



The integrity agenda: Lessons from OECD countries

János Bertók
Head of Public Sector Integrity Division
OECD

Budapest, 13 December 2013



Overview of context & issues

- Decline of trust in government
 - Fairness: cost & benefits
 - Implementation gap
- Levers for building trust in decision making
 - Leadership
 - Integrity
 - Transparency
- Challenge: measuring impact



Monitoring implementation of OECD Convention on transnational bribery

UNITED STATES



GERMANY



HUNGARY



KOREA

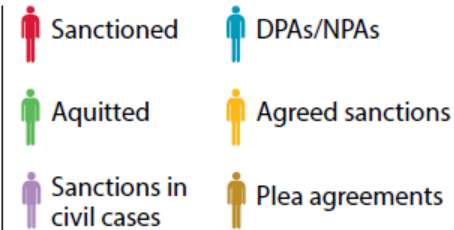


ITALY



18 countries had no sanctions or acquittals as of end 2012.

- | | |
|-----------|-----------------|
| AUSTRALIA | ISRAEL |
| AUSTRIA | LUXEMBOURG |
| CHILE | MEXICO |
| DENMARK | NEW ZEALAND |
| ESTONIA | POLAND |
| FINLAND | PORTUGAL |
| GREECE | SLOVAK REPUBLIC |
| ICELAND | SLOVENIA |
| IRELAND | SPAIN |



JAPAN



CANADA



UNITED KINGDOM



SWEDEN



FRANCE



CZECH REPUBLIC



NORWAY



NETHERLANDS



SWITZERLAND



TURKEY



Source: Adapted from OECD Working Group on Bribery: 2013 Annual Report, OECD, Paris.

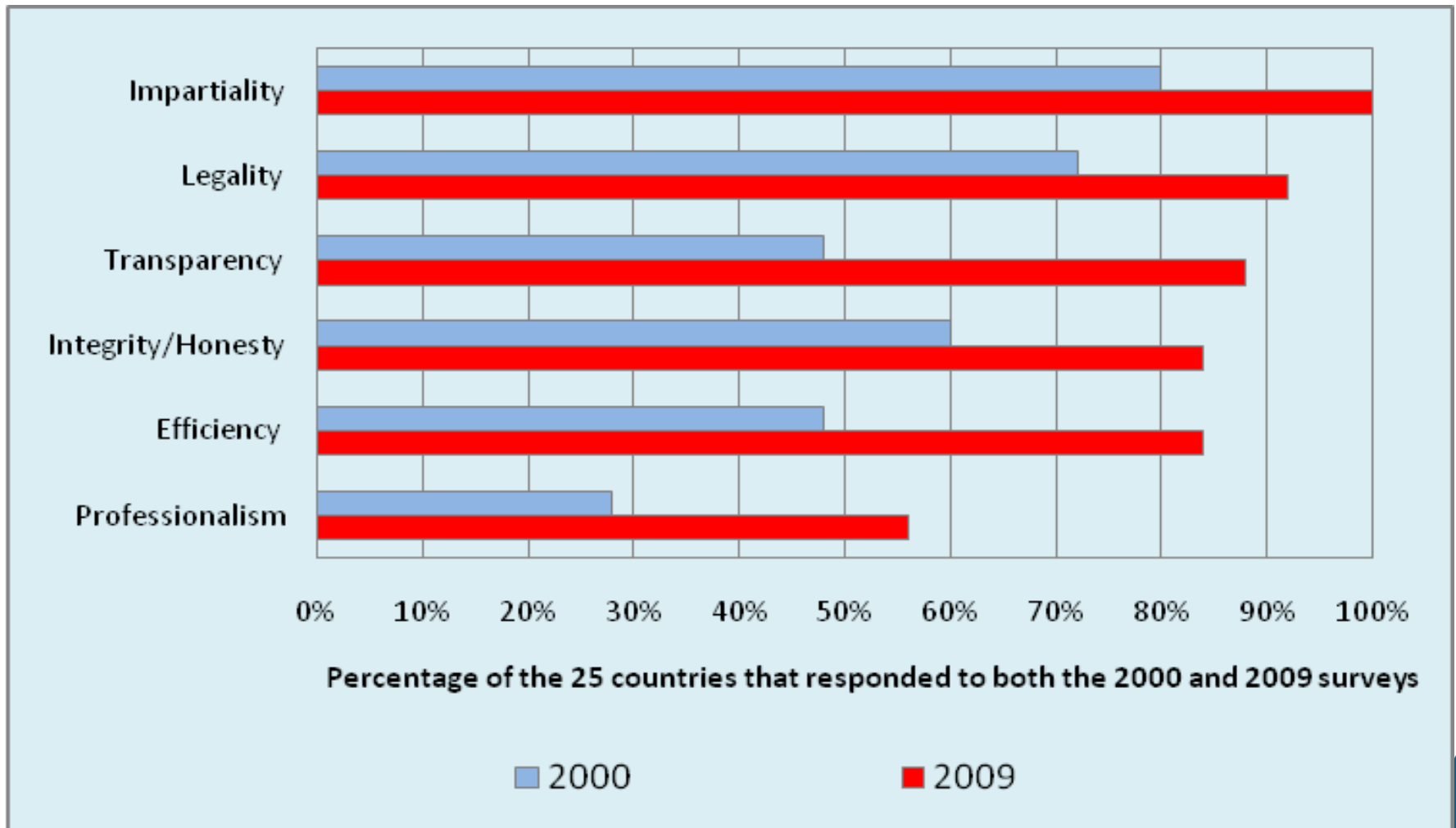
NOTE: Belgium has reported several convictions; however, data on domestic and foreign bribery cases have not, to date, been counted separately.

DPA= Deferred prosecution agreement; NPA= Non-prosecution agreement



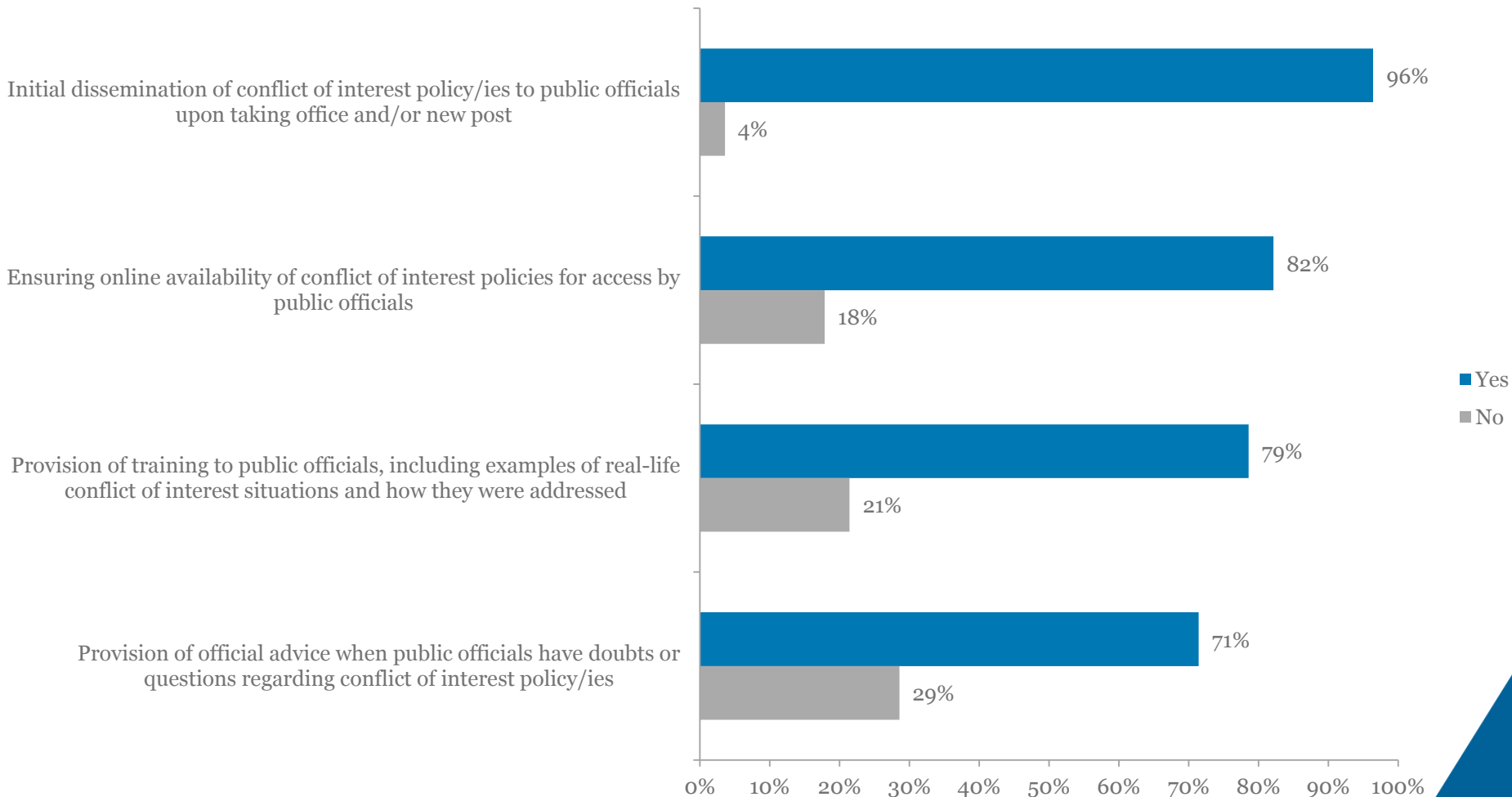
LESSON NO 1: SET THE BASICS RIGHT WITH CORE VALUES

Frequently stated core public service values (2000 and 2009)





Lesson No 2: A range of measures needed for putting values into effect





Lesson No 3: Behaviour builds integrity culture

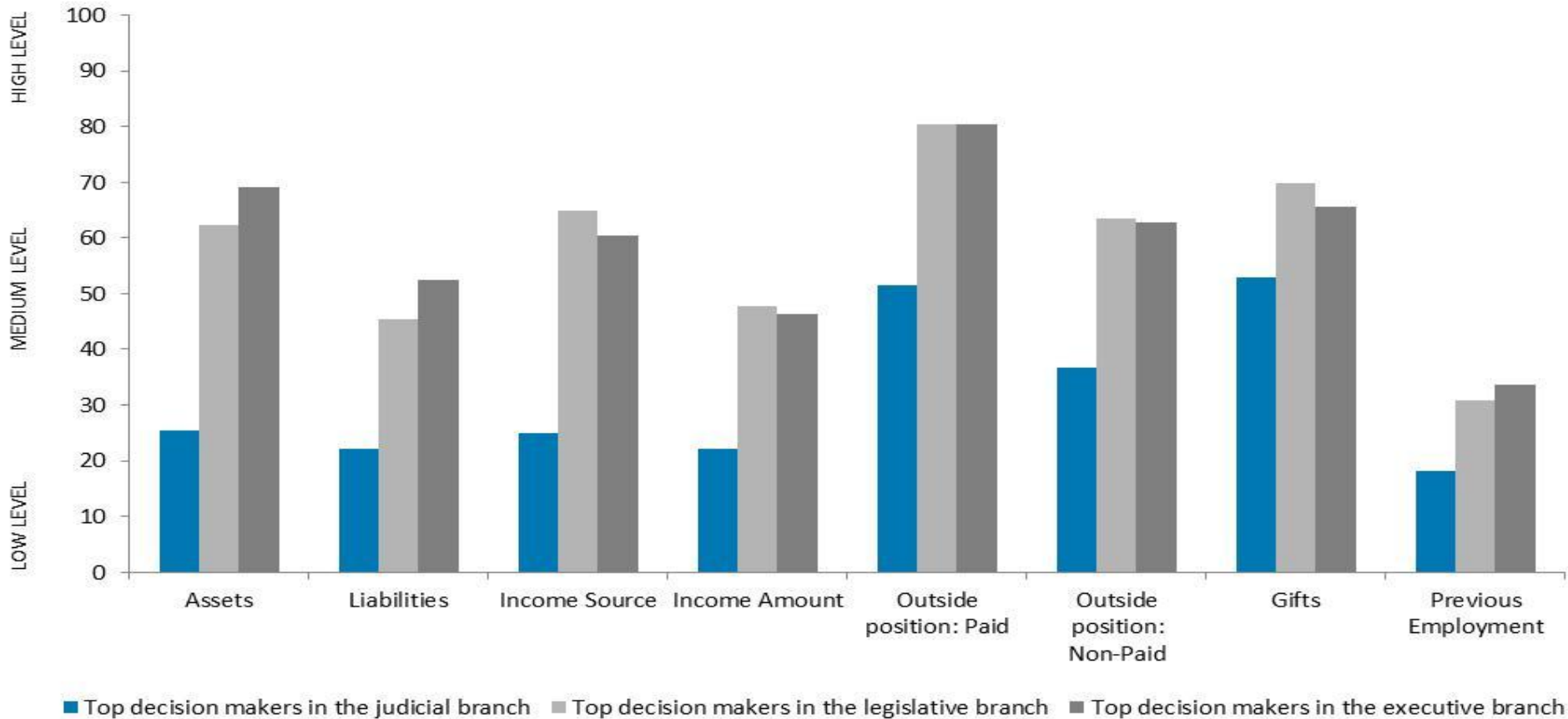
Checklist for gifts & benefits

- **Genuine** Is this gift genuine, in appreciation for something I have done in my role as a public official, and not sought or encouraged by me?
- **Independent** If I accepted this gift, would a reasonable person have any doubt that I would be independent in doing my job in the future, when the person responsible for this gift is involved or affected?
- **Free** If I accepted this gift, would I feel free of any obligation to do something in return for the person responsible for the gift, or for his/her family or friends/associates?
- **Transparent** Am I prepared to declare this gift and its source, transparently, to my organisation and its clients, to my professional colleagues, and to the media and the public generally?



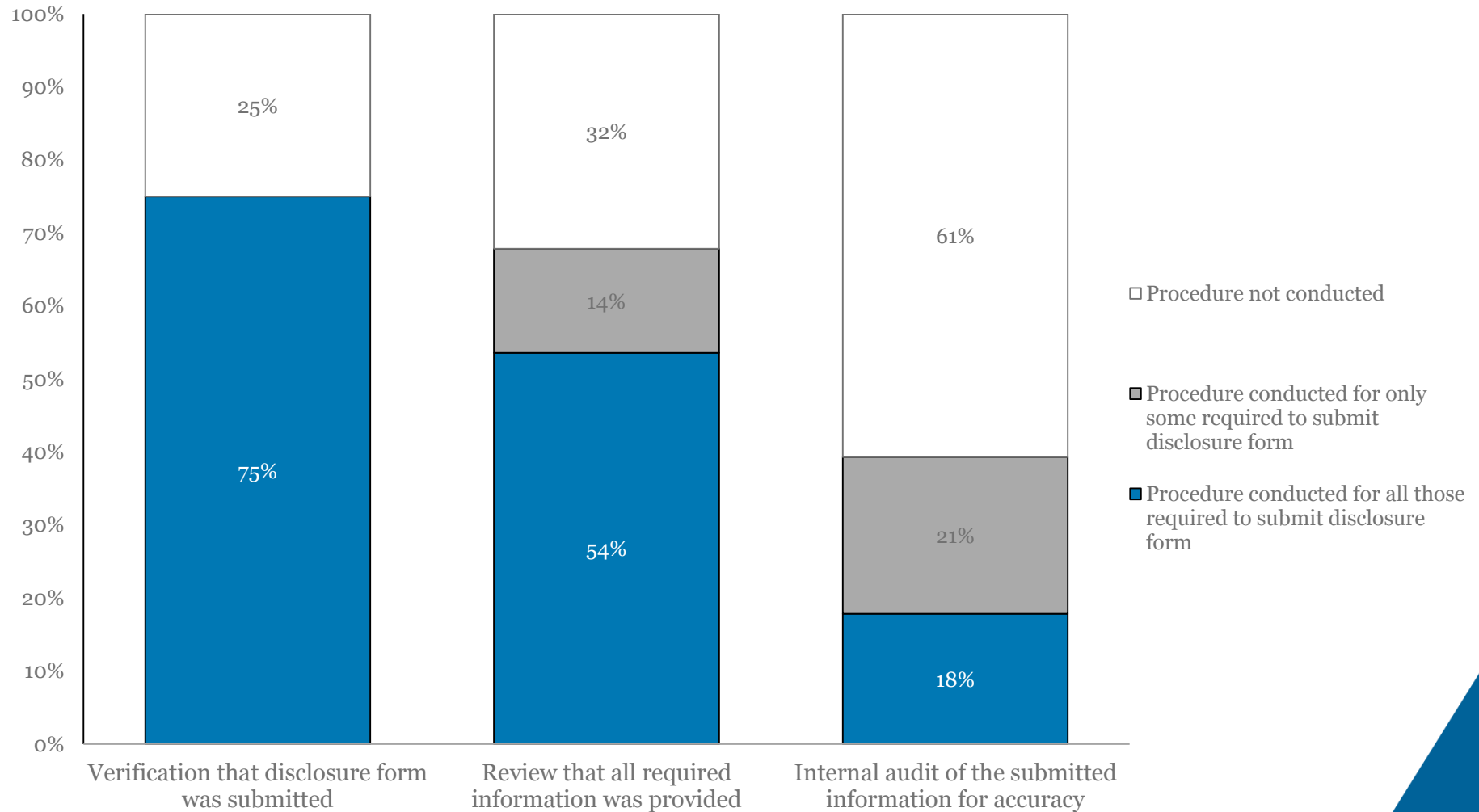
Lesson No 4: Transparency is the Rule

Level of disclosure of selected private interests





Lesson No 5: Accuracy also matters





Lesson No 6: Consistency is key in design

Core Integrity measures

- Codes of conduct
- Conflict-of-interest rules
- Asset disclosure requirements
- Gifts and gratuities policy
- Post-employment measures
- Reporting channels and protection for whistle-blowers
- Targeted integrity training, accessible advice and counselling
- Internal integrity actors for co-ordination and external integrity “watchdogs”

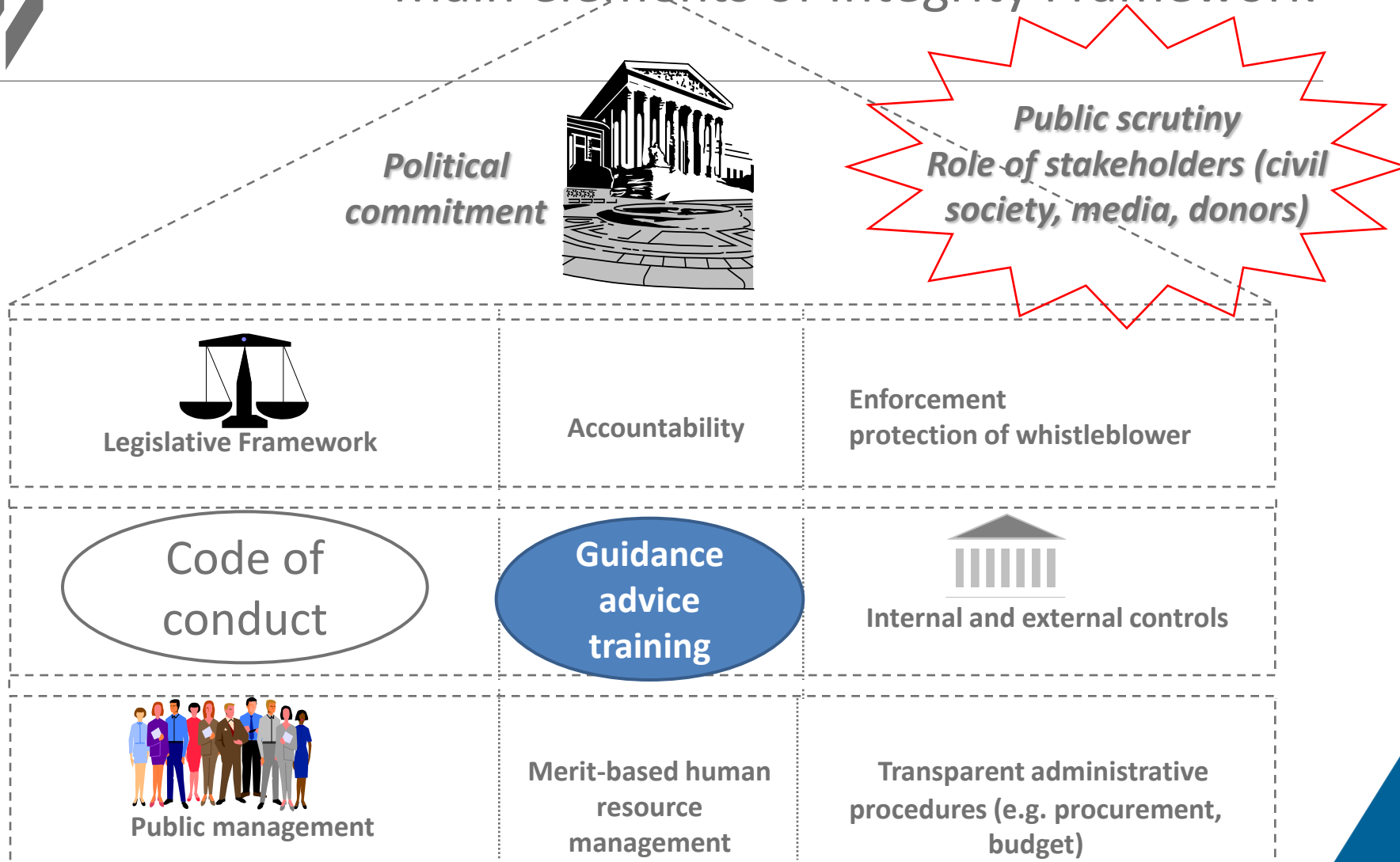
Supporting public management processes

- Internal financial controls, including cash, asset and debt management
- Public procurement, including pre-tendering, tendering and contract management and payment
- Human resource management, including recruitment, evaluation and career progression
- Performance management, including quality control processes and external evaluations
- Internal and external audit, including the monitoring and follow up of recommendations, etc.



Lesson No 7: Implementation is the test

Main elements of Integrity Framework

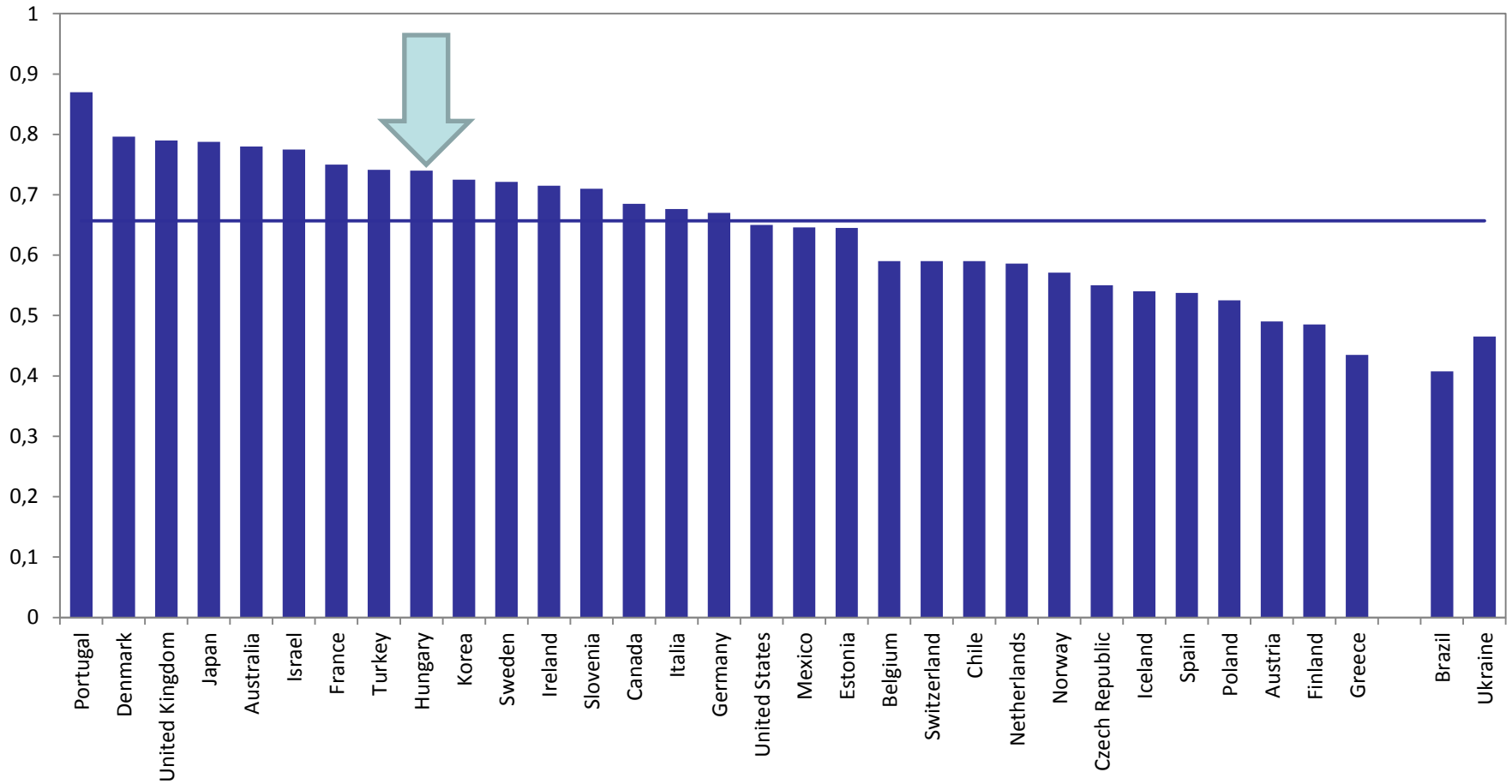




Lesson No 8: Streamline integrity in management

Performance management mostly mandatory

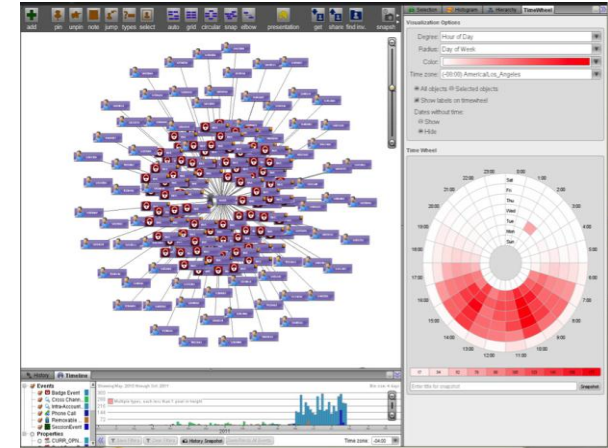
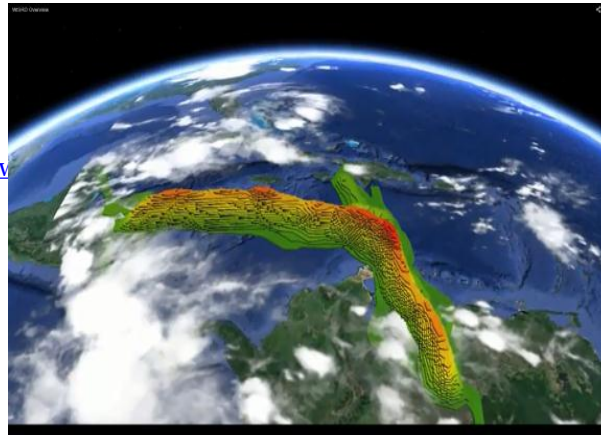
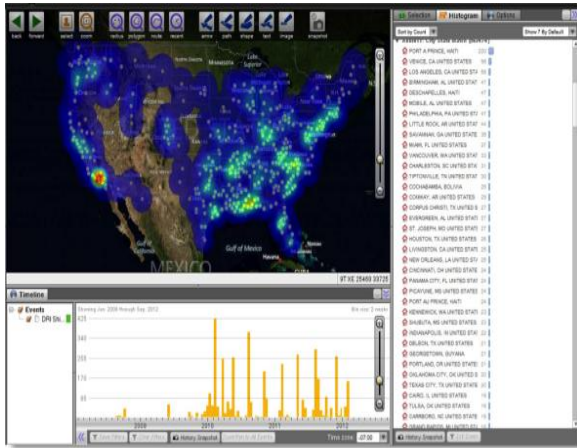
■ Composite index — OECD31 average





Lesson No 9: Visible success of passing laws, changing the culture needs constant efforts

- Focus on prevention – mapping out evolving risks
- Power of data: supports understanding of functioning & update - periodic review
 - Link of illicit trade and corruption





Thank you

For more information on OECD experience on managing conflict of interest



www.oecd.org/gov/ethics

janos.bertok@oecd.org

