

# PUBLIC INTEGRITY

## A STRATEGY AGAINST CORRUPTION

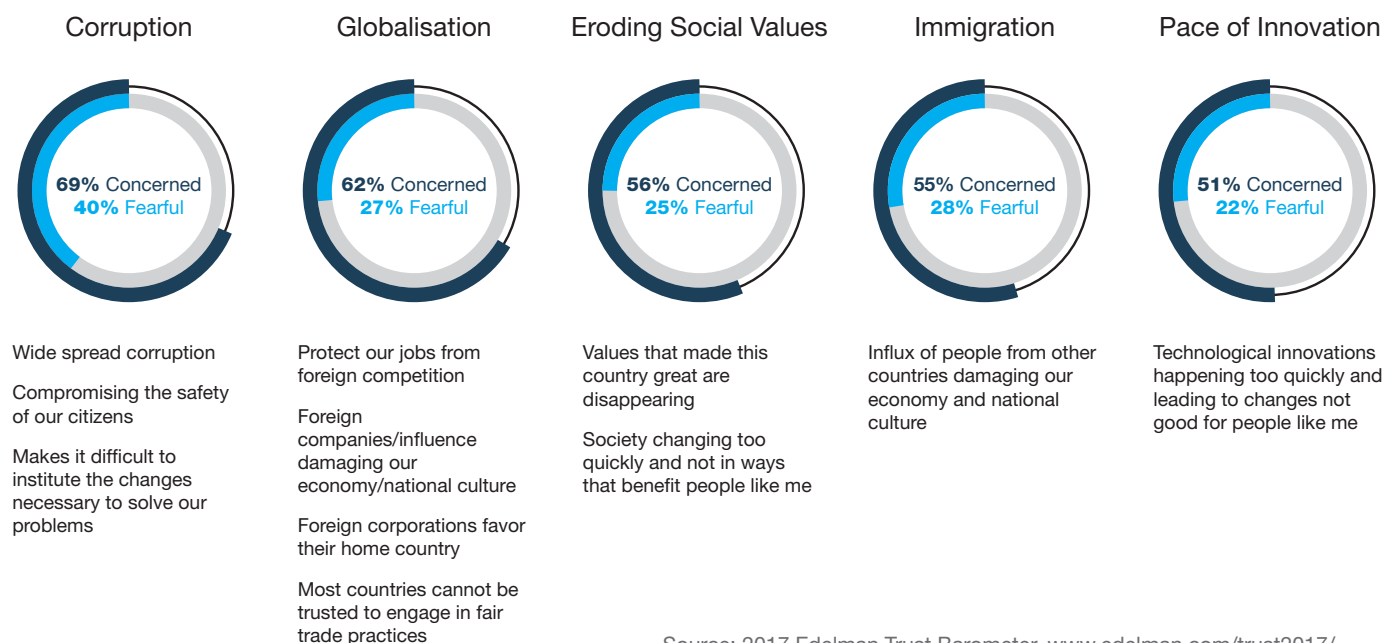
### Inequality, exclusion and disillusionment: the real cost of corruption

Corruption is one of the most corrosive issues of our time. It wastes public resources, widens economic and social inequalities, breeds discontent and political polarisation and reduces trust in institutions.

Corruption perpetuates inequality and poverty, impacting well-being and the distribution of income and undermining opportunities to participate equally in social, economic and political life.

*Corruption is now being reported as the number one concern by citizens, causing more concern than globalisation or migration*

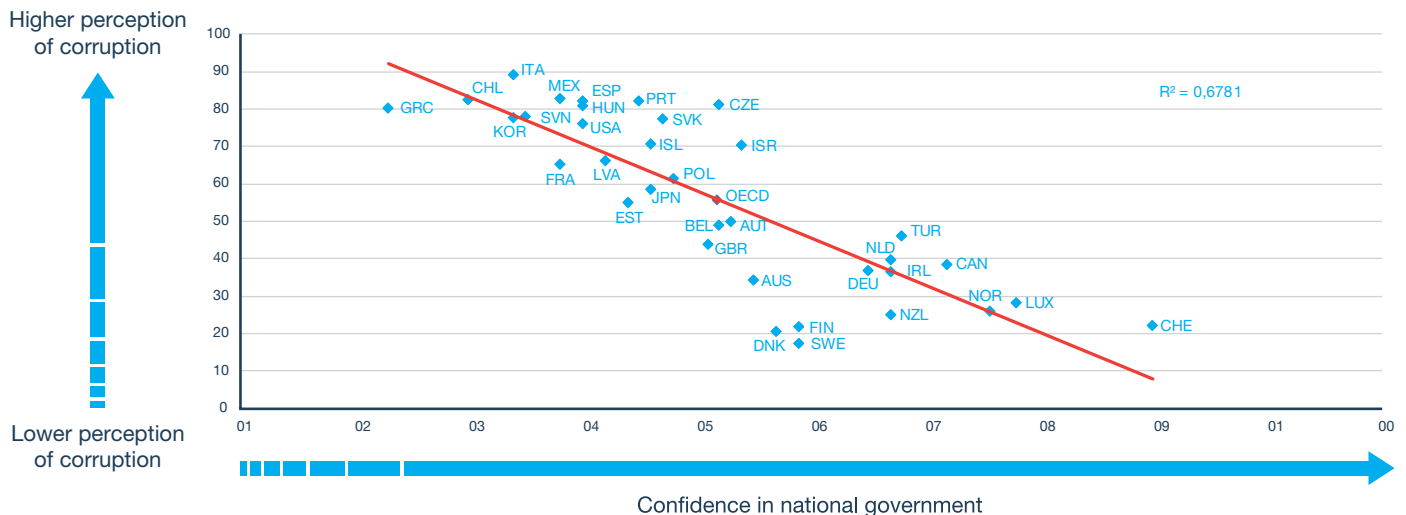
#### Concerns Have Become Fears



Source: 2017 Edelman Trust Barometer, [www.edelman.com/trust2017/](http://www.edelman.com/trust2017/)

*10-30% of the investment in a publicly funded construction project may be lost due to mismanagement and corruption*

## Confidence in national government and perception of government corruption



Source: Government at a Glance 2017 using World Gallup Poll data

## Integrity for Prosperity

Traditional approaches based on the creation of more rules, stricter compliance and tougher enforcement have been of limited effectiveness. A strategic and sustainable response to corruption is public integrity.

Integrity is one of the key pillars of political, economic and social structures and thus essential to the economic and social well-being and prosperity of individuals and societies as a whole.

*Public integrity refers to the consistent alignment of, and adherence to, shared ethical values, principles and norms for upholding and prioritising the public interest over private interests in the public sector.*

## Effecting Change

- ➔ To effect change, **action should go beyond the executive** and take into consideration **legislative and judiciary bodies** and their vital role in ensuring integrity in the country.
- ➔ **Action needs to go beyond government**, and involve individuals and the private sector. Action should also **cross all jurisdictional borders**. Integrity does not only concern the national government but should permeate all the way down to municipalities where individuals experience integrity first hand.
- ➔ **More than the act of bribery**, the full complexity of corruption needs to be understood. Influence trading, embezzlement of public property, use of confidential information and the abuse of power are just some of the more intrinsic corrupt acts that are the most harmful for society.
- ➔ **Transparency is not enough**. Rendering information publicly available is not sufficient and should go hand in hand with effective scrutiny and accountability mechanisms.

**The OECD is developing a practical toolkit to help policy makers achieve the principles outlined in the OECD Recommendation on Public Integrity.**

# A Strategy for Public Integrity

## The OECD Recommendation

The OECD Recommendation on Public Integrity provides policy makers with a vision for a public integrity strategy. It shifts the focus from ad hoc integrity policies to a context dependent, behavioural, risk-based approach with an emphasis on cultivating a culture of integrity across the whole of society.



## High Risks and Opportunities

**PUBLIC PROCUREMENT** remains an untapped source of economic and social prosperity. It represents 13% of GDP in OECD countries and 1/3 of overall government expenditures, yet remains largely bureaucratic, inefficient and highly vulnerable to corruption. The **OECD Recommendation on Public Procurement** outlines principles and mechanisms to ensure integrity and curb corruption in public procurement (integrity, transparency, stakeholder participation, accessibility, e-procurement, and oversight and control).

**PUBLIC INFRASTRUCTURE**, especially large-scale projects are particularly vulnerable to corruption and mismanagement. Budget overruns, delays and white elephants are common. Yet, public infrastructure also presents an opportunity for the government to showcase integrity and enhance citizens' trust. Governments can capitalise on such major events and investments by

applying the **OECD Integrity Framework for Public Infrastructure** and demonstrate that infrastructure projects can be productive, transparent and free from corruption.

**CAPTURE OF PUBLIC POLICIES BY NARROW INTERESTS:** Public policies are at the centre of the relationship between citizens and governments and determine the quality of citizens' daily lives. Policy capture, where public decisions over policies are directed away from the public interest towards a special interest, can exacerbate inequalities and undermine democratic values, economic growth and trust in government. The **OECD Framework to Prevent Policy Capture** puts forward mechanisms to privilege the public interest through engaging stakeholders, ensuring transparency, promoting accountability, and enhancing organisational integrity policies.

## A coherent and comprehensive integrity SYSTEM



### Commitment

Top-level management develop the necessary legal and institutional frameworks and display high standards of personal propriety.



### Responsibilities

Public sector organisations co-ordinate well with each other, with well-defined responsibilities. It is clear 'who does what'.



### Strategy

Using data and indicators for evaluation and based on legitimate risks to integrity, a strategy is developed outlining objectives and priorities.



### Standards

Rules and public sector values are reflected in laws and organisational policies and are effectively communicated.

## A CULTURE of Public Integrity



### Whole of society

Businesses, individuals and non-governmental actors uphold public integrity and do not tolerate corruption.



### Leadership

Managers lead with integrity in public sector organisations; they carve out the 'integrity agenda' and communicate it to the organisation.



### Merit based

The public sector strives to employ professional and qualified people that have a deep commitment to the public service integrity values.



### Capacity building

Public officials are skilled and trained to apply integrity standards.



### Openness

Integrity concerns are openly and freely discussed in the workplace and it is safe to report suspected violations of integrity.

## Effective ACCOUNTABILITY



### Risk management

An effective integrity risk management and control system exists in public sector organisations.



### Enforcement

Corruption and other violations to integrity are detected, investigated and sanctioned.



### Oversight

Oversight bodies, regulatory enforcement agencies and administrative courts perform external control.



### Participation

A transparent and open government allows for the meaningful participation of all stakeholders in the development and implementation of public policies.