The integrity agenda: Lessons from OECD countries

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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

Number of individuals and legal persons sanctioned or acquitted, 1999-2012


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)

- Impartiality
- Legality
- Transparency
- Integrity/Honesty
- Efficiency
- Professionalism

Percentage of the 25 countries that responded to both the 2000 and 2009 surveys
Lesson No 2: A range of measures needed for putting values into effect

- Initial dissemination of conflict of interest policy/ies to public officials upon taking office and/or new post: 96% Yes, 4% No
- Ensuring online availability of conflict of interest policies for access by public officials: 82% Yes, 18% No
- Provision of training to public officials, including examples of real-life conflict of interest situations and how they were addressed: 79% Yes, 21% No
- Provision of official advice when public officials have doubts or questions regarding conflict of interest policy/ies: 71% Yes, 29% No
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

[Bar chart showing levels of disclosure for various private interests such as assets, liabilities, income source, income amount, outside position: paid, outside position: non-paid, gifts, and previous employment. The chart compares levels for top decision makers in the judicial branch, legislative branch, and executive branch.]
Lesson No 5: Accuracy also matters

- **Verification that disclosure form was submitted**: 75%
  - Procedure not conducted: 18%
  - Procedure conducted for only some required to submit disclosure form: 61%
  - Procedure conducted for all those required to submit disclosure form: 21%

- **Review that all required information was provided**: 54%
  - Procedure not conducted: 14%

- **Internal audit of the submitted information for accuracy**: 32%
Lesson No 6: Consistency is key in design

<table>
<thead>
<tr>
<th>Core Integrity measures</th>
<th>Supporting public management processes</th>
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<tbody>
<tr>
<td>Codes of conduct</td>
<td>Internal financial controls, including cash, asset and debt management</td>
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<td>Conflict-of-interest rules</td>
<td>Public procurement, including pre-tendering, tendering and contract management and payment</td>
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<tr>
<td>Asset disclosure requirements</td>
<td>Human resource management, including recruitment, evaluation and career progression</td>
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<td>Gifts and gratuities policy</td>
<td>Performance management, including quality control processes and external evaluations</td>
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<td>Post-employment measures</td>
<td>Internal and external audit, including the monitoring and follow up of recommendations, etc.</td>
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<td>Reporting channels and protection for whistle-blowers</td>
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<td>Targeted integrity training, accessible advice and counselling</td>
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<td>Internal integrity actors for coordination and external integrity “watchdogs”</td>
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Lesson No 7: Implementation is the test
Main elements of Integrity Framework

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<th>Political commitment</th>
<th>Accountability</th>
<th>Enforcement protection of whistleblower</th>
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<tr>
<td>Legislative Framework</td>
<td>Guidance advice training</td>
<td>Internal and external controls</td>
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<td>Code of conduct</td>
<td>Public scrutiny</td>
<td>Role of stakeholders (civil society, media, donors)</td>
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<td>Public management</td>
<td>Merit-based human resource management</td>
<td>Transparent administrative procedures (e.g. procurement, budget)</td>
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Lesson No 8: Streamline integrity in management
Performance management mostly mandatory
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

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