



A joint initiative of the OECD and the European
Union, principally financed by the EU

An Integrity Framework for the Public Service

Service Values, Integrity and Trust in
the Public Service in OECD
Countries

OECD

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Building Trust

Why is it important?

- Declining of confidence in public institutions
- Integrity has become a key factor in the quality of government to meet rapidly changing environment:
 - Corruption as a risk factor
 - Unintended impact of public management reforms

Governance implications

- Build an Integrity Framework that promotes a new public service culture



Issues at stake

- I. Building an new culture of integrity**
- II. Addressing risk areas: Increasing corruption resistance**
- III. Assessing to adjust anti-corruption measures**
- III. Creating the conditions for success of an anti-corruption reform**



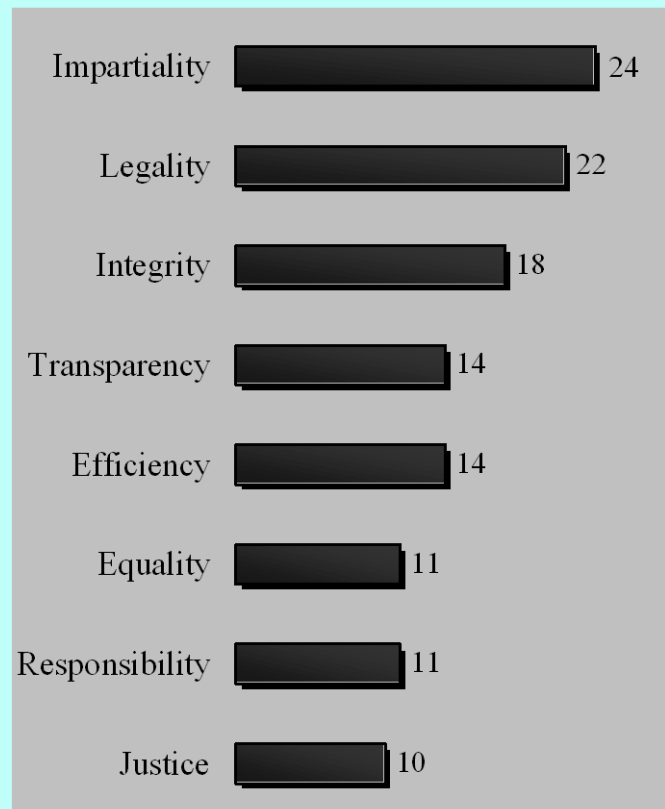
A systemic approach to corruption

- **Identifying good practices for a sound “Integrity Framework”**
A combination of laws, institutions and management mechanisms to prevent corruption and promote integrity in the public service
- **Anticipating risk areas**
The prevention of conflict of interest and corruption in risk areas



I. BUILDING A CULTURE OF INTEGRITY

What are the most frequently stated core values in OECD countries?





OECD Principles for Managing Ethics in the Public Service

Aim: ensure high standards of conduct in the public service by

- identifying
- communicating
- inculcating
- monitoring
- rewarding

+ ethical conduct

- detecting
- investigating
- punishing

- misconduct

OVERALL AND ETHICS MANAGEMENT

**Integrity-based
Ethics Regime:**
integrity
aspiration (“high road”)
unenforceable

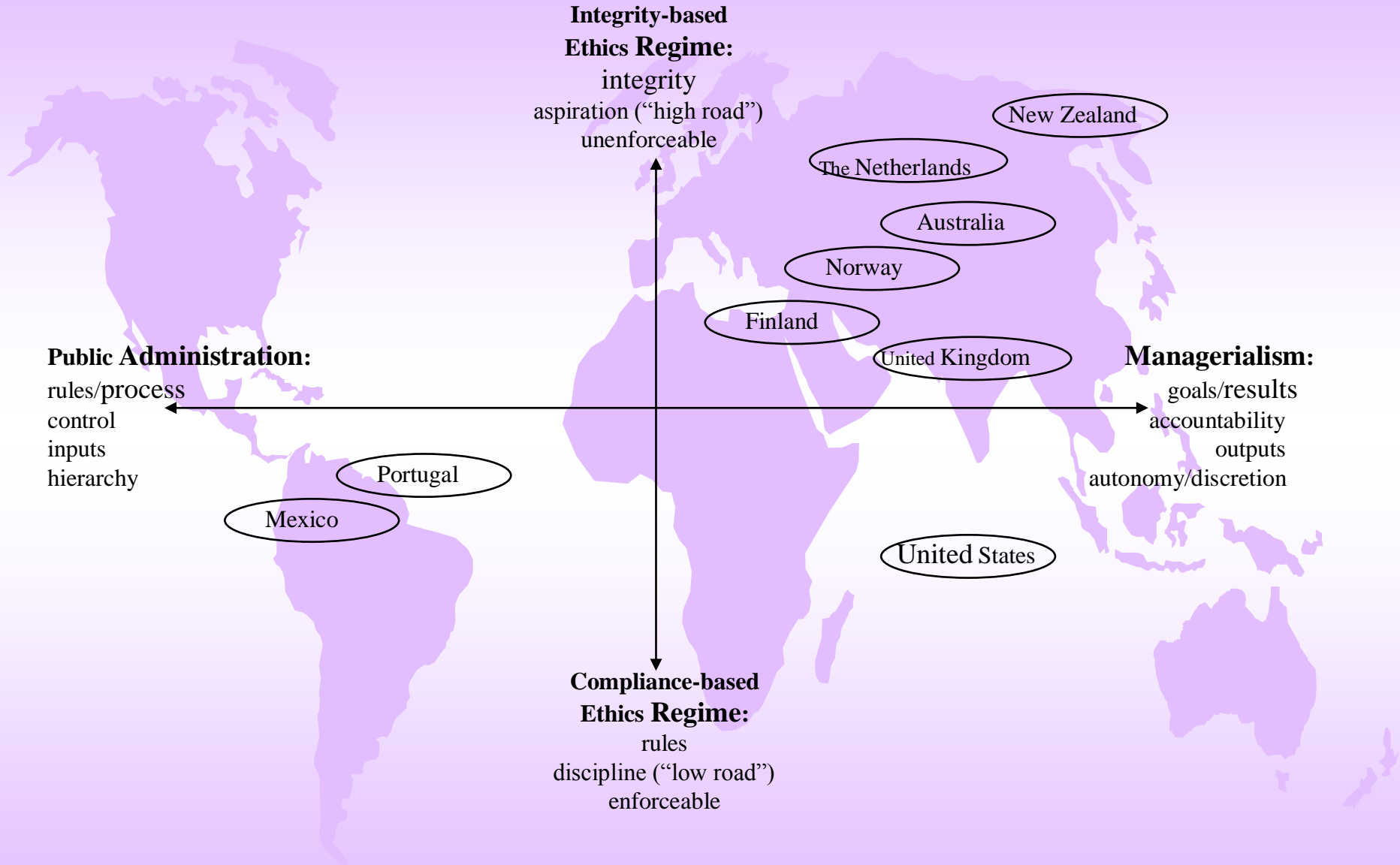
**Compliance-based
Ethics Regime:**
rules
discipline (“low road”)
enforceable

Public Administration:

rules/process
control
inputs
hierarchy

Managerialism:

goals/results
accountability
outputs
autonomy/discretion





Clear standards of behaviour set boundaries for conduct

- Criminal laws penalise specific forms of corruption
- Other laws set (minimum) standards in relation to
 - using official information and public resources
 - receiving gifts and benefits
 - working outside the public service
- Supplementary guidelines are provided for specific groups, professions working in sensitive areas
 - tax, customs, law enforcement, ministerial advisors etc.
 - Form: code of conduct (framework→organisational), guidelines





Putting values and standards into effect

... starts with communication

- **Training** to raise awareness and develop skills for handling ethical dilemmas (conflicting values)
- **Advice** in concrete situations
 - ⌚ mainly from superiors, managers -- but also from external sources
- **Involving staff**
 - ⌚ success factor for implementation
- **Use of new technology**
 - ⌚ Internet, interactive CD-ROMs



Ensuring integrity in daily management

Creating a working environment that ensures transparency and reinforces integrity by

- ① setting standards for timeliness
- ① requesting reasons for decisions
- ① providing redress against decisions
- ① requiring the identification of conflicts of interest

Supportive HRM policies

- ① recruitment and promotion based on merit
- ① openness in selection -- published rules and procedures

Growing awareness to prevent conflicts of interest

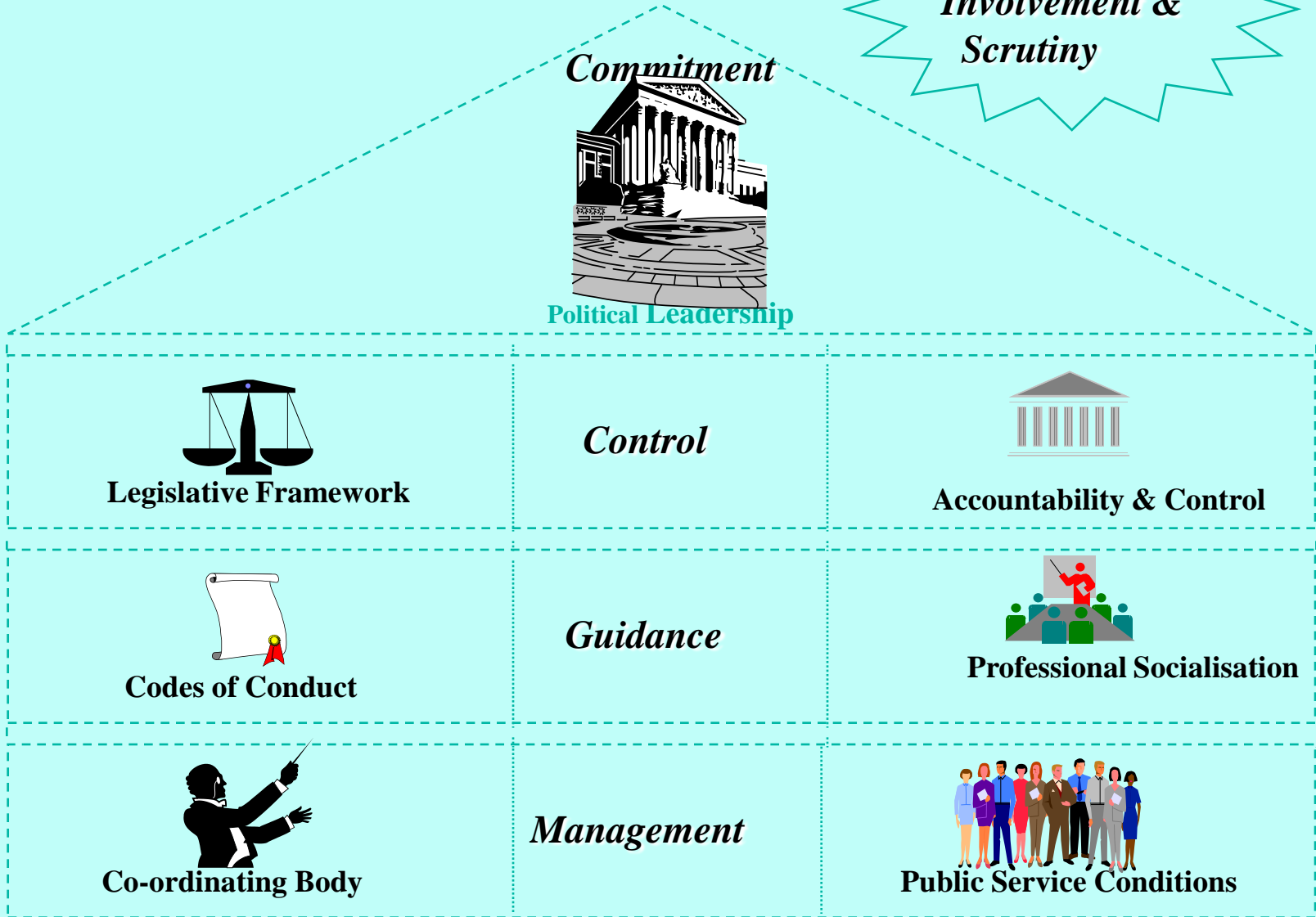
- ① introduced disclosure system





INTEGRITY FRAMEWORK

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II. ADDRESSING RISK AREAS

- The growing interface between public and private sectors created grey zones and opportunities for corruption
- The OECD, as a forward-looking organisation, identified conflicts of interest a major emerging issue in the public sector
- This milestone provided a sound basis for addressing risk areas at the public private interface, in particular procurement and post-public employment

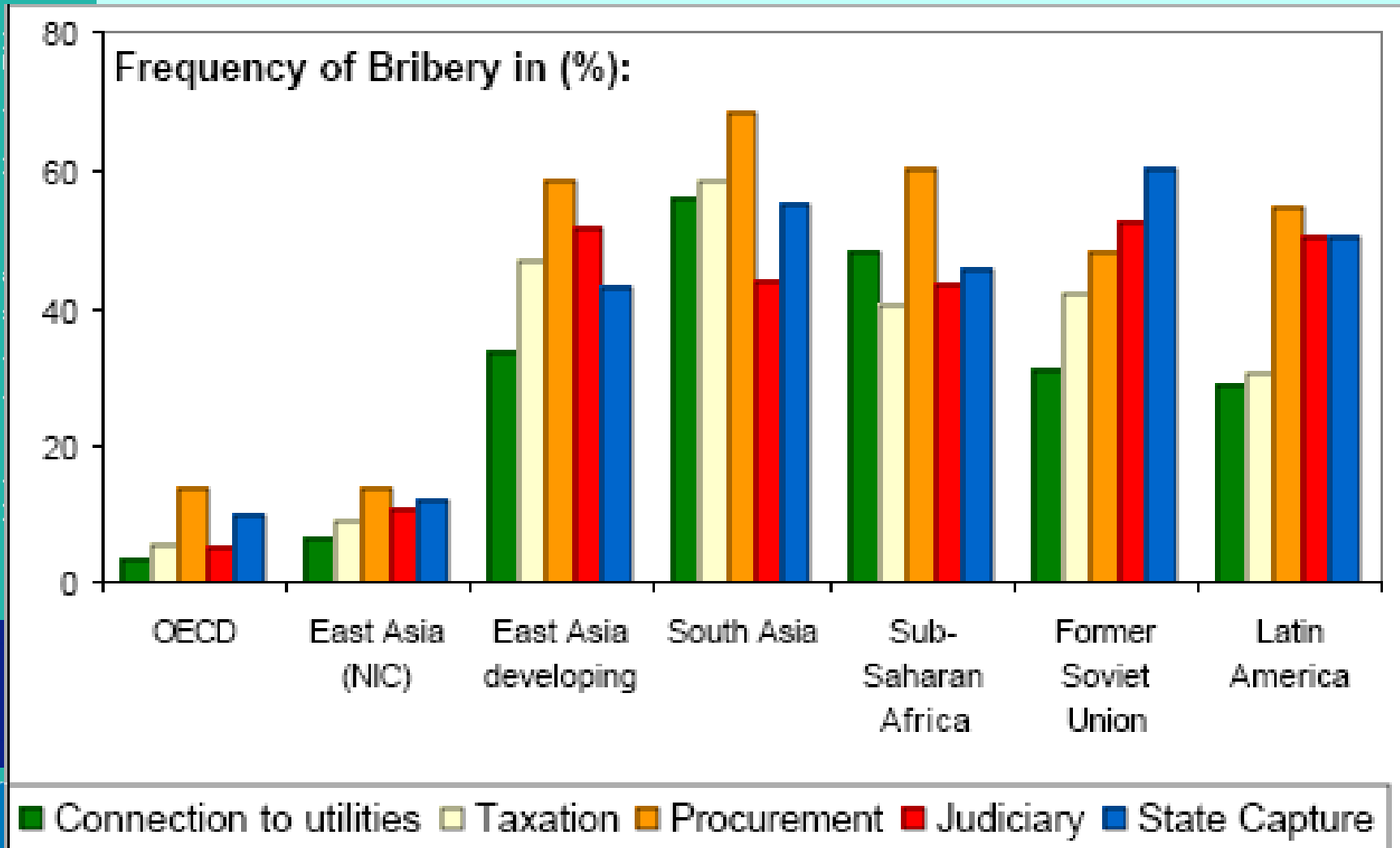




RISK AREAS.

Public procurement

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RISK AREAS.

Public procurement

- **Context**
 - The most vulnerable activity of governments
 - International efforts have focused only on the bidding process.

- **Request for setting basic standards**
 - Checklist for integrity at each stage of the public procurement process



RISK AREAS.

Post-public employment

➤ Context

- Increased labour market flexibility
- Majority of countries reviewed, maintained and even strengthened prohibitions to maintain trust in government
- However, prohibitions are too general

➤ Request for practical tools

- Manual based on good practice



III. ASSESSMENT:

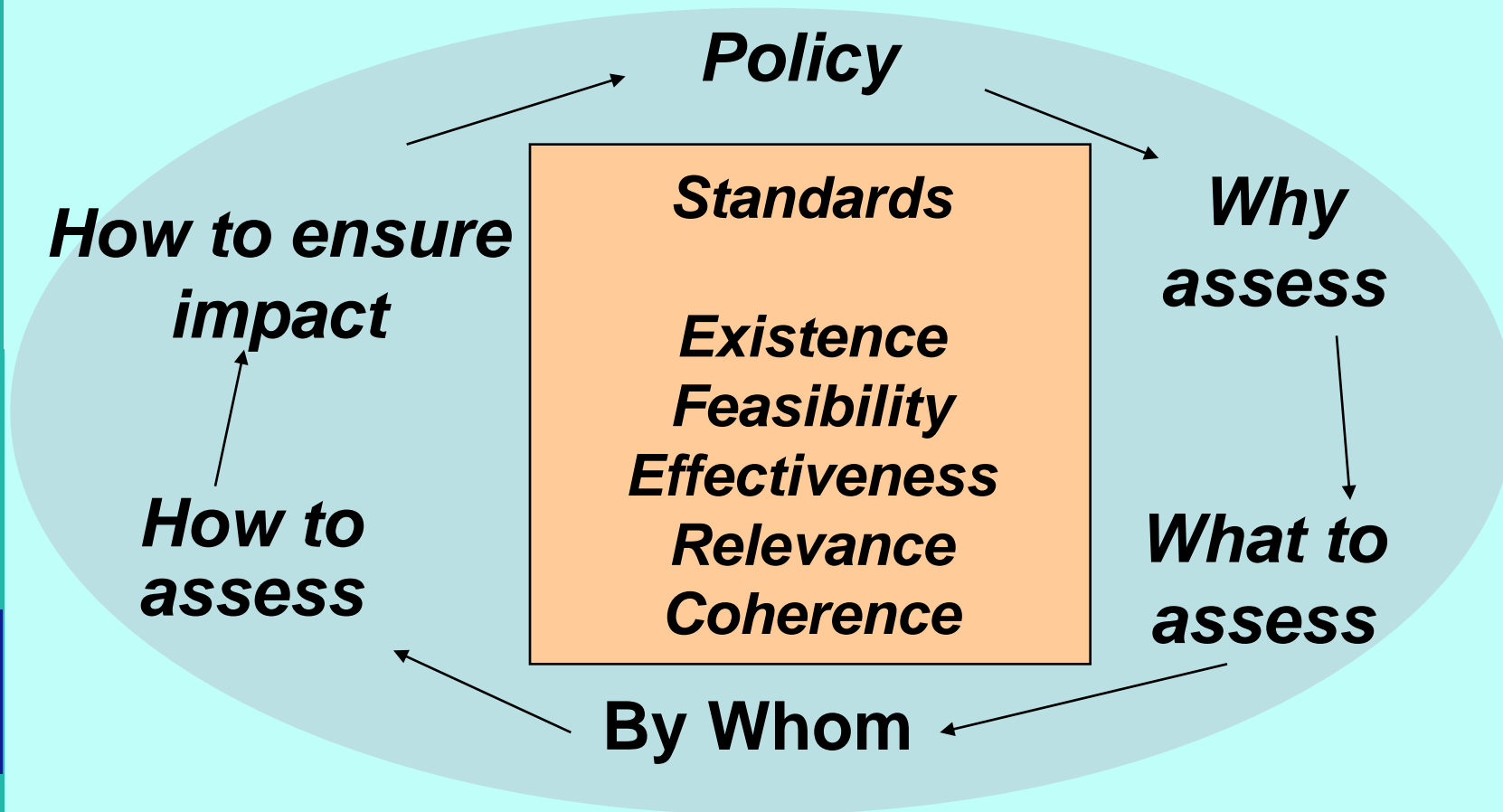
Verifying the resistance of the public sector to corruption

- Instrument to **help policy-makers** understand where the **risks for corruption** lie in the public sector and the possible **strategies to reinforce a culture of integrity**
- A **voluntary process** undertaken by a government to verify that anti-corruption measures are in line with international good practice
- The provision of **concrete proposals for action** based on the advice of country practitioners and on international good practice



THE OECD ASSESSMENT FRAMEWORK FOR THE PUBLIC SERVICE

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Methodology: Assessment standards

Standard # 1	Existence The formal existence of the integrity policy instrument that is being assessed and its components;
Standard # 2	Feasibility Determining whether the integrity policy instrument is capable of functioning;
Standard # 3	Effectiveness The extent to which the objectives are achieved;
Standard # 4	Relevance The extent to which the integrity policy has been contributing to stakeholders' needs;
Standard # 5	Coherence The extent to which there is a logical coherence between different elements of integrity policy.

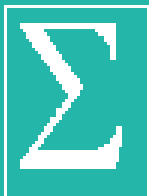


IV. CREATING CONDITIONS FOR SUCCESS

- **Developing ownership of reform measures**

Reform is not only technical or administrative in nature -- it is also a social process that needs

- Consultation with stakeholders
- Communication through media
- Involvement of civil servants to motivate them





CREATING CONDITIONS FOR SUCCESS

- **Considering reform as rather a permanent effort**
 - Phases from creating new frameworks to modernising them
 - Periodical assessment and fine-tuning
- **Putting emphasis on both preparation and implementation**
 - Visible success of passing laws
 - Changing the culture needs further efforts and more time





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FOR FURTHER INFORMATION

Publications:

- Public Sector Integrity: A Framework for Assessment
- Integrity in Public Procurement: Good Practice from A to Z
- Managing Conflict of Interest: Guidelines, Country Experiences and Toolkit
- Building Public Trust: Ethics Measures in OECD Countries

Website:

<http://www.oecd.org/gov/ethics>

