



Why is ethics is important in SAIs? Towards an Integrity Framework

EUROSAI Seminar on Enhancing Ethics within SAIs

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Overview of context, issues & 12 lessons learned

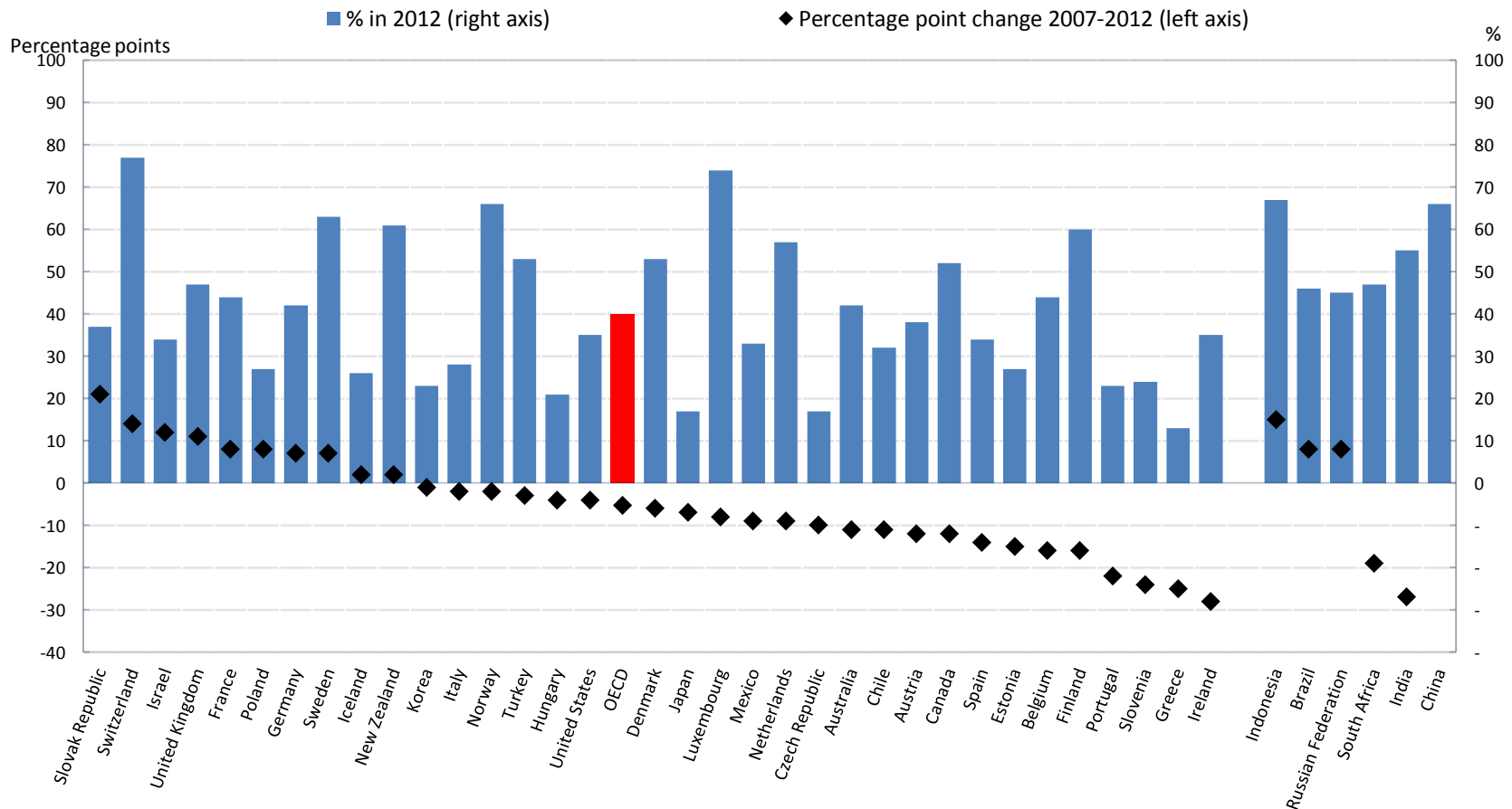
- Decline of trust in government
 - Fairness: cost & benefits
 - Implementation gap
- Levers for building trust in decision making
 - Leadership, Integrity & Transparency
- Challenge: measuring impact



Lesson No 1:

Trust comes on foot & leaves on horseback

Confidence in national government in 2012 and its change since 2007

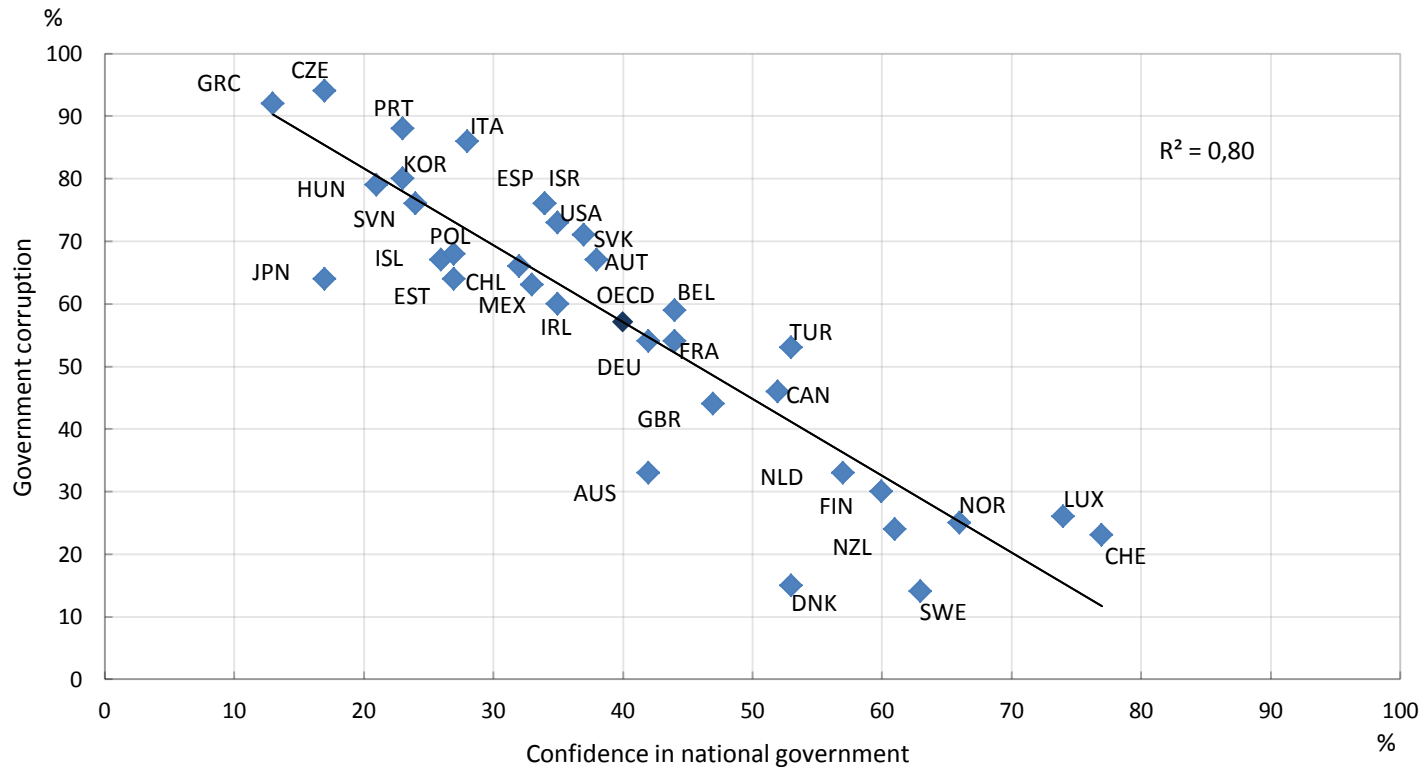




Why ethics is crucial in SAI?

See impact of corruption on trust!!!

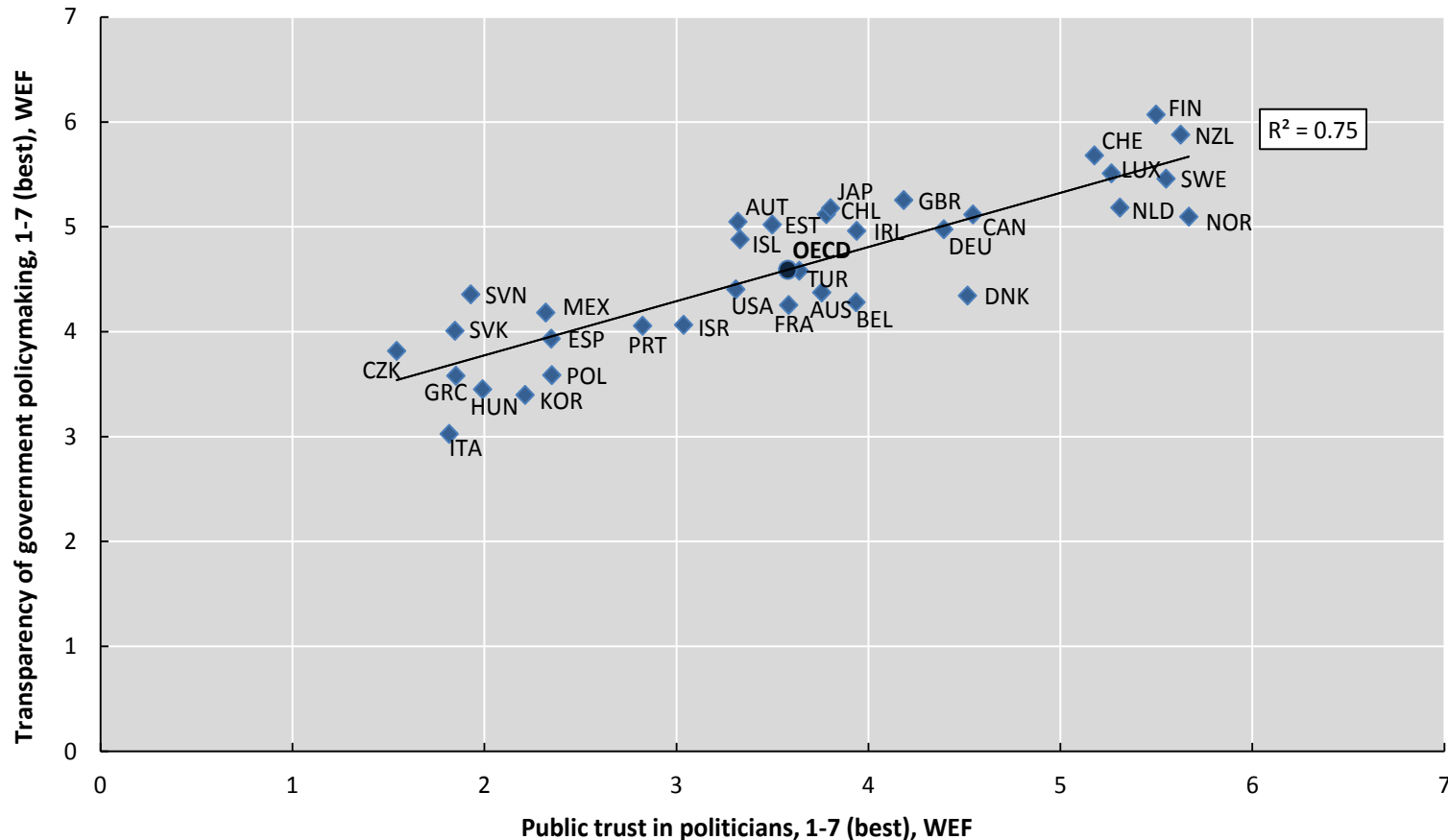
Correlation: confidence in national government and perception of government corruption (2012)





Lesson No 2: Transparency in government policymaking is a lever for trust

Correlation between public trust in politicians and transparency in government policymaking (2013)

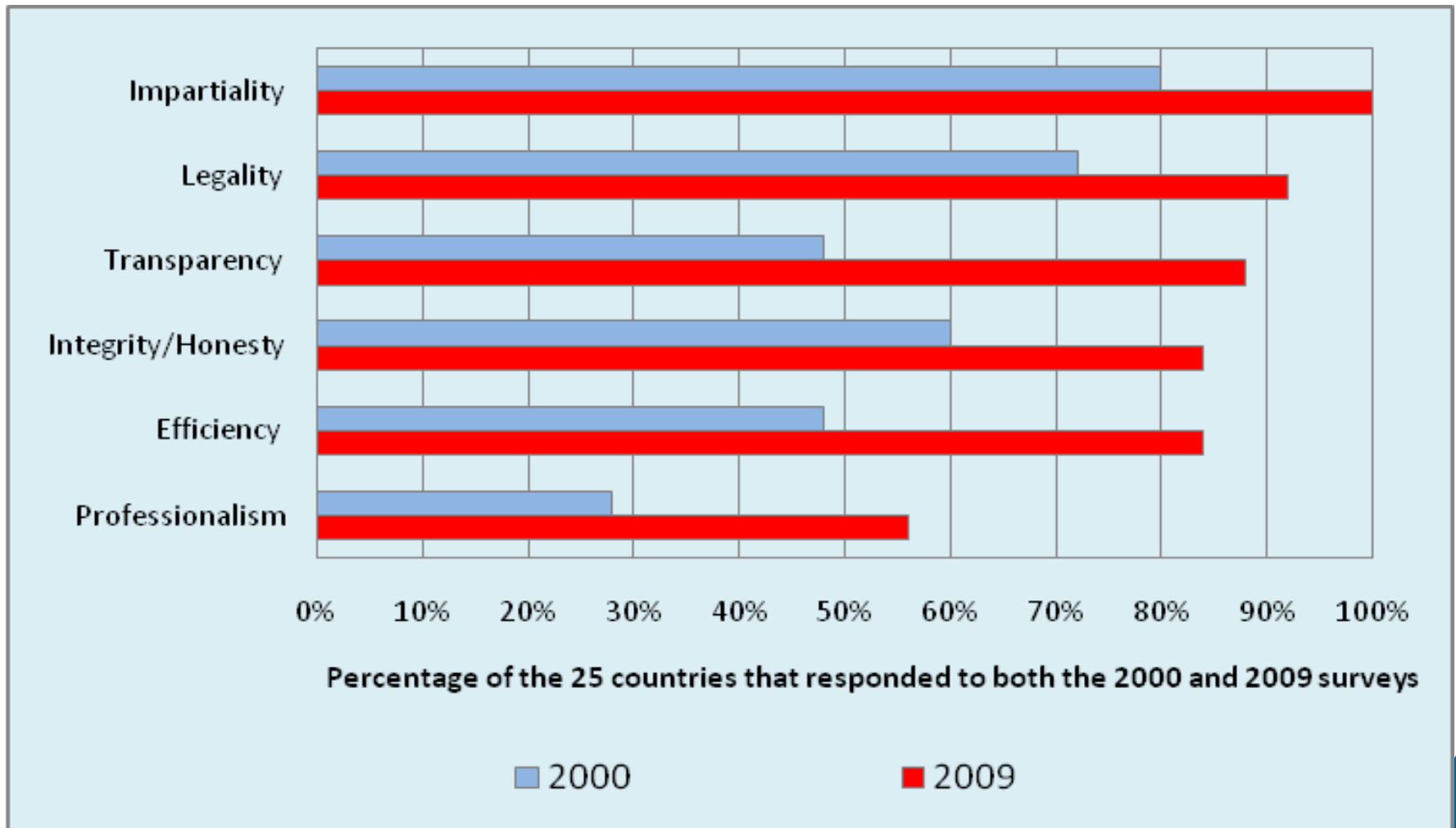


Source: World Economic Forum – Global Competitiveness Report (2013-2014)



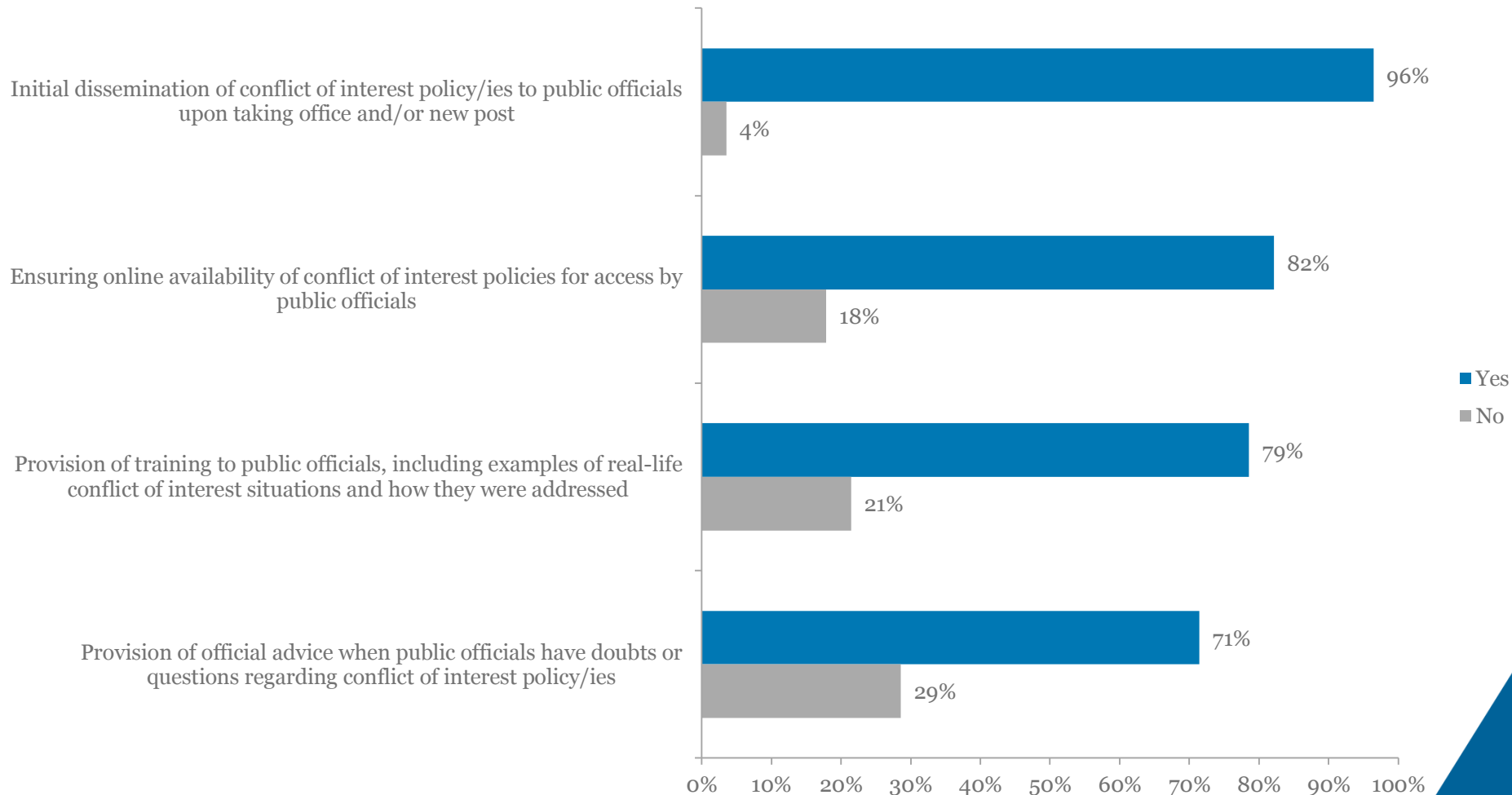
LESSON NO 3: SET THE BASICS RIGHT WITH CORE VALUES

Frequently stated core public service values (2000 and 2009)





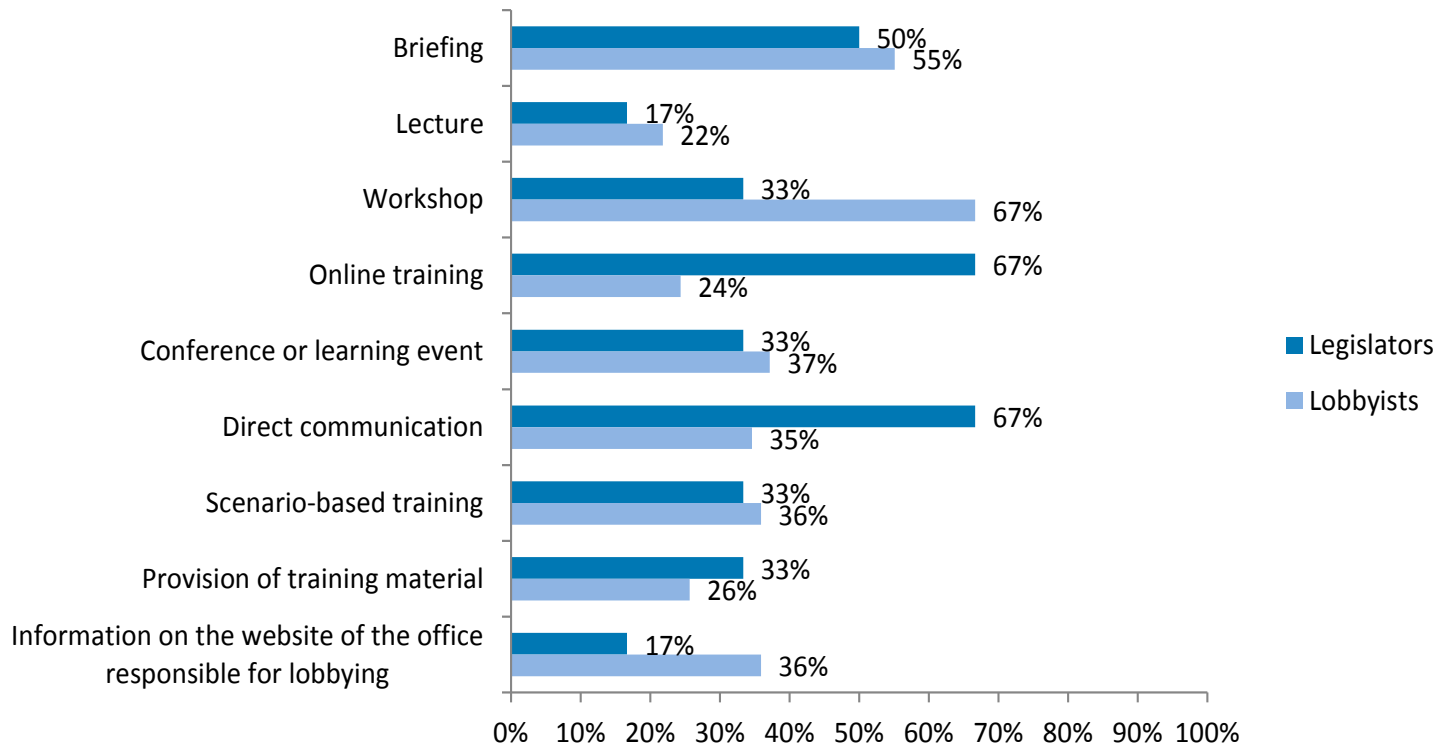
Lesson No 4: A range of measures needed for putting values into effect





Lessons No 5. However not all measures are considered effective: Example of raising awareness

**Most effective ways to learn about lobbying rules/guidelines according to legislators;
and integrity standards and transparency tools according to lobbyists**





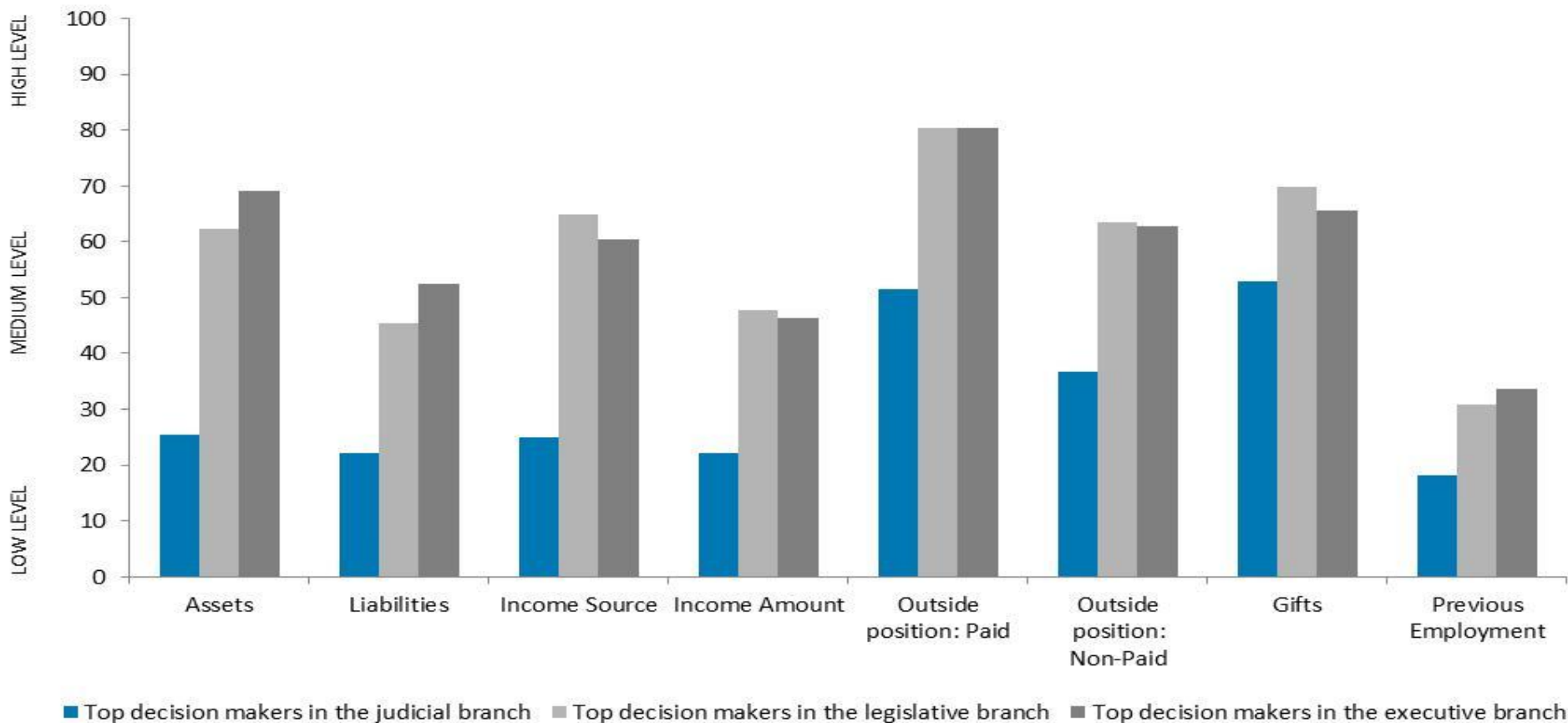
Lesson No 6: Practical tools help behavioural change -- Checklist for gifts & benefits

- **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?



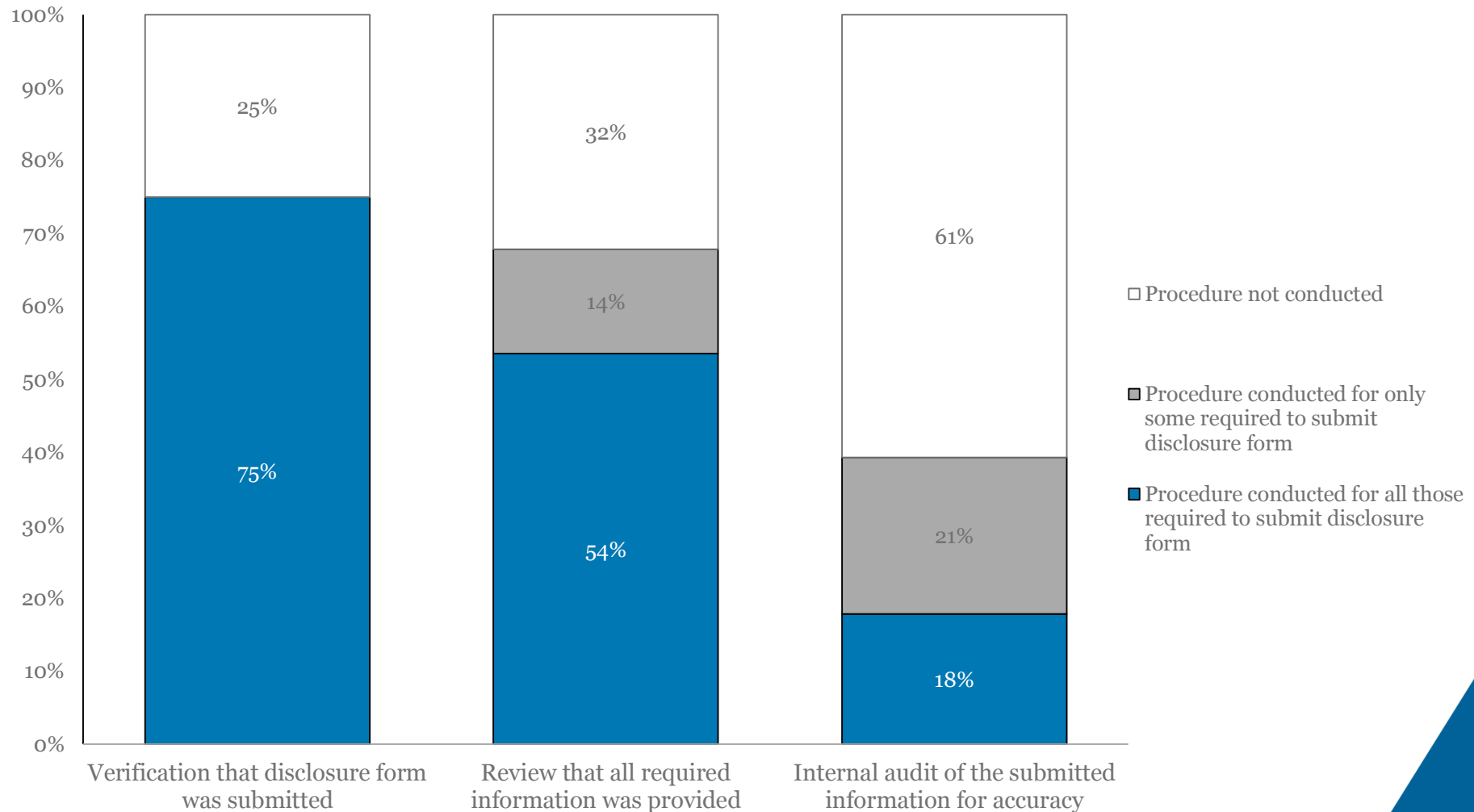
Lesson No 7: Transparency is the Rule

Level of disclosure of selected private interests





Lesson No 8: Accuracy also matters





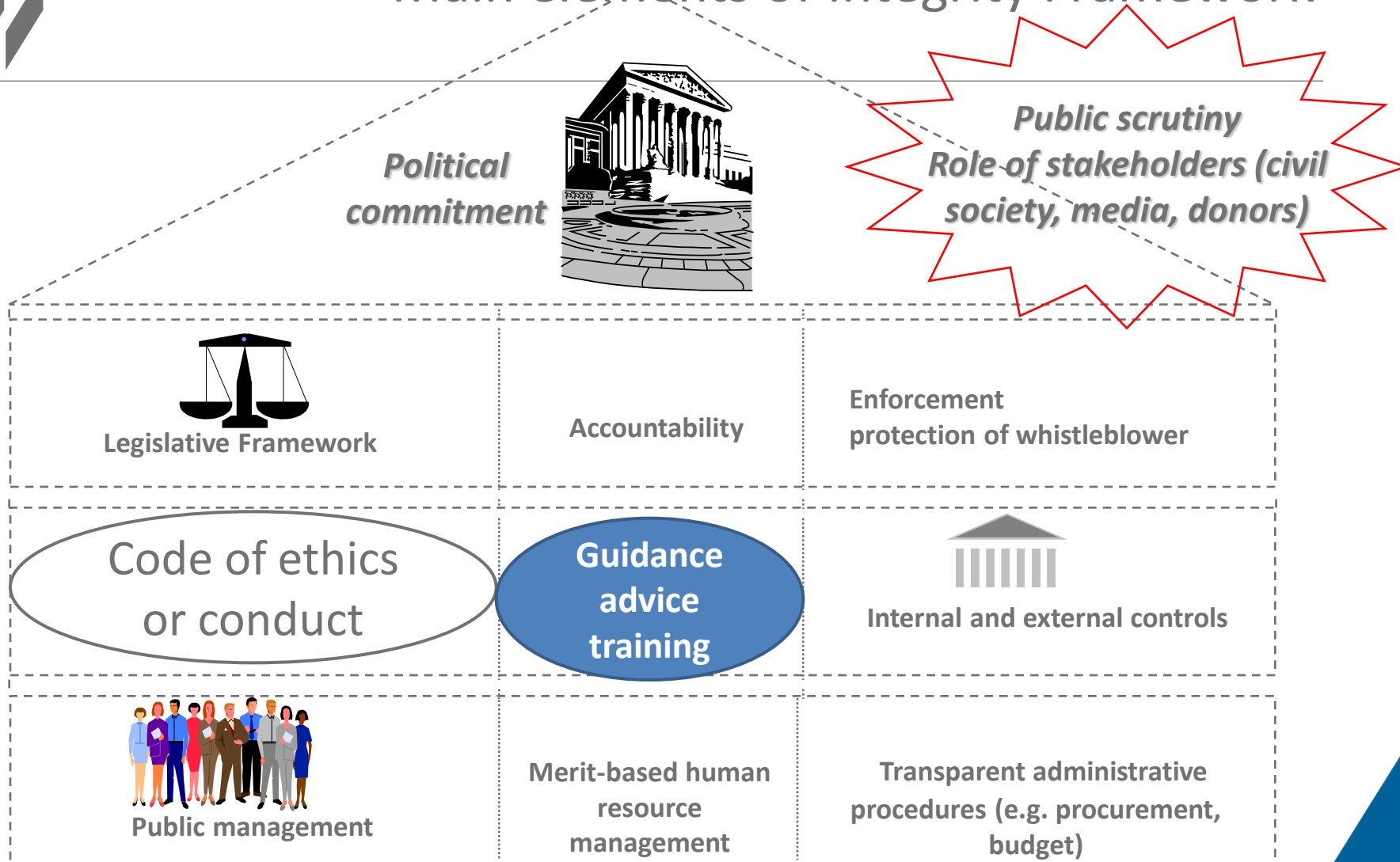
Lesson No 9: Consistency is key in design

Core Integrity measures	Supporting public management processes
<ul style="list-style-type: none">• 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”	<ul style="list-style-type: none">• Control and audit, including the monitoring and follow up of recommendations, etc.• Internal financial controls, including cash, asset and debt management• Human resource management, including recruitment, evaluation and career progression• Performance management, including quality control processes and external evaluations• Public procurement, including pre-tendering, tendering and contract management and payment



Lesson No 10: Implementation is the test

Main elements of Integrity Framework

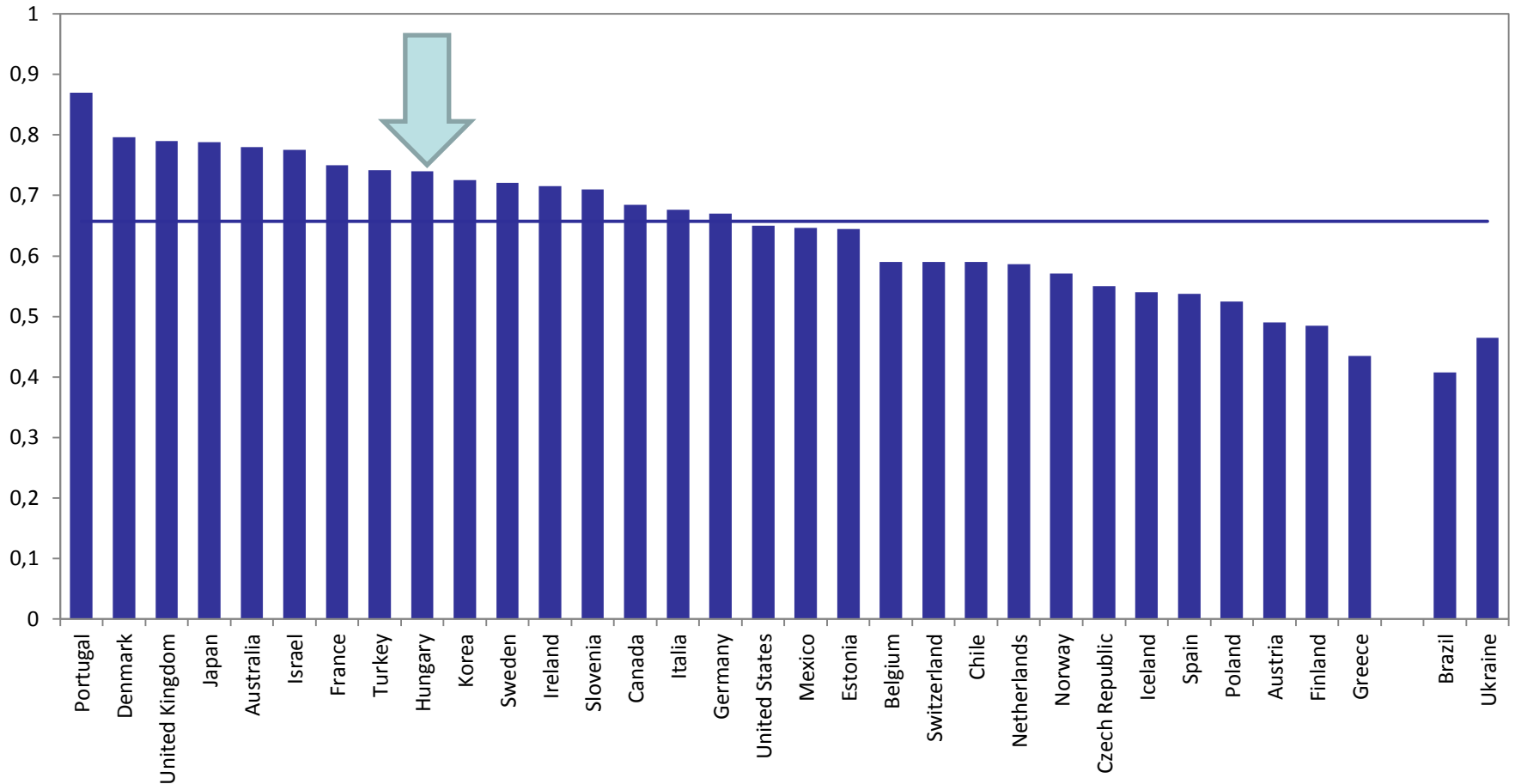




Lesson No 11: Streamline integrity in management

Performance management mostly mandatory

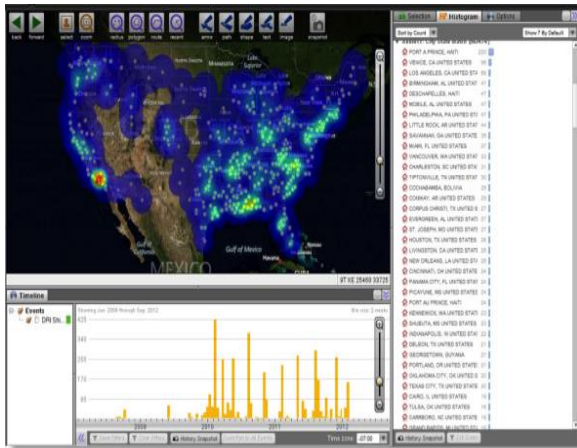
Composite index OECD31 average



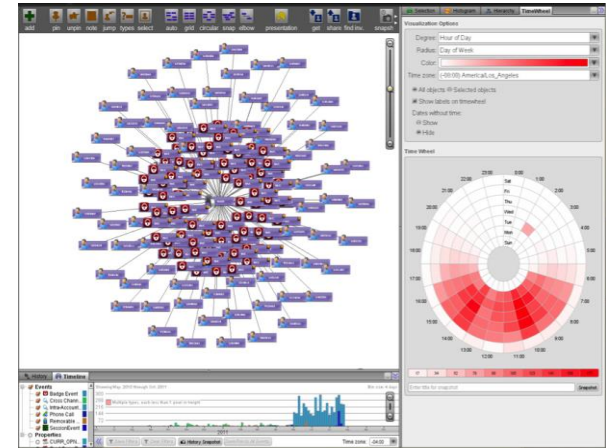
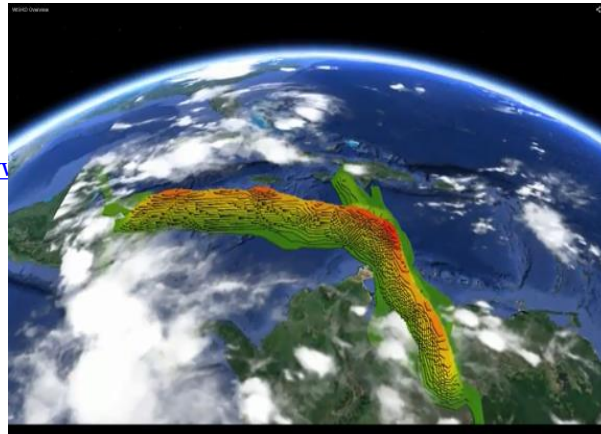


Lesson No 12: Visible success of passing laws, changing the culture needs constant efforts

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



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Thank you

For more information on OECD work on public integrity and audit



www.oecd.org/gov/ethics

