

Integrity and Ethics Agency Improvement Framework



Te Kawa Mataaho
Public Service Commission



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UN-PRAC aims to support 14 Pacific Islands Countries (PICs) to prevent corruption and promote integrity in the context of the international and regional commitments, including Agenda 2030 and the Sustainable Development Goals (SDGs) and the United Nations Convention against Corruption (UNCAC).

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About the Framework

This practical Framework supports public service agencies, departments, units or other public entities (the **Agency**) to diagnose, plan, manage, and measure their integrity and ethics initiatives to build an organizational or system-wide culture of integrity and ethics and enhance public trust and confidence in the integrity of public services. This work supports nations with their commitments under the Universal Declaration of Human Rights, United Nations Convention Against Corruption (UNCAC), the Agenda 2030 and the Sustainable Development Goals (SDGs), specifically SDG 16 on peace, justice and strong institutions among others. For the Pacific region, the Framework is also aligned with the aspirations under the Teieniwa Vision – Pacific Unity against Corruption, Biketawa and Boe Declarations, the 2050 Blue Pacific Strategy and other commitments to advancement of good governance.

The Framework will support Agencies to build baseline integrity and ethics surveys, roll out surveys and analyse results to identify Agency strengths and gaps. This will enable the Agency to prioritize and focus work to strengthen integrity and ethics, develop an integrity and ethics improvement plan, manage change, and measure progress towards achieving desired outcomes.

The Framework was developed by the United Nations Development Programme under the United Nations Pacific Regional Anti-Corruption Project (UN-PRAC) funded by the Government of New Zealand, in consultation with the Public Service Fale. The Framework was piloted and validated by UNDP in cooperation with Fiji Independent Commission Against Corruption (FICAC).

While the Framework is based on the [Pacific-wide](#)

[Code of Ethics for Public Servants](#),¹ it can be adapted to values, codes or ethics, or codes of conduct set by individual Agencies. The Framework can support policy, regulatory, and other initiatives aimed at promoting integrity and ethics domestically or regionally. The Framework will be improved in time as it is tested by Agencies.

¹ Public Service Fale, 2021. Pacific-wide Code of Ethics for Public Servants. Available at: <https://publicservice.govt.nz/assets/DirectoryFile/Pacific-wide-Code-of-Ethics-for-public-servants.pdf>

The Framework has **four steps** for agencies to follow:

Step 1. Diagnosis and self-assessment – this step asks: *What is the health of integrity and ethics in my Agency?* It allows the Agency to assess the state of integrity and ethics in their organization (or department or unit) via two surveys. The self-assessment helps to set a baseline and identify strengths and weaknesses.

Step 2. Workshop survey results – this step asks: *What are the results and what do they mean?* This step helps Agencies to identify primary areas for improvement, potential risks and challenges, and considerations for capacity building.

Step 3. Management of improvement process – this step asks: *How can my Agency manage change to support integrity and ethics?* This step involves developing an improvement plan.

Step 4. Evaluation plan – this step asks: *How can my Agency measure the success of changes that support integrity and ethics?* This step helps to assess progress and prioritize other areas of improvement for the next cycle.

This Framework uses the values set out in the Public Service Fale Pacific-wide Code of Ethics for Public Servants, as a foundation. These values and expected behaviors are a compass to help guide public servants in their professional roles, support them with decision making, and setting clear expectations for conduct:

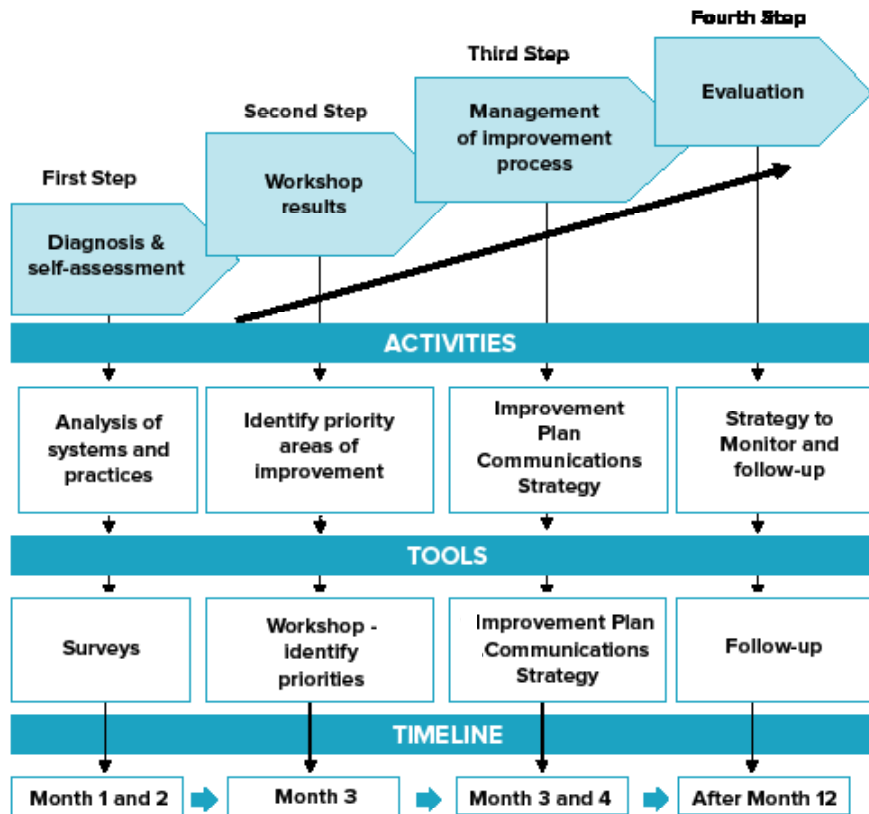
1. **Service** to act with care and stewardship, serve the public interest and support the Government of the day.

2. **Integrity** to be honest and trustworthy, maintain professionalism, and uphold political neutrality.

3. **Equity** to respect all people, treat all people fairly, and provide equal opportunities.

4. **Accountability** to promote transparency, speak up, and have respect for the rule of law.

5. **Community** to support the honor of others, work collaboratively, and help people to participate.



Step 1: Diagnosis and self-assessment

This step consists of the application of two surveys that allow officials within an Agency to assess and diagnose the state of integrity and ethics in the Agency. The two surveys are:

1. Agency Perceptions on Integrity and Ethics (APIE)
2. Integrity and Ethics Agency Assessment (IEAA)

Both surveys measure public servants' **perception** of the values and ethical practices in the Agency at the time the survey is undertaken. In addition, both surveys will help measure the knowledge of the public servants about ethics and integrity initiatives (e.g. Code of Conduct) in their Agency, and their impact. The results of the surveys, taken together, are intended to reflect the entire Agency.

Who should complete the surveys?

It is very important that the surveys are completed by a significant and representative population of staff in the Agency. This could be achieved through a sample group selected at random from a list of all public servants of the Agency, to guarantee representation. A guiding framework to determine representation could be:

- 30 percent to 45 percent of the population when the Agency is considered large.

- 55 percent to 75 percent of the population when the Agency is considered medium.
- All public servants when the Agency is considered small.

Alternatively, select personnel from an area in the Agency that has a high level of oversight over integrity and ethics, such as a human resource department, senior leader, or an ad-hoc Integrity and Ethics Working Group (See example in Annexure 1).

Survey 1: Agency Perceptions on Integrity and Ethics (APIE) Survey

This survey aims to identify the main perceptions that public servants have about themselves and about their Agency in terms of ethical and integrity practices, through 20 affirmations that cover topics related to the *Pacific-wide Code of Ethics for Public Servants*.

The information collected from both surveys can be used as baseline data. Agencies may collect data periodically (e.g. annually) to compare progress over time.

Agencies can change and adapt the affirmations using their own integrity and ethics frameworks (e.g. code of ethics, code of conduct). The methodology behind the survey allows for a combination of positive and negative affirmations.² Below is an example of 20 affirmations based on the five values in the *Pacific-wide Code of Ethics for Public Servants*.

² The different scoring assigned to negative and positive affirmations enables Agencies to analyse issues from both perspectives. While an equal number of positive and negative affirmations in the survey is ideal, the methodology allows for different combinations. For example, in the affirmations used in the pilot the distribution was 65 percent positive affirmations and 35 percent negative affirmations.

Categories	Affirmations
Service	1, 4, 18, 19
Accountability	2, 9, 11, 12
Integrity	6, 7, 15, 16
Community	3, 10, 13, 14
Equity	5, 8, 17, 20

The survey is based on the Likert scale. Staff completing the survey should mark one of the six options per affirmation in the survey (don't know, totally agree, partially agree, indifferent, partially disagree, totally disagree).

Scoring APIE Survey Results

The following scores are given for answers to the positive affirmations (numbers 1, 2, 3, 6, 8, 9, 12, 13, 14, 17, 18, 19 and 20):³

- No score**, if don't know or no response **DK/NR**;
- 1 point**, if totally agree (**TA**) with the affirmation;
- 2 points**, if partially agree (**PA**) with the affirmation;
- 3 points**, if indifferent (**IND**) to the affirmation;
- 4 points**, if partially disagree (**PD**) with the affirmation;
- 5 points**, if totally disagree (**TD**) with the affirmation.

The following scores are given for answers to the negative affirmations (numbers 4, 5, 7, 10, 11, 15 and 16):




- No score**, if don't know or no response **DK/NR**;
- 5 points**, if totally agree (**TA**) with the affirmation;
- 4 points**, if partially agree (**PA**) with the affirmation;
- 3 points**, if indifferent (**IND**) to the affirmation;
- 2 points**, if partially disagree (**PD**) with the affirmation;
- 1 point**, if totally disagree (**TD**) with the affirmation.

³ This is an illustrative example. Positive and negative affirmations can be modified accordingly.

⁴ The colour scale offers an effective and easily recognizable visual of green, yellow and red when presenting the results.

Once everyone in the group has scored the affirmations, the group should find the average score for each affirmation. The average score will be a number between 1 and 5, with 1 indicating a strength and 5 indicating a weakness.

The results can then be presented in a table according to the following colour scale.⁴

-  **Average score equal or less than 1.59 – Green indicates an area of success and strength**
-  **Average score between 1.60 and 2.20 - Yellow indicates an area *in progress* requiring continuing development**
-  **Average score more than 2.21 - Red indicates an area where there are *weaknesses* requiring improvement**

Agency Perceptions on Integrity and Ethics (APIE) Survey

#	Affirmations	DK/NR	TA	PA	IND	PD	TD
1	In this Agency, we serve the public interest (i.e. the collective interest of the community) above our own personal and private interests when carrying out official duties.						
2	In this Agency, we have relationships of trust with one another.						
3	In this Agency, we work together to lift performance across the public service and maximize our collective impact, for the benefit of our communities.						
4	One can be an excellent public servant irrespective of personal political beliefs or affiliations.						
5	I do not think everyone is treated the same in this Agency.						
6	In this Agency, all public servants properly use resources, assets and information.						
7	In this Agency, many public servants are guided by their political interests when they perform their duties.						
8	In this Agency, we always treat one another with courtesy, and are considerate and respectful of their rights.						
9	In this Agency, we work together for our communities in a spirit of openness and transparency.						
10	In this Agency, not all public servants have to help people understand the government and how it works.						

#	Affirmations	DK/NR	TA	PA	IND	PD	TD
11	In this Agency, we are generally reluctant to speak up when we see unethical behavior.						
12	In this Agency, we all have respect for the rule of law.						
13	In this Agency, we are constantly being encouraged to work together and prioritize working efficiently and effectively to achieve the best outcomes for our communities.						
14	As public servants, we share a mission to make a difference and improve the wellbeing of our citizens.						
15	In this Agency, many behaviors are not within the expected standards of integrity or ethics.						
16	Ethic codes do not change attitudes and behaviors of public servants.						
17	All appointments and advancements within our public services are based on merit, and these decisions are made fairly and without bias.						
18	When performing their jobs, public servants should not do anything that cannot be shared with the public.						
19	In this Agency, it is rare to see unethical behavior.						
20	As public servants, we respect all people, their cultures, languages, customs and practices, and honor cultural ways of working.						

DK/NR=Do not know/No Response; TA=Totally Agree; PA=Partially Agree; IND=Indifferent; PD=Partially Disagree; TD=Totally Disagree

Survey 2: Integrity and Ethics Agency Assessment (IEAA) Survey

This survey supports Agencies to identify the existence of ethical and integrity principles, and the level of knowledge and appreciation on the part of its public servants of the processes, institutional environment and actions present in the Agency that contribute to the organizational ethics and integrity.

The survey can be adapted by the Agency. Categories can be added to align with the Agency vision, mission, or values and its functions. The categories below are illustrative. Other categories, such as procurement, specific service delivery, and policy areas can be added with relevant questions.

No.	Categories
1	Code of Ethics and Code of Conduct
2	Leadership for Ethics and Integrity
3	Services to Community
4	Internal and External Communication on Ethics and Integrity

Once the survey is completed, an Ethical and Integrity Index (EII) is calculated using the following formula:

$$EII = \frac{n}{(N \times C) - F}$$

EII= Ethical and Integrity Index; n= Number of “Yes” answers; N= Number of surveyed public servants; C= Number of questions, and F= Opacity factor (“DNK” answers/2).⁵

⁵ When applying the opacity factor, the formula automatically weights the effect, on the index results, of the “no response or do not know” answers, which imply, from the point of view of ethics and integrity, a critical organizational deficit of the Agency, and therefore they are considered a high-risk factor.

The overall result will be presented on a scale of 0 to 1. The quantitative meaning of the final number is self-evident, but qualitatively it also requires having some interpretation parameters, for which a gradient has been defined in ascending ranges, with the following definitions:

IEAA Survey Scores

From 0.1 to 0.3 Critical Insufficiency: reflects an Agency with serious integrity and ethics challenges, and several aspects do not comply with the minimum standards of the *Pacific-wide Code of Ethics for Public Servants* framework or other organizational framework that is being used as reference.

From 0.31 to 0.5 Significant Lack: reflects questions about the application of ethical and integrity principles in the Agency, but some steps towards an improvement pathway.

From 0.51 to 0.7 In Transition: reflects an Agency that has initiated a process of change and improvement from old practices, which shows significant progress, but some potential risks for ethics and integrity.





From 0.71 to 0.9 Meritorious Standards: reflects an Agency that has achieved significant standards in the application and monitoring of the ethical and integrity principles but may require special attention to some aspects that have not yet been incorporated into the organizational culture.

From 0.91 to 1 Ethical Excellence: reflects an Agency that models best practice in integrity and ethics and could constitute a learning model for another Agency.

The EII can be analysed by the Agency in two levels:

1. **Global Level:** analyse ethics and integrity in the Agency as a whole and provide a broad snapshot of the health and status of ethics and integrity, as well as a broad analysis of opportunities and challenges.
2. **Specific Level:** analyse particular issues in each category and focus on opportunities and challenges.

The consolidated results are described in a table and valued according to the following colour scale:⁶

-  **Green denotes excellent ethics and integrity systems and processes (score range from 0.71 to 1)**
-  **Yellow denotes good ethics and integrity processes and systems (and some in construction) (score range from 0.51 to 0.70)**
-  **Orange denotes ethics and integrity processes and systems with some deficiencies (score range from 0.31 to 0.50)**
-  **Red denotes significant gaps in ethics and integrity processes and systems (score range from 0 to 0.30)**

Integrity and Ethics Agency Assessment (IEAA) Survey

1. Adoption of a Code of Ethics and Code of Conduct

#	Affirmations	Yes	No	Do not Know
1.1	The Agency has shared organizational values.			
1.2	The Agency has adopted a Code of Conduct. If the answer is No , skip the rest of the questions, and please go to the next category.			
1.3	The Agency has adopted a Code of Ethics. If the answer is No , skip the rest of the questions, and please go to the next category.			
1.4	Staff of this Agency participate in the implementation of the Code of Conduct			

⁶ The colour scale offers an effective and easily recognizable visual of green, yellow, orange and red, when presenting the results.

#	Affirmations	Yes	No	Do not Know
1.5	Staff of this Agency participate in the implementation of the Code of Ethics.			
1.6	The Agency is implementing specific actions or initiatives related to the promotion of ethics and integrity.			
1.7	The Agency is implementing specific actions or initiatives related to the promotion of the Code of Conduct.			
1.8	There is a formal group/ad-hoc committee in this Agency that promotes ethics and integrity.			
1.9	In this Agency there is a clear understanding of the Code of Conduct and/or the Code of Ethics and how they complement each other.			

2. Leadership for Ethics and Integrity

#	Affirmations	Yes	No	Do not Know
2.1	In this Agency, public servants always behave in a way that maintains the integrity of the public service and upholds shared values.			
2.2	In this Agency, integrity is upheld at all levels, including at the executive, senior and operational levels.			
2.3	In this Agency leadership leads by example when it comes to ethics, integrity, honesty and trust.			
2.4	As public servants we are encouraged to preserve public trust and confidence in the public service.			
2.5	Public servants are apolitical and perform their functions in a professional, neutral and impartial way.			

3. Services to Community

#	Affirmations	Yes	No	Do not Know
3.1	As public servants, we share a mission to make a difference and improve the quality of lives and wellbeing of our citizens.			
3.2	We are encouraged to work collaboratively.			
3.3	We support a public service which is accessible for all, and one which fosters a culture of open government.			
3.4	Public servants have a responsibility to help people understand government, its functions and its provision of services to the citizens.			
3.5	Citizens who engage with us tell us we make a difference and improve their quality of lives and wellbeing.			

4. Internal and External Communication on Ethics and Integrity

#	Affirmations	Yes	No	Do not Know
4.1	Internal communications about ethics and integrity in this Agency are clear and coherent.			
4.2	This Agency has effective communication mechanisms in place to proactively inform citizens about its activities.			
4.3	This Agency has effective internal communication mechanisms in place to inform public servants about policies, procedures and work-related guidance.			
4.4	This Agency works with non-governmental organizations, stakeholders, and communities to help citizens understand government and how it works.			
4.5	This Agency raises awareness about anti-corruption legislations and reporting tools.			
4.6	This Agency is proactively transparent and periodically informs the community about its budget, goals and policies.			

Step 2: Workshop Results

Workshop results

Once the survey results are processed, the Agency may run a workshop to discuss the results and agree areas of focus for improvement and further strengthening.

A facilitated workshop should ideally be delivered within two to four weeks at the completion of the surveys.

The workshop should include public servants who participated in the surveys, and if possible, a broader group of public servants in the Agency. The workshop

should also include personnel that have a high level of oversight over integrity and ethics, such as human resource and senior leaders.

The workshop should ideally encourage contributions from all participants, encourage self-reflection by participants, and focus on the common goal of improving integrity and ethics in the public service.

The agenda of the workshop could include:

1. a discussion of the overall results of the surveys.
2. a detailed discussion about areas of strengths and weaknesses and brainstorming of potential areas that may need to be improved. and
3. an agreement on next steps and priority areas.

An example agenda for a two- and one-half-day workshop can be found in **Annexure 2**.

Step 3: Develop Improvement Plan

With common agreement about areas of improvement identified, the next step is to generate an improvement plan. The Improvement Plan could include items such as revision of a code of conduct or an integrity and ethics communications strategy.

The Improvement Plan should describe in detail how to reach agreed upon improvement goals. It should include information on areas that have been prioritized, actions to be taken, who is responsible for action items, resources, (i.e., funding, human resources), indicators, and timelines.

Before designing a plan, it is important to determine who will lead the development and implementation of deliverables in the plan. It is advisable that a senior leader in the Agency has overall ownership of the plan, so that the plan is led from the top.

An Integrity and Ethics Working Group (example set out in **Annexure 1**) could support the development and delivery of the Improvement Plan.

The Improvement Plan should be as specific as possible. The action items should describe the activity that will be undertaken. There may be more than one activity connected to each objective (see example template below). Timelines/deadlines should be flexible to enable room for unexpected events and high priority demands in the Agency.

Note that there will likely be limited support for the improvement plan if the actions are perceived to focus solely on lower levels of decision making.

Below is an Improvement Plan Example template.

Improvement Plan Example						
Area/Issue	Objective	Action	Responsibility	Resources	Indicators for follow-up	Timeline/Deadline
Code of Ethics	Expand and deepen rollout of Code of Ethics/ Code of Conduct	Awareness and training workshops in participating entity or entities	Pacific Public Service Commissions (PPSCs), anti-corruption commissions or other implementing entity + ad-hoc Working Group	Time, Plan	# of workshops # of public servants	By (<i>due date</i>)
Leadership for Ethics and Integrity	Clarify widely role of public integrity in service delivery	Training directed at both executive and operational units	PPSCs, anti-corruption commissions or other implementing entity + human resources, consultant/ trainer	Time, funding for trainer	# of trainings # of executive public servants # of operations public servants	By (<i>due date</i>)
Integrity and Ethics Communications Strategy	Reinforce awareness and knowledge by all staff of policy and procedures related to ethics and integrity	Awareness and training workshops in participating entity or entities Design and implementation of a communications strategy	PPSCs, anti-corruption commissions or other implementing entity + communications area, consultant/ trainer	Time, funding for consultant Time to design strategy	# of workshops # of public servants Communications strategy	By (<i>due date</i>)

Communications Strategy

Communication is important to share information, build awareness and understanding, and support engagement by staff and communities:

- **Internal communication** is essential to provide information and knowledge to staff, and to support staff through any change. It is a means to bring to life provisions, norms, standards, codes, policies, and procedures. Internal communications also ensure that all staff understands the vision/mission/values of the Agency.
- **External communication** connects Agencies with citizens, civil society, and the media. Different interventions are needed to offer useful information to citizens and the public at large. Citizens need to understand what public institutions do for them, and that the government is on their side working to enhance livelihoods. Often it is difficult to translate organizational mission/vision/values into simple terms that can be easily understood by the public, more so when it comes to issues related to ethics, integrity and anti-corruption.

The most important step in the design of a communications strategy for ethics and integrity is defining the communication objectives, the problem to address, and its causes and solutions. The objectives should be specific, measurable, achievable, realistic, and timely. It is also important to define target groups, to help design meaningful messages.

Key elements for an ethics and integrity driven communication strategy are:

- Tailored communications based on risk assessments of where ethics and integrity are most likely to be weak.
- Conveying pro-ethics and integrity messages that are seen by staff as appropriate, attainable and which will build confidence and trust in the organization and its commitment to ethics and integrity.
- Encouraging staff to make suggestions for continuous improvement.

A communications strategy needs to be planned carefully. It is paramount that objectives are clearly identified, and that the content is carefully tailored to meet those objectives. A useful tool to map key inputs in designing an effective communications strategy for ethics and integrity initiatives is shown below. It helps organize inputs and ideas related to communications from surveys and the workshops into areas and actions. Examples of objectives could be:

- *More public servants and citizens should know about the Ethics Code and/or Code of Conduct and the changes that are happening in the [Agency name]*
- *As public servants we share a mission to make a difference and improve the wellbeing of our citizens.*
- *Our leaders lead by example when it comes to ethics, integrity, honesty and trust.*

Internal communication solutions could include proactive engagement with staff through emails, surveys, trainings, focus groups, dialogue and newsletters, which can further deepen knowledge and the way the Agency interacts with staff on its ethics and integrity program and initiatives. The Agency's executive and senior leadership could reinforce

messages by setting the tone from the top and from line managers.

External communication solutions could include proactively sharing information via the Agency website or facebook, engaging with the media, and responding to requests for information from the public.

Sample Matrix with Inputs for a Communications Strategy

Target Area	Key Actions	Internal Communications	External Communications
Strengthen Leadership for Ethics and Integrity	<ul style="list-style-type: none"> - Produce an agenda to continue to mainstream ethics and integrity in the Agency and once finalized share it widely. - Internal forum with staff and leadership to share the goals of the agenda and benchmarks. 	<ul style="list-style-type: none"> - Workshops sponsored by public entities on ethics and integrity - Contests: slogans, jingles. - Strategic partnerships (universities, private sector). 	<ul style="list-style-type: none"> - Public campaign to disseminate code of ethics and/or code of conduct and other ethics and integrity initiatives, <i>to reach public servants, citizens and youth.</i> - Special public event to commemorate Anti-Corruption Day (December 9) and/or Global Ethics Day (October 19).
Highlight Benefits and Services to Community	<ul style="list-style-type: none"> - Identify citizens'/community stories for external publicity. 	<ul style="list-style-type: none"> - Highlight and document citizens' success stories and experiences. 	<ul style="list-style-type: none"> - Public campaign about public and community service, highlighting how citizens benefit from public ethics and integrity.
Not enough knowledge of the Code of Ethics for Public Servants in the Agencies	<ul style="list-style-type: none"> - Design a plan to disseminate and raise awareness widely in all public entities. 	<ul style="list-style-type: none"> - Announce on social media and official websites, existence of the plan and activities planned around ethics and integrity. 	<ul style="list-style-type: none"> - Active external communication on ethics and integrity initiatives, and updates as needed.

This Sample Matrix is meant to help organize inputs and ideas from the diagnosis and self-assessment that can be part of a communications strategy related to ethics and integrity. The template can also help to prioritize specific inputs related to ethics and integrity to the

overall communications strategy of the agency. When designed, the communications strategy should also include Objective, Action, Responsibility, Resources, Indicators for follow-up, Timeline/ Deadline.

Step 4: Evaluation and Follow-up

Evaluation and follow-up will help establish whether the goals and indicators in the improvement plan have been reached after a reasonable period of time. Monitoring and follow-up involves checking the results produced by the action plan over time, in order to determine whether the improvements have been achieved and the communications actions have taken place.

Follow up could entail a half-day workshop where the responsible parties report back to the entire Agency, and field questions related to lessons learned, achievements, progress against goals and indicators, and next steps.

In this workshop, a determination could be made to re-apply the surveys. The results would allow to understand improvements and identify potential other areas of improvement.

Annexure 1: Example Integrity and Ethics Working Group

The Integrity and Ethics Working Group is intended to be an ad-hoc working group whose main objective is to lead and oversee the application of the Framework.

The Working Group will ideally be comprised of four to five senior managers in the areas of policy, human

resources, communication, and administration. If the Framework impacts other teams in the Agency, representatives from those teams should also be included. If the Framework is applied to multiple Agencies, it should include representatives from those Agencies. The Working Group may also consider including involvement of representatives from other Agencies that have mandates in promoting integrity and ethics (e.g. Anti-Corruption Commissions, Public Service Commissions, Supreme Audit Institutions). This is to ensure inter-institutional synergies, coherence of policy messages, to complement other integrity and ethics activities and/or campaigns, and to maximize impact.

Membership of the Working Group should be diverse, include senior managers and have an open line of communication and engagement with executive/senior leadership.

Once membership of the Working Group is confirmed, it should convene periodic meetings to share updates and information, coordinate actions, and clarify aspects of the process.

The Working Group helps guide the process and ensures the methodology will be in line with priorities of the Agency.

Key activities of the Working Group could be:

Promote and lead the process of developing and customizing the Framework:

- Convene and participate in planning/coordinating meetings.
- Help identify the pilot entity/department/ unit for the Framework.
- Input into and make recommendations about customization of the framework for the Agency (including the APIE and IEAA surveys).
- Ensure that the process complies with the overall goals of the Agency and their public integrity and ethics initiatives.

Workshop results of the Framework:

- Help evaluate the results of the Framework.
- Help identify and select priority areas for improvement for the Agency.
- Provide inputs and recommendations to develop an Agency improvement plan.
- Identify champions of integrity and ethical practices.

Support implementation of the improvement and communications plan:

- Actively coordinate with champions, other groups and individuals involved in the implementation phase of the action plan in each Agency.
- Promote the implementation of trainings and communication actions around ethical and integrity practices in participating Agencies.
- Support integrity and ethics initiatives through facilitation, brokering, and day-to-day engagement, and communication.

Evaluation and follow up:

- Collect supporting documents as evidence of change.
- Confirm evaluation results and related recommendations.
- Conduct trainings for others on how to use the Framework.

Annexure 2: Template Agenda for Survey Results Workshop

Day 1

Time	Topic
9:00-9:30 AM	Welcome and Introduction
9:30-10:00 AM	Objectives and Background
10:00-10:30 AM	Review of the Framework/Methodology/Process and Purpose
10:30-11:00 AM	The Agency Perceptions on Integrity and Ethics (APIE) Survey
11:00 -11:15 AM	Tea/Coffee Break
11:15-11:45 AM	Area 1 (for example, Services) + Q & A/Discussion
11:45 AM-12:15 PM	Area 2 (for example, Accountability) + Q & A/Discussion
12:15-1:30 PM	Lunch
1:30-2:00 PM	Area 3 (for example, Community) + Q & A/Discussion
2:00-2:30 PM	Area 4 (for example, Integrity) + Q & A/Discussion
2:30-3:00 PM	Area 5 (for example, Equity) + Q & A/Discussion
3:00-3:15 PM	Tea/Coffee Break
3:15-5:00 PM	Reflections and Priorities for Improvement (Group Sessions and Plenary)

Day 2

Time	Topic
9:00-9:30 AM	Welcome and Recap from Day 1
9:30-10:00 AM	The Integrity and Ethics Agency Assessment (IEAA) Survey and the Ethical and Integrity Index (EII)
10:00-10:30 AM	Area 1 (for example, adopting and implementing Code of Ethics or Its equivalent) + Q & A/Discussion
10:30-11:00 AM	Area 2 (for example, Leadership for Ethics and Integrity) + Q & A/Discussion
11:00-11:15 AM	Tea/Coffee Break
11:15-11:45 AM	Area 3 (for example, Services to Citizens and Community) + Q & A/Discussion
11:45 AM-12:15 PM	Area 4 (for example, Internal and External Communication on Ethics and Integrity) + Q & A/Discussion
12:15-1:30 PM	Lunch
1:30-3:00 PM	Reflections and Priorities for Improvement (Group Sessions and Plenary) + Improvement Plan
3:00-3:15 PM	Tea/Coffee Break
3:15-5:00 PM	Finalizing Improvement Plan + Communications Matrix (Group Sessions and Plenary)

Day 3

Time	Topic
9:00-9:30 AM	Welcome and Recap from Day 2
9:30-11:00 AM	Internal and External Communications Strategy (Group Sessions and Plenary)
11:00 -11:15 AM	Tea/Coffee Break
11:15 AM-12:30 PM	Reflection on the Assessment Methodology/Inputs/Lessons and Take Aways
12:30-1:00 PM	Next Steps and Closing



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