-up culture. In our 2022 report, we highlighted the importance of psychological safety to enable this continued development. Other important factors contributing to a positive work culture are transparency and accountability. These two factors commence with communication, both between managers and their team members, and between colleagues, because timely and smooth communication helps personnel understand certain decisions and how these might affect them. Communication also helps personnel align their views, create coherence and address any workplace conflict early on.

19. Managers at different levels can help improve transparency and accountability by leading by example and communicating clearly and timely any policy, procedural or organizational changes, in addition to ensuring FAO personnel feel consulted in any change process that impacts them.

20. Similarly, careful consideration should be given to ensuring due diligence is applied consistently to help ensure accountability in recruitment processes and in non-renewals or terminations of contracts involving affiliate personnel, as failure to do so can create perceptions of conflicts of interest or favouritism.

21. The Ethics Office’s approach to helping foster an ethical work environment is thus one of building trust, advocating for accountability and demonstrating appreciation.

**Conflict-of-interest awareness**

22. Based on findings from the Audit of Ethics Management in FAO (see paragraph 75), in addition to what the Ethics Office has been able to glean from the advice and guidance provided in 2023, it is clear that there is still a significant need to build knowledge and capacities around identifying, assessing and managing conflicts of interest. Such capacities need to be enhanced amongst all personnel, at all levels.

23. In 2023, an organizational conflict-of-interest risk mapping exercise was undertaken by the Ethics Office (see paragraph 71). The mapping involved a desk review activity and consultations with stakeholders across the Organization. The results of the mapping exercise will be issued to Management in the first quarter of 2024. The results will likely inform further the Ethics Office’s efforts to raise awareness and build capacities on conflicts of interest.

**Ownership of ethics and integrity**

24. The Ethics Office encourages all personnel to take ownership of their decisions as FAO’s integrity and sound reputation can only be achieved through the everyday ethical actions of all personnel across the Organization. The Ethics Office is a resource available to all personnel to guide and support them in navigating complex situations that might require ethical considerations, as they work to deliver FAO’s mandate, both at headquarters and in the Decentralized Offices. The Ethics Office functions not as a gatekeeper but rather as an enabler, helping to contribute to the success of FAO’s work.

25. To build capacities in this area, the Ethics Office has continued its efforts to raise awareness on ethics and conduct throughout 2023 and will sustain such activities – using innovative tools – in 2024.

26. The Ethics Office commends the numerous FAO colleagues who have sought guidance on ethics and integrity questions in 2023, as it demonstrates their intention to do what is right, and also appreciates the opportunity to continue providing advice to colleagues and Management across FAO in 2024.
Management and resources

27. The Ethics Office counts three (3) staff members: one Senior Ethics Officer (P-5), one Ethics Officer (P-3) and one Ethics Assistant (G-4). Other personnel are recruited as and when needed for specific time-bound tasks.

28. The consistent yearly increase in workload from 2020, when the Ethics Office became a stand-alone office, necessitates long-term solutions for additional human resources. The number of contacts alone have increased more than twofold from 288 in 2020 to 686 in 2023 (Figure 1).

Figure 1. Trend of number of contacts to the FAO Ethics Office, 2020–2023

29. A request for an additional P position was granted by the Council at its 174th Session in December 2023, and the selection process will commence in 2024. Further, in 2023, a special staff development fund allocation was provided to carry out Active Bystander Intervention training.

30. The Ethics Office wishes to express gratitude to the Members for the regular increase in budget through the allocation of the additional post, as well as to the Organization for the additional allocation enabling implementation of an important training initiative.

31. In 2023, the Ethics Office received – together with OIG and OMB – a “One FAO Team Award” for its outstanding contribution to the Organization in the area of ethics and integrity.

32. Most activities that had been planned for 2023 were carried out, with some adjustments. The Ethics Office spent all allocated funds.
Advice and guidance

33. In 2023, the Ethics Office had 686 contacts requesting advice and guidance from across the Organization counting 15,639 personnel. This corresponded to 57 contacts per calendar month, with a fairly steady trend over the year (Figure 2). Some of the contacts required significant time for analysis and response, whereas others were handled expeditiously where, for instance, referral to other units was suggested.

Figure 2. Trend of number of contacts to the FAO Ethics Office over the year 2023 (by quarter)

34. Contacts are recorded in a confidential database and categorized based on the main issue that they appear to concern. The Ethics Office records contacts with the details of the individual concerned, also where the individual is not yet under contract but where details of the expected contract are available. This practice is followed so that a record of the individual is kept for any future reference. However, some contacts were made on behalf of management without indicating details of the individual the request concerned, meaning these were not reported under specific contract categories.

35. For comparative purposes, numbers for 2022 are included in the figures in this year’s report whereas analysis will primarily pertain to 2023.

36. On average, all contacts were responded to within two working days.
37. The vast majority of contacts concerned “Advice and guidance” (Figure 3). Under this category, three subcategories accounted for 83 percent of all contacts (Figure 4): “Outside activities” (32 percent), “General conflicts of interest” (39 percent) and “Standards of conduct” (12 percent).

**Figure 3.** Number of contacts by category (2023 and 2022)

**Figure 4.** Number of contacts by subcategory (2023 and 2022)
38. There was no discernible difference between the genders contacting the Ethics Office, except for “General conflicts of interest”, where 87 contacts concerned women and 146 concerned men (i.e. about 25 percent more men than women) (Figure 5). This was similar to the trend in 2022.

**Figure 5.** Number of contacts under “Advice and guidance” by subcategory and gender (2023 and 2022)

39. We can also discern that slightly more than half of contacts were made by or regarding affiliated personnel (Figure 6).

**Figure 6.** Number of contacts under “Advice and guidance” by contract type (2023 and 2022)
40. Similarly, just above half of all contacts were made by colleagues based at headquarters, with the remaining half divided between the other regions\(^1\) (Figure 7a). Figure 7b itemizes, by subcategory, the types of contacts made by colleagues from the various regions.

**Figure 7a.** Number of contacts by FAO region (2023 and 2022)

![Figure 7a. Number of contacts by FAO region (2023 and 2022)](image)

**Figure 7b.** Number of contacts by region and subcategory

![Figure 7b. Number of contacts by region and subcategory](image)

41. As in previous years, a small majority of the contacts were made by management (55 percent), against individuals (45 percent).

---

\(^1\) While divided by region, the contacts were made by various offices under the administrative responsibility of the specific region, i.e. not by the Regional Office only.
42. A number of contacts, particularly those concerning interpersonal issues, were referred to other units, particularly to the Ombuds Office (OMB) for informal conflict-resolution or other intervention, or to OIG for circumstances that were deemed to potentially require a formal investigation (Figure 8). The actual number of referrals in 2023 was similar to that of 2022, which implies a reduction in referrals in 2023 considering the number of contacts increased. This could indicate increased awareness of the various offices’ mandates resulting in colleagues contacting the right resource from onset. On a few occasions, contacts were advised on the availability of more than one option.

Figure 8. Number of contacts referred to other units within FAO

Standards of conduct contacts

43. In regard to the subcategory “Standards of conduct” (Figure 9), it is noticeable that more women than men contacted the Ethics Office in almost all areas concerning interpersonal issues, including alleged harassment and abuse of authority.

Figure 9. Number of contacts under the subcategory “Standards of conduct” by details and gender (2023 and 2022)
44. Eight contacts concerned advice about “Sexual harassment”, with four of these detailing situations that could constitute harassment, and where the complainant was advised to report to OIG. In other cases, where the contact was made by Management, the Ethics Office guided to contact CSH or OMB for further support in how to handle the situations. This was, for instance, the case where it came to the attention of the Organization that an individual had been involved in possible sexual misconduct in a prior employment, or where an alleged incident of sexual harassment had been reported and the supervisor queried how best to support the alleged victim. In all cases, the Ethics Office also guided on available resources that the alleged victim could avail themselves of and ensured appropriate follow-up with the individual who contacted the Office.

45. **Figure 10** shows the contractual modalities and gender of contacts regarding “Standards of conduct”. By triangulating this information with human resources data for the Organization, it is noticeable that there was a significantly proportionately higher number of women (18) than men (9) in the Professional (P) category who contacted the Ethics Office, as women account for only 47 percent of the P category.²

**Figure 10.** Number of contacts under the subcategory “Standards of conduct” by contract type and gender (2023 and 2023)

![Figure 10](image)

**Outside activity contacts**

46. Contacts under “Outside activities” have typically concerned personnel requesting permission to sit on boards, have a parallel part-time employment, or participate in speaking engagements and teaching activities (**Figure 11**). These are activities in which the member of personnel has personal expertise they wish to employ to enhance their competences or share their knowledge. More or less the same number of women (99 contacts) as men (109 contacts) sought assessments of “Outside activities” requests.

² Reference is made to the *Human Resources Annual Report 2023*, Section 3.1. A diverse workforce.
Figure 11. Number of contacts under the subcategory “Outside activities” by details and gender (2023 and 2022)

47. Several contacts concerned circumstances where the Ethics Office considered the activity should be undertaken as part of the requester’s official role in FAO. These were recorded as “Official capacity” whereas the type of activity in this subcategory was not recorded. It is for FAO Management, not the Ethics Office, to consider the appropriateness of the engagement.

48. A number of contacts concerned “Parallel employment” which are primarily situations where FAO wishes to recruit a consultant or subscriber who is also employed elsewhere, or situations where the engagement is more than an occasional activity, where there is remuneration, and which does not fit any of the other categories. The Ethics Office provides an independent review of actual, potential or appearance of conflict of interest connected to the requests. The hiring manager or the member of personnel may request authorization for the engagement also where the Ethics Office’s assessment was not supportive, as Management will consider other aspects, such as operational continuity and other business needs.

49. Figure 12 demonstrates that 51 percent of those requesting ethics assessments were made by or concerning the Affiliate Workforce3 (consultants (COF), subscribers to personal services agreements (PSA), interns/volunteers/fellows, national project personnel (NPP), government provided resources (GPR)), whereas 57 percent of contacts were made by staff members (director (D), professional (P), general service (GS), national professional officer (NPO)). The remaining contacts were made by management (N/A).

---

3 The Affiliate Workforce may also be referred to as “non-staff human resources” (NSHR) or “other personnel”.
Figure 12. Number of contacts under “Outside activities” by contract type (2023 and 2022)

50. Figure 13 shows that it was primarily staff members in the P category and COFs who requested assessments for the most popular outside activities, namely “board”, “parallel employment”, “publication”, “teaching” and “speaking”. Quite a number of Ds also requested assessments to sit on “boards”. Despite the high number of GS staff in the Organization, they accounted only for a minimal part (8 percent) of these contacts, which may be because GS do not engage in outside activities or because they may lack awareness around the need for approval for such activities. “Board” comprehends also engagement in expert panels or groups, or other types of activities where the role is prevalently one where the individual provides technical guidance. Whilst it is not necessary to request prior approval to engage in social or volunteering activities, personnel may still wish for the Ethics Office to assess such engagements, especially where the individual will take on a decision-making role, or where there may still be a potential overlap with FAO’s interests.

Figure 13. Number of contacts about specific “Outside activities” by contract type (2023 and 2022)
51. More than 60 percent (138 out of 215) of the “Outside activities” assessments were requested by or concerning headquarters-based personnel (Figure 14). This may be linked to the fact that the Administrative Circular 2022/14, pertaining to outside activities undertaken by the Affiliate Workforce, prescribes the need for prior approval by the head of office only where there is need for an ethics assessment due to potential conflict-of-interest risks. Hence, not all situations require approval or Ethics Office assessments, whereas all require disclosure to the direct supervisor. Therefore, the lower number of requests from Decentralized Offices, which have a higher proportion of affiliate personnel, may also be due to a supervisory assessment of the requests that approval is not required. Alternatively, of course, the number may also be due to a lack of awareness around the need to disclose the activity, or because these categories of personnel are not undertaking outside activities.

Figure 14. Number of contacts under “Outside activities” by region

General conflicts of interest

52. As can be evinced from Figure 15, most of the “General conflicts of interest” contacts concerned the recruitment of COF and PSA who were national civil servants. These include individuals employed in national research institutes, organizations fully or majorly funded by governments, and government entities. In most instances, FAO sought to recruit the individuals for specific time-bound contracts and often on a “when actually employed” basis (e.g. for 20 days over three months). Based on pragmatic and practical considerations, the Ethics Office will request that the individual take special leave without pay or other type of leave. All individuals are also guided by the Ethics Office about their obligations of independence while working for FAO, in accordance with the Standards of Conduct for the International Civil Service. While these situations, that is where government employees are being recruited, actually constitute parallel employment, they are accounted for separately due to the higher conflict-of-interest risk that they represent.
53. To account for the conflict-of-interest situations where ex-FAO personnel (particularly COFs) have a vested interest in a procurement or letter-of-agreement process, a separate subcategory was created in 2023 entitled “Post-employment activities”. These cover situations where the individual to be recruited by FAO worked for an FAO-partner institution or where the individual has previously worked for FAO as a consultant and is now with the institution with which FAO is negotiating a letter of agreement or other contractual relationship. Here there may be a perception that the individual uses their internal knowledge of FAO and its priorities to the benefit of the partner organization. At the same time, in many of these cases, FAO depends on the individual and the institution for expertise and the relationship is therefore of benefit to the Organization.

54. Where instead the interest is held by a current FAO personnel, the conflict of interest would be characterized as a “Personal conflict of interest”. This category covers situations where the current FAO personnel worked at the partner institution before joining FAO, and seeks to create a partnership with the institution through their FAO role. Again, there may be valid reasons for such a partnership, however there may easily be, at a minimum, a perception of conflict of interest.

55. Others concern situations where FAO personnel queried about the potential conflict-of-interest risk related to them or their close connections having a vested interest in a company or activity that may do business with FAO. Such queries were made to avoid the risk, and often there was no assessed
risk as the alleged interest did not constitute an actual or potential conflict of interest (e.g., the company or activity did not have any relationship with FAO). Yet others concerned situations where there were vested interests and where the Ethics Office deemed the individuals could be placed in circumstances where their independence and neutrality towards FAO could be questioned.

56. Approximately twice as many conflict-of-interest assessments concerned men than women, and approximately half of the requests were made by Decentralized Offices (Figure 16).

**Figure 16.** Number of conflict-of-interest assessments of national civil servant recruitments by region and gender of the individual to be recruited

57. FAO personnel may not receive gifts and awards from external sources in connection with their FAO role without prior approval.

58. In total, 14 contacts concerned awards/honours to be bestowed upon FAO staff members and 10 contacts concerned received gifts (Figure 17). This was an increase from the previous year, which the Ethics Office attributes to increased awareness of the Organization’s rules.

**Figure 17.** Number of contacts under “Gifts, honours, awards, favours” by contract type
59. In all cases concerning perishable gifts, the Ethics Office advised that the content should be shared amongst all in the specific office without disclosing the source. Gifts intended for display were advised to be retained as appropriate, but not displayed by the recipient. The recipient was also advised to politely inform the gift giver of the FAO policy requesting that no further gifts be provided in the future.

60. One contact concerned clarification on whether it would be appropriate for FAO personnel to participate in an official luncheon offered by a government. Such situations are permitted as it is standard practice for personnel to receive non-lavish hospitality in connection with their FAO duties.

61. Awards and honours are often offered by governments to FAO staff members for their contribution to fighting world hunger, agricultural development, or similar. In situations where the staff member’s contribution is by virtue of their FAO affiliation, such an award may be accepted on behalf of FAO. Accepting it in their personal capacity could pose a significant conflict-of-interest risk, and at a minimum the perception thereof. Some awards are offered to FAO programmes, and here there is not necessarily an issue with the personnel receiving them on behalf of FAO.

**Standard setting and policy advocacy**

62. Fostering an organizational culture of ethics and accountability requires consistent, clear and solid policies that emphasize ethical conduct. To help this endeavour, the Ethics Office provided input to reflect ethical considerations in internal policies, practices and processes.

63. In February and August, updated versions of the **Whistleblower Protection Policy** were published. The minor changes were done for clarity and to ensure that the Policy correctly reflected actual and efficient procedures, such as the fact that the Ethics Office may propose interim protective measures directly to a delegated authority and not only to the Director-General. This enables more timely action to protect complainants.

64. The FAO Roadmap **From concern to clarity** was revised with updated information and republished in all FAO languages.

65. The **FAO Code of ethical conduct** was revised in close collaboration with all relevant internal stakeholders and the OAC. The Code will be republished in all FAO languages in early 2024.

66. The Ethics Office reviewed the number of times the publications **FAO Code of ethical conduct** and **From concern to clarity** were downloaded in the various languages over 2023 (**Figure 18**). While it is possible to discern the geographical distribution of those who downloaded the publications, it is not possible to ascertain whether these were internal FAO personnel or externals and these data are therefore not reported upon. In any case, there is room for improvement to raise awareness of both publications and their use.

**Figure 18.** Number of times the publications **From concern to clarity** and **FAO Code of ethical conduct** were downloaded in 2023 by language
67. The FAO Policy on Gifts, Awards and Honours underwent a thorough review by internal stakeholders and the OAC and was submitted for final review to LEG. The Policy had been earmarked for implementation in 2023, however, due to other pressing priorities and further reviews required, the implementation was postponed to 2024.

68. The Ethics Office contributed to the draft revised “Guidelines for the engagements of Consultants (Manual Section 317) and Subscribers to Personal Services Agreements (Manual Section 319)” in regard to the process for assessing conflict-of-interest risks for national civil servant recruitments. This resulted in a major uptick in assessment requests from hiring units and the Shared Service Centre (SSC). Consequentially, the Ethics Office developed a risk matrix flowchart to help empower the SSC to assess recruitment requests directly and only forward those to the Ethics Office where there would be actual risks. The flowchart is being considered by CSH and LEG.

69. In addition to providing guidance to other FAO units regarding standard setting, the Ethics Office has provided input to the following policy-related documents:

- draft Recruitment and Selection Guidelines – International Professional positions;
- draft revision of the FAO Policy on Prevention and Response to Harassment, Sexual Harassment, Abuse of Authority and Discrimination;
- draft revision of the FAO Policy on Protection from Sexual Exploitation and Abuse;
- FAO’s reaccreditation process with the Green Climate Fund.

70. An electronic submission form for Outside activities requests was developed and launched, in collaboration with the Digital FAO and Agro-informatics Division (CSI). All requests for approval of outside activities for staff members must be channelled through this platform. Instead, and pursuant to the Administrative Circular 2022/14 on Outside activities, requests from the Affiliate Workforce should be submitted through the platform only where there is a need for Management decision.

71. A mapping exercise of organizational conflict-of-interest (COI) risks was initiated in collaboration with an external expert. The exercise serves to identify key COI risks that may be present across all areas of FAO’s work. Results of this exercise are due to be shared with FAO Management in the first quarter of 2024. The exercise was undertaken in fulfilment of the recommendation by the Joint Inspection Unit (JIU) in their report Review of mechanisms and policies addressing conflict of interest in the United Nations system (JIU/REP/2017/9): “Executive leaders of the United Nations organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflict of interest”.

72. It is envisaged that the outcomes of this exercise will contribute to the already existing corporate framework for managing integrity risks at the organizational level. Considering that one of the key attributes that FAO must rely on to preserve its reputation is that of delivering its mandate with due regard to the Organization remaining independent and impartial, this mapping exercise is one of the ways to help FAO preserve this status, as it seeks to identify the organizational conflict-of-interest risks that FAO might be exposed to. These risks could arise due to specific activities, or relationships, including but not limited to partnerships with donors, or with private or public entities, where such association could render the Organization’s objectivity in performing mandated work to be impaired or be perceived to be impaired.

73. The Ethics Office is part of the Workplace Integrity Network, a working group under the umbrella of the Committee for Workplace conduct and protection from sexual exploitation and abuse, which is an organizational group collaborating across different offices to mainstream ethical conduct in various areas of work and relations.

74. The Ethics Office is also an observer in the FAO Engagement and Partnerships Committee, established under Administrative Circular 2021/07, as well as a member of the Data Protection Oversight Committee, established under Administrative Circular 2022/06.
The Ethics Office was the business unit focal point for the **Internal Audit of Ethics Management in FAO**, which was finalized in 2023. Action points have been taken into careful consideration and implementation will be planned for in 2024.

**Training, awareness raising and advocacy**

A robust ethical framework must be explained and advocated for through targeted and timely outreach and communication efforts. The Ethics Office has implemented a combination of tools in 2023 to advocate for an ethical workplace.

Considering Management’s role leading by example in upholding ethical standards, the Senior Ethics Officer met **bilaterally with FAO Core leaders** over the course of 2023. These meetings served to highlight issues under Core leaders’ responsibilities that would warrant their attention, and for the Ethics Office to receive indication of areas where enhanced focus could be beneficial to meeting the Organization’s overall goals.

The Senior Ethics Officer also provided ethics and integrity briefings to two (2) newly appointed FAO Representatives.

The Ethics Office carried out **17 bilateral briefings** with individual FAO offices and **four (4) webinars** in 2023 to raise awareness about its mandate and a variety of ethics-related topics including conflicts of interest, political activities and use of social media, to interpersonal communication and active bystander intervention, amongst others.

In addition, the Ethics Office was present in seven (7) sessions of the **Women’s Security Awareness Training (WSAT)**, organized by the Security Services. In these sessions, the Ethics Office provided information about what might constitute sexual harassment under the FAO regulatory framework, and what courses of action personnel have who feel harassed.

A **training of trainers** was organized on **Active Bystander Intervention**. During this training, 34 colleagues were trained as **Active Bystander Champions** to facilitate dialogues across the Organization on how to improve interventions when encountering unethical behaviour. Of these, 16 were field-based colleagues who travelled to Rome for the training.

The Champions co-facilitated an **Active Bystander Workshop** on the last afternoon of their training, where another 27 colleagues were trained. The Champions have committed to facilitating a number of semi-structured dialogues in the course of 2024.

Six (6) **trainings on the Annual Disclosure Programme** were carried out (see section “Annual Disclosure Programme”).

In total more than 2 200 colleagues participated in the various briefings, webinars and trainings.\(^4\)

---

\(^4\) Naturally, some colleagues might have participated in more than one session, hence this is not an absolute number.
In addition to the Ethics Office-led capacity-building activities, in which personnel may participate in on a voluntary basis, FAO personnel are required to undertake a number of mandatory trainings upon employment with the Organization. These are online, self-paced trainings provided by the Learning and Performance Branch of CSH. The completion rates for ethics-related training (all mandatory) for an average of 15 639 personnel were as follows (as of 31 December 2023):

<table>
<thead>
<tr>
<th>Training title</th>
<th>Staff compliance (%)</th>
<th>Affiliate Workforce compliance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving Gender Equality in FAO’s Work</td>
<td>96.9</td>
<td>82.6</td>
</tr>
<tr>
<td>Ethics and Integrity at the United Nations</td>
<td>95.6</td>
<td>77.9</td>
</tr>
<tr>
<td>FAO’s Whistleblower Protection Policy</td>
<td>97.1</td>
<td>81.6</td>
</tr>
<tr>
<td>Prevention of Fraud and other Corrupt Practices</td>
<td>97.2</td>
<td>80.4</td>
</tr>
<tr>
<td>Prevention of Harassment, Sexual Harassment and Abuse of Authority</td>
<td>99.3</td>
<td>83.4</td>
</tr>
<tr>
<td>Protection from Sexual Exploitation and Abuse (PSEA)</td>
<td>97.4</td>
<td>81.7</td>
</tr>
<tr>
<td>United Nations Course on Working Together Harmoniously</td>
<td>96.5</td>
<td>80.5</td>
</tr>
</tbody>
</table>

Diversified and targeted communication tools are necessary to ensure the desired impact on the organizational culture. Consequently, the Ethics Office has produced nine (9) Intranet articles and three (3) videos: “Meet Fred”, “Fred and Amara” and “Fred, Ken and Alice”. The videos feature an imaginary colleague who is faced by various ethical dilemmas. The Ethics Office has also communicated with personnel through email, Intranet articles and Viva Engage posts.

The Annex presents details of the briefings, webinars and articles.

The Ethics Office finalized a contract with an external supplier for the FAO customization of the “DilemmApp”. This App aims to help build ethical awareness and ethical decision-making capacities through the sharing of ethical dilemmas. The App will be launched in early 2024.

One (1) guideline document on “Understanding Outside Activities” was published internally in all FAO languages. Another set of guidelines were drafted to support personnel in understanding the difference between engaging in personal, outside activities and official capacity activities, as well as considerations to take into account when engaging in official capacity activities. These guidelines, drafted in consultation with LEG and other internal stakeholders, will help address the confusion between the two, which the Ethics Office observes when reviewing requests for ethics assessments of outside activities.

The Ethics Office participated in joint awareness-raising missions with the Inspector General and the Ombuds-person to (i) the Regional Office for Asia and the Pacific (RAP) and FAO Pakistan and (ii) the Regional Office for Africa and FAO Côte d’Ivoire. Both missions were intended to enable the travellers to learn more about FAO’s work in the regions, meet with personnel who wished to discuss confidential matters, and give briefings about ethics, conflict resolution and investigations. The missions have been useful for the three offices to understand the field context better, including the major challenges personnel experience.

---

5 Reference is made to the Human Resources Annual Report 2023, Section 2.3. Key Performance Indicators.
Usage of the Ethics Office’s Intranet pages and Internet site gives an indication of interest in ethics-related matters. In 2023, there were a total of 6,282 views of the Intranet page, which was a slight reduction compared to 2022 (6,668 page views). **Figure 19** demonstrates which Intranet pages are most frequently visited. The usage statistics provide insight into the resources that are most often used. This can be an indication both of which areas require further clarity (e.g. additional guidelines) and which areas are of most interest to personnel. The Internet page was visited 2,187 times.

**Figure 19.** Visits to the Ethics Office Intranet pages in 2023 by subpage

---

**Annual Disclosure Programme**

The Organization’s Declaration of Interest and Financial Disclosure Programme (FDP) was established when the 132nd Session of the Council in June 2007 approved an amendment to Article I of the Staff Regulations (Staff Regulation 301.1.10 and 301.1.11).

The Programme was revised in 2021 to focus on identification of conflicts of interest, and is now referred to as the “Annual Disclosure Programme” (ADP). The aim of the Programme is to identify, resolve and mitigate conflict-of-interest risks arising from personnel’s personal engagements (outside activities, personal relations, assets or liabilities, etc.) where these may conflict with their official obligations as FAO personnel.

**Process**

The 2023 ADP was launched by the Ethics Office on 28 April 2023 via Administrative Circular 2022/05. The deadline was initially set for 31 May, and then extended to 8 June 2023. The ADP was finally closed on 6 July 2023 (one month earlier than 2022).

The Ethics Office recruited an External Reviewer to carry out the review of the ADP statements and recommend mitigating measures where conflicts of interest were identified. To prevent a conflict-of-interest situation, LEG reviewed the ADP statements submitted by personnel working in the Ethics Office in 2022.

A fully electronic submission platform was launched for this year’s ADP exercise. Previously, participants would download and fill out a Microsoft Word questionnaire, save it in PDF and upload it
to the platform. The new platform enabled participants to submit their responses in an online questionnaire, thereby facilitating the submission and the review greatly.

97. With the overall aim to enhance understanding about conflicts of interest and the ADP, and increase timely submission compliance, the Ethics Office organized six (6) training sessions between 22 March and 6 April 2023. In total, 912 participants attended the trainings, corresponding to 69 percent of the total ADP population. Two of the six trainings were offered with French and Spanish interpretation.

98. The trainings were deemed successful based on the following factors and feedback:

- Approximately 90 percent of the training participants reported a better understanding of what sort of situations could create a conflict of interest compared to what they had before the trainings.
- The overwhelming majority of the training participants found the sessions to be exhaustive.
- The Ethics Office received very few queries about the ADP or the platform during the ADP period, compared to previous years where numerous queries would be received.

99. This notwithstanding, many participants disclosed situations that would not be considered conflicts of interest. The disclosures were likely made out of an abundance of caution or because of a lack of understanding of the requirements. In these cases, the Ethics Office provided an individual assessment and explained why this would not be considered a relevant situation to disclose.

100. The Ethics Office reviewed and revised all the External Reviewer’s recommendations to ensure they appropriately addressed the concern, and communicated with the participant through personalized email messages. In some cases, communication was also sent to the participant’s supervisor to mitigate the identified conflict-of-interest risk. Lastly, the Ethics Office sent acknowledgement and clearance emails to those who did not make any disclosures. In total, 374 emails were sent.

101. The External Reviewer completed their report on 15 November 2023.

Population

102. A list of 1321 participants (957 staff and 364 Affiliate Workforce) were selected to participate in the ADP 2023, a far larger population than in 2022 (582). The participant names were provided by heads of office to the Ethics Office, based on the criteria set out in Administrative Circular 2022/05 and with the additional indication to include colleagues with specific roles and responsibilities carrying higher conflict-of-interest risks such as management of assets or procurement.

103. This was a novel approach compared to previous years, where the Ethics Office had identified names from corporate systems based on, for instance, titles and grade, and it aimed to be a thoughtful, risk-based assessment of particular functional responsibilities within FAO that may give rise to actual, potential or appearance of conflicts of interest and thus expose FAO to reputational and financial risks.

104. The broader criteria for the selection of participants, with a subsequent far larger ADP population, along with the dedicated training sessions resulted in increased awareness of COI and uptake in outside activity and COI assessments also outside of the ADP. This was found to be a positive impact of the programme.

105. However, the increased number of participants rendered the workload for the Ethics Office particularly strenuous and should the number remain high or increase, additional resources would be needed to efficiently and sufficiently cope with the growing workload.

---

6 All participants who did not make any disclosure were sent one email in bcc.
**Compliance**

106. By 31 May 2023, a total of 1,165 participants had submitted their disclosure statement, corresponding to an 88 percent compliance rate within the deadline. This was a slight improvement over the previous year where 83 percent submitted their reports by the initial deadline.

107. The Ethics Office made intense efforts to follow up with the participants prior to the deadline (and for any non-compliant participants, also after the deadline), using a variety of means (email, Teams, Skype). Specifically, four (4) reminder emails were sent to all; 350 participants were contacted multiple times via Teams; direct calls were made to a number of participants; and supervisors were contacted in some cases where the participants were unresponsive.

108. By the final cutoff date on 8 June, only four (4) participants had omitted to submit their disclosure statement, corresponding to a 99.6 percent compliance rate.

109. In the spirit of honouring accountability and sound management of conflicts of interest at FAO, the Ethics Office deems that personnel who do not submit their disclosures within the deadline without reasonable cause should be considered non-compliant and escalated for follow-up action by CSH and their management.

**Statistical findings on the submissions**

110. In total, 347 submissions (26 percent of all the submissions) contained disclosures that the participant considered could be a potential conflict of interest. The rest, that is 970 submissions or 74 percent, did not contain any disclosures leading the reviewer to classify them as not having any conflict-of-interest risk.

111. Out of the 347 situations disclosed, the External Reviewer assessed 95 situations as actual, potential or perceived conflict of interest, corresponding to 27 percent of the reports containing disclosures and 7 percent of the total submissions (Figure 20).

**Figure 20. Overview of ADP submissions 2023**

112. The remaining 252 disclosures (out of the 347) were assessed as not constituting conflict-of-interest risks. The main reasons for assessing these situations as not having a conflict-of-interest risk were:

- The disclosed situation related to events that occurred prior to the participant’s employment with FAO.
- The disclosed situation occurred outside the reporting period (i.e. before 2022).
- The situation as described was assessed but it did not reveal the existence of an actual, perceived or potential conflict of interest.
The 95 disclosures assessed as having conflict-of-interest risks were split between five categories: Family/close relationship, Outside activities, Gifts, assets and liabilities, Vendors and partners.

“Outside activities” and “Family/close relationships” were the categories that most often generated conflict-of-interest risks. Of these, many were, however, not considered serious conflict-of-interest risks (e.g. where a second-level cousin, or brother-in-law works for another UN agency) and manageable.

The conflicts of interest were ranked from low to high based on (i) the nature of risk disclosed, (ii) the grade of the participant disclosing the risk, (iii) whether it had been disclosed and mitigated in previous ADPs, and (iv) whether it presented a serious risk of reputational damage or financial loss. For example, while the Affiliated Workforce members comprised a majority of the participants who made disclosures of situations assessed as conflicts of interest, they rarely hold roles conferring supervisory or decision-making authority. Hence, these risks were assessed as low–medium and recommendations were made to mitigate them.

For the disclosures, which were assessed as presenting conflicts of interest, varying mitigating measures were recommended depending on the situation and the type of conflict of interest. For instance, in cases that involved a FAO member of personnel whose spouse was also working in FAO, the recommended measure was that the two avoid any work-related interactions on FAO matters or avoid sharing the same reporting line. In cases where the FAO personnel had a relative working in an FAO partner entity, the recommendation would be similar. For all cases, the recommended mitigation measures were communicated to the individuals via email, and they were in turn requested to provide written confirmation to acknowledge that they understood and would comply with the recommendations.

In the cases where the conflict-of-interest risks were assessed as high, the recommended mitigating measures were also communicated to the individual’s management to ensure implementation and compliance. As ongoing monitoring of compliance is not practically feasible, the onus is placed on the concerned individuals to comply in line with their obligations, as outlined in the regulations and rules of the Organization.

Protection against retaliation

The primary objective of the Whistleblower Protection Policy is to ensure that personnel can engage in a protected activity under the Policy (report misconduct or cooperate with audits, investigations, security services) and, in practice, proactively report misconduct without being retaliated against.

The Policy does not address situations where personnel feel that they are being targeted due to interpersonal problems or because they informally raised concerns about certain work-related issues without having engaged in a protected activity. While such situations might fall in the realm of harassment or abuse of authority, pursuant to the relevant policy, they would not be considered retaliation in the sense of the Whistleblower Protection Policy.

Under the Policy, the Ethics Office is responsible for conducting reviews of complaints to determine whether there has been a *prima facie* case of retaliation and, if so determined, refer the case to OIG for investigation.
121. In total, 16 contacts concerning protection against retaliation were received in 2023 (Figure 21). Four of these were recorded under the category of “Advice and guidance” because they concerned other underlying issues (such as alleged harassment) and prima facie reviews were not undertaken. One contact concerned a request for information about whistleblower protection.

Figure 21. Details related to “Protection against retaliation” complaints

122. In nine cases, the complaint did not meet one or more criteria under the Policy. The most common criteria that were not met were “engaging in a protected activity” or the fact that the Ethics Office could not establish a causal connection between the protected activity and the alleged retaliatory act. It is noted that personnel requesting protection against retaliation may feel they are retaliated against because they have voiced concerns or disagreed with their supervisors on a matter concerning their work. However, such situations do not constitute a report of misconduct pursuant to the Policy, as mentioned above, as there is no formal reporting. In such cases, the Ethics Office advises the individual of the outcome of the initial review and that they may submit a complaint regarding other alleged misconduct to OIG for investigation or contact the Ombudsperson for support to resolve the conflict informally (e.g. where it is an interpersonal issue or related to performance issues).

123. In three cases the prima facie review determined that retaliation had not occurred. The reason for this determination was the lack of evidence to demonstrate that the protected activity had been a contributing factor in the alleged retaliatory acts. This may, for instance, be the case where the alleged acts predated the protected activity.

124. In two cases, the prima facie review determined retaliation and the cases were forwarded to OIG for investigation.

125. In three cases, interim protective measures were proposed by the Ethics Office and accepted by Management. Whilst one of these cases were determined as no prima facie retaliation, protective measures implemented during the Ethics Office review were being carried out.

126. The Ethics Office observed that some requests for protection against retaliation concerned the complainants’ performance evaluations where the complainant felt that the feedback constituted retaliation. Normally, negative performance feedback would not constitute retaliation, as it is a tool to enhance performance and not a mechanism to punish personnel. It continues to be the Ethics Office’s consideration that root causes can be attributed to poor performance management and a lack of periodic and transparent communication around the reasons for the management decisions. Whilst the non-renewal or termination of employment may be based on legitimate business reasons, managers
should endeavour to ensure that due process is followed in managing performance and that all personnel are given a fair chance to improve.

**United Nations coherence**

127. The Ethics Office provided inputs, through CSH, to the ongoing review of the Standards of Conduct for the International Civil Service that was undertaken by the International Civil Service Commission.

128. The Ethics Office also provided input to:
- A460: Joint Inspection Unit of the United Nations System (JIU) review of Internal Appeal Mechanisms;
- The assessment of FAO by the Multilateral Organisation Performance Assessment Network (MOPAN);
- Input to the Compact on Diversity, Equity and Inclusion developed by the Inter-Agency Standing Committee Deputies Group;
- UN System-wide action plan on gender equality and the empowerment of women (UN-SWAP) 2023 reporting;
- Annual Survey on Reporting of Sexual Harassment – 2022;
- USUN Rome: Survey on Management and Oversight Practices of International Organizations

129. The Ethics Office participated in person in the 2023 Annual Ethics Network of Multilateral Organizations (ENMO) Conference, organized and hosted by the Asian Development Bank in Manila, Philippines. The following topics were discussed:
- Institutional frameworks and the “Ethics Office” in the overall governance structure.
- Using human-centred science for designing effective ethics programmes: an inclusive approach for improving engagement and impact.
- Innovations in impact measurement.
- Ethics and use of innovative technologies.

130. As part of continued efforts to build and advance engagements outside FAO, in 2023 the Ethics Office team met with ethics counterparts from the Rome-based Agencies at an in-person exchange on best practices and to explore new opportunities for collaboration. The Ethics Office also shared information with other UN agencies related to, particularly, protection against retaliation, outside activities, the Annual Disclosure Programme, and to the Ethics Office’s communications strategy and products.

131. The Director of Ethics, United Nations Development Programme, delivered a webinar about active bystander intervention (see paragraph 79).

**Looking forward**

132. Priorities for the Ethics Office in 2024 include continuing to raise awareness about FAO’s ethical standards through a variety of means, providing accurate and timely advice and guidance, as well as *prima facie* reviews under the Whistleblower Protection Policy.

133. Particularly conflicts of interest will be the focus of outreach activities in 2024 to address the Organization-wide gap in awareness amongst personnel of the situations that may create conflicts of interest, and how to address them. As mentioned at the start of this report, making ethical considerations in day-to-day decisions is a responsibility of all personnel in the Organization. However, this requires a solid understanding of circumstances that may result in conflict-of-interest
situations, as well as how to navigate them in a confident manner. While the Ethics Office is always available to support personnel in this endeavour, enhancing the overall understanding will protect the Organization by empowering the first line of defence in risk management, in accordance with the overall organizational priorities.

134. In the start of 2024, the Ethics Office will launch the DilemmApp and explore other innovative tools to help raise awareness, in addition to the more traditional communication tools and activities.

135. In 2024, the Ethics Office intends to develop a longer-term strategy, informed not only by the lessons learned so far and the overall mission of the Office, but also by the conflict-of-interest mapping done in 2023. Expansion to the Ethics Office mandate may need to be considered in this context, to enable adequate addressing of organizational conflict-of-interest risks.

136. Active bystander intervention capacity building will continue to be a priority for the Ethics Office who, supported by the Active Bystander Champions, will offer regional workshops and divisional dialogue sessions in 2024. Particular focus will also be given to ensure that colleagues on volatile contracts, such as interns and volunteers, understand their rights and obligations and feel supported to speak up.
Annex

The following webinars and trainings were held:

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th># of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/02/2023</td>
<td>Webinar on Active bystander intervention</td>
<td>252</td>
</tr>
<tr>
<td>08/03/2023</td>
<td>International Women’s Day “Embracing diversity, equity and inclusion in Security and Investigations”</td>
<td>110</td>
</tr>
<tr>
<td>26/04/2023</td>
<td>Webinar on Political neutrality and social media</td>
<td>127</td>
</tr>
<tr>
<td>18/05/2023</td>
<td>Webinar on Political neutrality and social media</td>
<td>120</td>
</tr>
<tr>
<td>15-16/11/2023</td>
<td>Active Bystander Intervention Training of Trainers</td>
<td>34</td>
</tr>
<tr>
<td>16/11/2023</td>
<td>Active Bystander Intervention workshop</td>
<td>27</td>
</tr>
</tbody>
</table>

The Ethics Office supported the WSAT sessions on the following dates:

<table>
<thead>
<tr>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/03/2023</td>
</tr>
<tr>
<td>26/05/2023</td>
</tr>
<tr>
<td>23/06/2023</td>
</tr>
<tr>
<td>25/08/2023</td>
</tr>
<tr>
<td>22/09/2023</td>
</tr>
<tr>
<td>03/11/2023</td>
</tr>
<tr>
<td>12/12/2023</td>
</tr>
</tbody>
</table>

The following Intranet articles were published:

<table>
<thead>
<tr>
<th>Date</th>
<th>Title/link</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>23/02/2023</td>
<td>Ugh, it’s so awkward</td>
<td>How to become an active bystander</td>
</tr>
<tr>
<td>28/03/2023</td>
<td>What’s new in the Ethics Office</td>
<td>Update on recent and upcoming activities</td>
</tr>
<tr>
<td>27/04/2023</td>
<td>Annual Disclosure Programme</td>
<td>Launch of the 2023 Annual Disclosure Programme</td>
</tr>
<tr>
<td>07/06/2023</td>
<td>Keep it neutral</td>
<td>Political neutrality and social media</td>
</tr>
<tr>
<td>17/07/2023</td>
<td>Different cultures, different customs</td>
<td>Joint OIG, OMB and ETH mission to RAP and FAOPK</td>
</tr>
<tr>
<td>03/10/2023</td>
<td>Outside activities</td>
<td>Launch of electronic outside activities request form</td>
</tr>
<tr>
<td>02/11/2023</td>
<td>Personal social media</td>
<td>How to personnel should conduct themselves on social media</td>
</tr>
<tr>
<td>09/11/2023</td>
<td>How to be an active bystander</td>
<td>Information about Active bystander intervention training</td>
</tr>
<tr>
<td>04/12/2023</td>
<td>Giving is caring...</td>
<td>Reminder about FAO’s policy on gifts</td>
</tr>
</tbody>
</table>
The following briefings were held:

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th># of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/02/2023</td>
<td>FAO South Africa</td>
<td>19</td>
</tr>
<tr>
<td>22/03/2023</td>
<td>Annual Disclosure Programme participants</td>
<td>242</td>
</tr>
<tr>
<td>23/03/2023</td>
<td>Newly appointed FAO Representative to the Philippines</td>
<td>1</td>
</tr>
<tr>
<td>23/03/2023</td>
<td>Annual Disclosure Programme participants</td>
<td>159</td>
</tr>
<tr>
<td>29/03/2023</td>
<td>Annual Disclosure Programme participants</td>
<td>211</td>
</tr>
<tr>
<td>30/03/2023</td>
<td>Annual Disclosure Programme participants</td>
<td>14</td>
</tr>
<tr>
<td>05/04/2023</td>
<td>Annual Disclosure Programme participants</td>
<td>124</td>
</tr>
<tr>
<td>06/04/2023</td>
<td>Annual Disclosure Programme participants</td>
<td>162</td>
</tr>
<tr>
<td>16/05/2023</td>
<td>FAO RAP</td>
<td>216</td>
</tr>
<tr>
<td>26/06/2023</td>
<td>FAO Islamic Republic of Iran</td>
<td>11</td>
</tr>
<tr>
<td>07/07/2023</td>
<td>Plant Production and Protection Division (NSP)</td>
<td>51</td>
</tr>
<tr>
<td>19/07/2023</td>
<td>FAO Kosovo</td>
<td>18</td>
</tr>
<tr>
<td>10/08/2023</td>
<td>FAO Subregional Office for the Pacific Islands (SAP)</td>
<td>50</td>
</tr>
<tr>
<td>22/08/2023</td>
<td>FAO Zambia</td>
<td>48</td>
</tr>
<tr>
<td>15/09/2023</td>
<td>FAO The Philippines</td>
<td>67</td>
</tr>
<tr>
<td>19/09/2023</td>
<td>FAO Türkiye</td>
<td>42</td>
</tr>
<tr>
<td>29/09/2023</td>
<td>Newly appointed FAO Representative to the Sudan</td>
<td>1</td>
</tr>
<tr>
<td>05/10/2023</td>
<td>FAO Liaison Office with the European Union and Belgium in Brussels &amp; Liaison Office with the United Nations in Geneva (LOG)</td>
<td>23</td>
</tr>
<tr>
<td>10/11/2023</td>
<td>FAO Uganda</td>
<td>41</td>
</tr>
<tr>
<td>14/11/2023</td>
<td>Office for Strategy, Programme and Budget (OSP)</td>
<td>26</td>
</tr>
<tr>
<td>20/11/2023</td>
<td>Office of Communications (OCC)</td>
<td>16</td>
</tr>
<tr>
<td>23/11/2023</td>
<td>Project Support Division (PSS)</td>
<td>31</td>
</tr>
<tr>
<td>28/11/2023</td>
<td>FAO Plurinational State of Bolivia</td>
<td>36</td>
</tr>
</tbody>
</table>