



2018 OECD GLOBAL
**ANTI-CORRUPTION
& INTEGRITY FORUM**

PLANET INTEGRITY:
BUILDING A FAIRER SOCIETY
27-28 March 2018 - Paris, France

HIGHLIGHTS



With over 1800 participants from 120 countries representing relevant policy communities, sectors and professions, the OECD Global Anti-Corruption & Integrity Forum is leading the policy debate on integrity and anti-corruption worldwide. A truly multi-stakeholder event, the OECD Global Anti-Corruption & Integrity Forum uniquely brings together government, business and civil society leaders and experts on an equal footing, on the broadest possible range of issues related to integrity and anti-corruption, such as trade, foreign bribery, infrastructure, local governance, sports, education, behavioural insights, revenue collection, competition, and development co-operation.



120 countries
1800 participants
122 leaders & expert speakers



1/3 government
1/3 business
24 thematic sessions



18 Research poster presentations
Launch of latest findings



Angel Gurría - OECD Secretary-General

Under the theme “Planet Integrity: Building a Fairer Society”, the Forum promoted integrated anti-corruption strategies and practices to ensure inclusive growth, strengthen sustainable development, and address the backlash to globalisation. Leaders and participants advocated for integrity and anti-corruption as a precondition to levelling the playing field for business, reducing socio-economic inequalities, and making public policies more effective, thereby enhancing the benefits of globalisation for all. The debates supported the preparations of the 2018 Ministerial Council Meeting, shaping consensus on the benefits of international cooperation and multilateralism in countering corruption, and good practices for building resilience to corruption and a culture of integrity for fairer globalisation.

Planet Integrity is not a distant dream, it's an urgent necessity. Our citizens are losing faith, a situation which worsened with the crisis.

@OECD'Angel Gurría #OECDintegrity

Trust is fundamental for the development of democracy. If we don't fight corruption we risk conflicts, organised crime and extremism.

@erna_solberg at #OECDintegrity @OECD

There is no such thing as a little bit of integrity - you cannot be slightly fair, you are either fair or you are not.

@TimmermansEU #OECDintegrity



Erna Solberg - Prime Minister of Norway



Seated from left to right: Frans Timmermans - First Vice-President of the European Commission, Gabriela Michetti - Vice-president of Argentina, Erna Solberg - Prime Minister of Norway, Gabriela Ramos - OECD Chief of Staff and G20 Sherpa, Katrín Jakobsdóttir - Prime Minister of Iceland, Delia Matilde Ferreira Rubio - Chair of Transparency International



Katrín Jakobsdóttir - Prime Minister of Iceland

“ *The main threats to procurement and public infrastructure are political influence on taking of decisions, [...] conflict of interest, [...] rigging of contractual specifications, and [...] abuse of procedures.* ”

Nicholas Ilett, Acting Director General,
European Anti-Fraud Office (OLAF)

This plenary debate focused on governance issues that enable corruption in projects, citing both weak public and corporate governance as facilitating factors. Consensus emerged that undue influence in decision making remains a critical risk in public infrastructure. The panel also highlighted the risks linked to the abuse of negotiated procedures and those due to a lack of clear definitions of conflicts of interest and of different roles in mitigating the risk. Moreover, too often mitigation efforts focus on the procurement process, while corruption risks are inherent in all stages of the project cycle, including prominently in the early stages. To mitigate these risks in a comprehensive manner, it is essential to mainstream integrity from inside the organisations and ensure accountability when rules are breached. Factors for success also include transparency, oversight and collective action in terms of prevention, and data analytics for better detection of abuse. To complement the existing OECD frameworks, including the [OECD Recommendation on Public Integrity](#) and the [OECD Guidelines for Multinational Enterprises](#), the panel proposed that a toolkit be developed to guide infrastructure projects so that they are completed with integrity.



Integrity is an essential component of any democratic system, and the public expects the mandate to be for the common good

@katrinjaki #OECDIntegrity

“ *I can't stress enough how important it is to work shoulder to shoulder.* ”

Don Fort, Chief of Criminal Investigations, Internal Revenue Service, US

Two things are clear: there is a mutual interest in co-operation on the part of tax authorities and anti-corruption authorities given the relevance of each authority's investigations to the other; and co-operation between agencies (as part of a whole of government approach) is highly successful when it is used. Panellists highlighted the need for improved co-operation between tax authorities and anti-corruption authorities. Although the legal framework in most countries allows for some co-operation between these two entities, many OECD-surveyed countries are not utilising the many opportunities for co-operation. This is supported by a 2017 OECD study that found that only 2% of concluded foreign bribery cases between 1999 and 2017 were detected by tax authorities. Barriers to co-operation are legal, operational, and cultural, in nature. Panellists discussed several ways to encourage co-operation, including through joint operations and taskforces, joint intelligence centres, staff secondments, and training and awareness raising to build trust between authorities and make reporting and exchange of information the norm.. The will to use the existing legal framework to its potential must come from the top down - political will as well as from the bottom up - putting operational changes into practice.



Wissanu Krea-ngam - Thailand's Deputy Prime Minister launches the OECD Integrity Review of Thailand



“ *Settlements can increase enforcement of foreign bribery laws and their deterring effect if they are structured to incentivise firms to detect and report misconduct to authorities.* ”

Jennyfer Arlen, New York University School of Law

Non-trial agreements, or “settlements”, are an efficient tool to resolve foreign bribery cases. Panellists discussed how settlements can be designed to encourage self-reporting and cooperation from wrongdoers in order to better detect and sanction foreign bribery. It was agreed that guidelines to ensure that settlements’ regimes and self-reporting processes are indispensable. The discussion also touched upon how settlements are increasingly used in the context of multi-jurisdictional cases. As more and more countries start to enforce foreign bribery laws, protection against double jeopardy might impede countries from exercising their jurisdiction and taking legal action in multijurisdictional cases. Conversely, the prospect of being sanctioned multiple times for the same actions might affect wrongdoers’ willingness to self-report. The session insights will feed into the next horizontal study of the [OECD Working Group on Bribery](#), which will take stock of the use of settlements to resolve foreign bribery cases and aim to identify good practices. The report is scheduled to be launched in early 2019.



Jennyfer Arlen - New York University School of Law

“ *#Integrity, #Transparency and the fight against #corruption have to be part of the culture, and taught as fundamental values.* ”

@OECD*Angel Gurria #OECDintegrity

“ *Democracy brings certain amount of people to highest positions. Politicians sometime forget that they are there for the people.* ”

Marin Mrcela, President, GRECO

Fair democratic governance, transparency and accountable decision making contribute to preserve the public interest in policy making. Experts agreed that while influence on policy makers is part of healthy democratic systems, the absence of pluralism in policy decisions may usurp core values underlying democracy. Imbalanced influence may take a variety of ways including non-transparent lobbying, disproportionate electoral campaign financing, personal networks leading to conflicts of interest, and providing government with manipulated expertise and data. Leaders highlighted various good practices to safeguard the public interest in public decision-making, from limiting and monitoring electoral campaign spending to registers for lobbyists and codes of conduct, as well as stronger whistleblower protection. Building on the debate as well as the [OECD report on Preventing Policy Capture](#), the OECD convened like-minded organisations and individuals to the Forum to explore interest about building a coalition of experts on integrity in public decision-making, with a view to keeping the issue of imbalanced influence on policy-making at the forefront of political and policy discussions at the international, national and subnational levels. Experts have shared their perspective on strategic issues to further collaboration, as well as expected benefits arising from increased synergies among their institutions.

“ *2018 is shaping up to be a significant year for integrity and anti-corruption.* ”

Mari Kiviniemi, Deputy Secretary-General of the OECD,
Sanjay Pradhan, CEO of Open Government Partnership,
Delia Matilde Ferreira Rubio, Chair, Transparency International

“Improvements in specific trade facilitation measures can lead to less corruption at the border.”

Evdokia Moise, Senior Trade Policy Analyst, OECD

Trade facilitation and integrity go hand in hand. Building on preliminary analysis linking the OECD Trade Facilitation Indicators to border-related corruption measures as well as the publications “[Integrity in customs: Taking stock of good practices](#)” (OECD, 2017), developed in partnership with WCO in the framework of the G20 Anti-Corruption Working Group, and “[Global Trade Without Corruption - Fighting the Hidden Tariff](#)” (OECD, 2017), panellists debated how making trade procedures more transparent, predictable and simple can not only promote economic efficiency but also help remove corruption incentives and opportunities. For example, having an expedited border process, supported by efficient and effective border controls, offers fewer incentives for firms to propose «speed money» and, at the same time, it reduces the opportunities for corrupt officials to request bribes for doing their job. Panellists also agreed that the experience from integrity in customs can be expanded to other border management agencies (such as sanitary and phytosanitary, health or immigration authorities etc.), in a whole-of-government approach and stressed the importance of collective action, including the key role played by the private sector.



Sarwar Danish - Vice President of Afghanistan

“[...] if we can succeed through provision of transparency, fighting corruption, provision of rule of law, and good governance, we can play a significant role in improvement of regional and global economy and in fighting poverty and unemployment.”

H.E Sarwar Danish, Vice President of Afghanistan

The session on *Managing Corruption Risks in Contexts of Fragility* offered insights for governmental and development co-operation actors to ensure better development outcomes in fragile, post-disaster and post-conflict contexts. Corruption poses serious threats to development goals, and development co-operation actors have a common interest in improving their practices in managing the risks of corruption when funding or implementing activities. The [OECD 2016 Recommendation of the Council for Development Co-operation Actors on Managing the Risk of Corruption](#) calls upon adherents to create or improve their systems for identifying, managing and mitigating corrupt practices in the management and delivery of aid. Focusing on country level experience, panellists exchanged on current practices, challenges and lessons learned in managing the risks of corruption in development cooperation in contexts of fragility. Participants also discussed how best to support partner countries and ensure corruption and integrity risks are addressed, underlining exacerbated security concerns in contexts of fragility; inherent tensions between the urgency of aid, planning requirements and absorption capacity; the responsibility for donors to do no harm; complementary use of different aid channels; and the need for enhanced donor coordination, engagement of local stakeholders and shared responsibility. Exchanges included the perspective of a bilateral donor, a multilateral development bank, another provider of aid, and aid receivers.



“ We cannot prepare people for every type of ethical challenge that can come up, but we can give them a set of values at hand.

Annwyn Godwin, Chief Executive Officer of the Australian Independent Parliamentary Expenses Authority, Australia

The debate on ‘Ethical superhumans? Behavioural Insights for Integrity’ placed the human dimension at the heart of integrity, and encouraged to go beyond institutions and systems, to better account for human behaviour in integrity policymaking, and to strengthen intrinsic motivation for integrity and cultivate trust. Based on the new OECD report *Behavioural Insights for Public Integrity*, panellists exchanged experience on how behavioural insights can make policies more effective in their design and implementation by basing them on key information on how humans actually behave. “Various factors can fade ethics: sanctions, language, pressure, rewards” said Ann Tenbrunsel, Professor of Business Ethics at University of Notre Dame. Often overlooked behavioural pitfalls for integrity and anti-corruption policies include the damaging side-effects of sanctions, that can turn an ethical decision into a calculation, and the diffusion of ethical responsibility in group decisions, such as on executive boards or under the 4-eyes-principle. As this policy area is emerging, panellists called for strengthening the evidence base through research and field experiments. For up-scaling and mainstreaming the behavioural approach, Saugato Datta, Managing Director at the non-profit behavioural consultancy ideas42, suggests to take three steps:

“generate a body of evidence together with policy makers, create opportunity to experiment and build capacity in institutions to continuously develop and experiment”.



“ Corruption is a skill set. The question is how can integrity become a skill set? It has to come from doing it in practice.

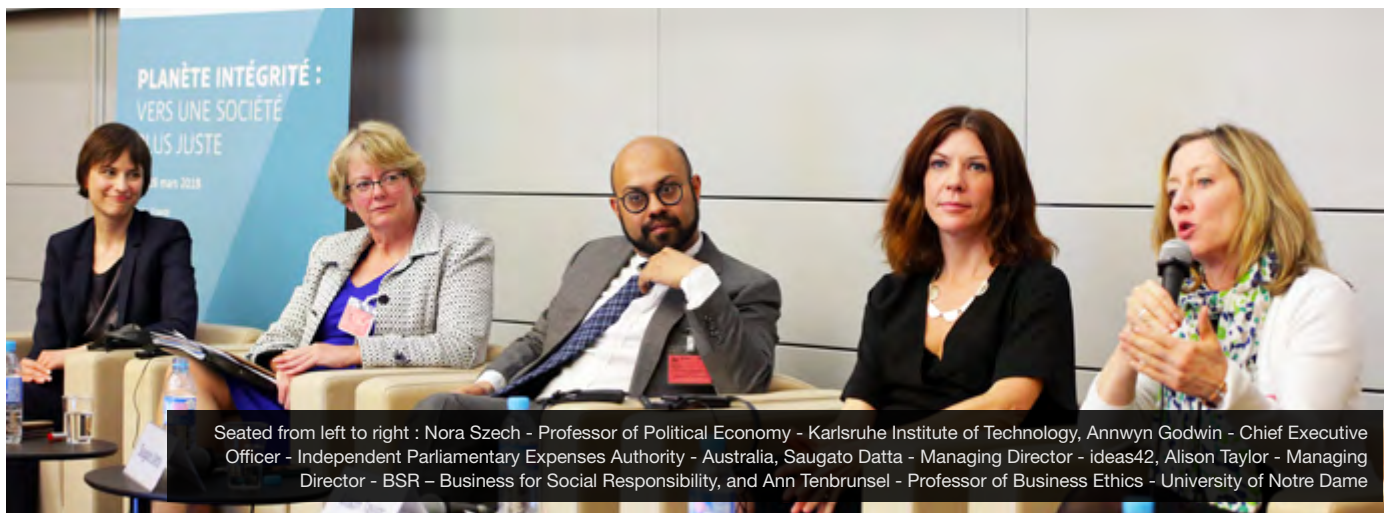
Fredrik Galtung, Founder and President, Integrity Action

Underpinned by the new OECD report *Education for Integrity*, panellists engaged in a critical dialogue about the power of education to cultivate a culture of integrity in society and about how to empower young people to become agents of positive change. Touching on three key questions – the role of education for integrity, the challenges of educating for integrity, and good practices – panellists identified innovative approaches to integrate integrity into education systems, for example describing corruption in a language that resonates with children and youth, as well as contextualising corruption with situations children can relate to. To inspire behavioural change, panellists agreed that experimental and skill-based educational approaches should be the focus, enabling students to build skills for integrity through relatable and practical projects. Panellists also pointed to the need to design integrity and anti-corruption curricula for students of all levels, and to implement these new lessons across the school curricula as permanent learning modules. Panellists concluded by debating the issue of who should be educating for integrity. While an implicit assumption exists that only the “really corrupt” countries need to educate about integrity, panellists underscored that education for integrity is an issue for all countries, everywhere.



#Youth participation is one of the biggest challenges for all of our societies.

@katrinjaki #OECDintegrity



Seated from left to right : Nora Szech - Professor of Political Economy - Karlsruhe Institute of Technology, Annwyn Godwin - Chief Executive Officer - Independent Parliamentary Expenses Authority - Australia, Saugato Datta - Managing Director - Ideas42, Alison Taylor - Managing Director - BSR – Business for Social Responsibility, and Ann Tenbrunsel - Professor of Business Ethics - University of Notre Dame



Seated from left to right: : Arelly Gómez González - Minister of Public Administration - Mexico, Marcos Bonturi - Director for Public Governance - OECD, Monique Villa - CEO of Thomson Reuters Foundation, John Penrose - Anti-Corruption Champion - UK

“ The integrity framework must apply to states as well as state-owned enterprises.

Jorge Bermudez Soto, Comptroller General of Chile

Experts and participants advanced the international debate on anti-corruption and integrity for state-owned enterprises – moving from identification of corruption risks to practical solutions for both enterprises and the state as their owner. Panellists contributed to the ongoing development of new OECD guidance on anti-corruption and integrity for state-owned enterprises, placing particular emphasis on the need for states as owners to hold themselves to high integrity standards, to assess corruption risks in the SOE sectors, and to empower oversight and enforcement agencies. They also highlighted the need to engage with civil society and business, to safeguard autonomy of competent boards of directors and senior management, and to ensure that companies make it a priority issue to ensure best practice in transparency, professionalism and due diligence. The OECD will direct its guidance to the state as enterprise owner and will root them in the [2015 OECD Guidelines on Corporate Governance of State Owned Enterprises](#).

*At this Forum, we reached a consensus: international cooperation brings solutions to the global threat of corruption. In this way we shape the **#governance of #globalisation**.*

@marikiviniemi #OECDintegrity



Mari Kiviniemi - OECD Deputy Secretary-General

“ Although at present data science for [screening] procurement data is not hugely sophisticated, it shows that procurement authorities are on the hunt and are being proactive.

John Kirkpatrick, Senior Director, UK Competition and Markets Authority

The panellists emphasised the extensive negative consequences that bid rigging has on procurement outcomes, and stressed that bid rigging is a real issue in procurement processes. Many countries and institutions like the European Commission have a history of detecting cartels through leniency programmes (consisting of self-reporting of the cartel conspiracy by cartel members, who receive full immunity or substantial reduction of antitrust sanctions in return) and whistleblowers (non-cartelists who report the crime). These reactive methods of cartel detection, in particular leniency, have been very successful. Still, competition authorities are increasingly looking into ways of screening public procurement data to find indications of bid rigging, like price fixing and customer allocation, and, on this basis, decide whether to open investigations. The panellists further discussed good practices in the use of new data analytics methods to uncover anti-competitive behaviour, in procurement processes.

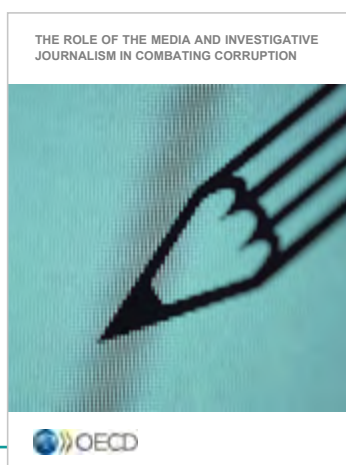
The panel also discussed sanctions. Suspension and debarment from public tenders are efficient tools to deter fraud, bidders' collusion and corruption of procuring agents on public markets. Experts from the World Bank and EBRD explained that debarring companies that do not follow the rules might reduce competition in the short term, but eventually open the market to rule-abiding competitors. Both institutions have a wide range of sanctions, which are carefully crafted on a case by case basis. Self-reporting by a company weighs in the balance when determining the sanction, thus creating an incentive to come forward. The experience of the EBRD and the World Bank also shows that requiring companies to implement a compliance programme actually resulted in them gaining a competitive edge in cases where their customers required the existence of such programmes as part of their commercial due diligence to find partners. Moving forward, the panel underlined the evolving nature of corrupt activity in public procurement and that tools should outsmart sophisticated criminals that can try to second guess and work around enforcement.

“ *There is a strong correlation between media freedom and corruption.* ”

Casey Kelso, Director of Advocacy, TI

The media and investigative journalism play a crucial role in bringing allegations of corruption to light and fighting against impunity. The debate on the role of investigative journalism in combatting corruption underscored some of the impediments to reporting on cases of corruption, such as legal or physical threats. Speakers also highlighted the benefits of international collaboration in investigative journalism, especially with regard to reporting on complex cross-border financial crime. The panel called for better whistleblower protection frameworks and spoke of the need to enhance the relationship between investigative journalists and law enforcement authorities. Discussions also touched on the need for objective, independent reporting and the difficulties that arise when the lines are blurred between journalism and activism.

The debate provided an opportunity to discuss the results of the [2017 OECD Survey of Investigative Journalism](#) and launched the [OECD report on The Role of the Media and Investigative Journalism in Combatting Corruption](#).



“ *There is a misconception that open government is just transparency - it is also related to anti-corruption. There is a change from transparency to participation and accountability.* ”

Joe Powell, Deputy Director, OGP

The debate underlined that transparency on its own is not enough, and that open and digital government practices are required to enable tangible anti-corruption results. Speakers agreed on the need to use the opportunities provided by open data platforms and open government strategies more strategically to integrate anti-corruption reforms into concrete implementation plans that involve civil society, namely when it comes to the detrimental impact of money in politics. This is reflected in the recently adopted [OECD Recommendation of the Council on Open Government](#), the [2014 OECD Recommendation of the Council on Digital Government Strategies](#), and [OECD work such as the OECD Compendium on open data for anti-corruption](#). Speakers also underlined the need to address the complexities that arise when making use of open government and open data platforms to counter corruption in lobbying and contracting specifically.

“ *When corruption prevents countries from participating in international sporting events, it is not the administration that suffers the most, but the athletes and citizens.* ”

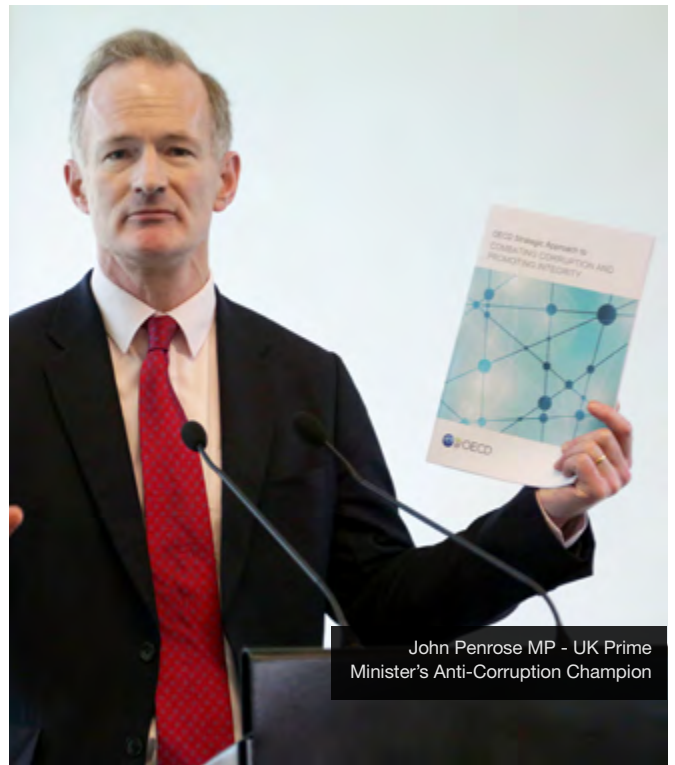
Simon Morton, Chief Operating Officer, UK Sport

The session on Integrity in Sports brought together representatives of international sport organisations, governments and intergovernmental organisations to discuss the different initiatives to address corruption and promote integrity in sport. Panellists highlighted the risks involved in the selection and organisation of major sporting events and debated measures to implement high standards of transparency and good governance, including measures to catalyse local development in host cities (e.g. London 2012 and Paris 2024 Summer Olympics), as highlighted in the forthcoming Recommendation of the Council on Global Events and Local Development. The session also underlined the need for a coordinated response from sports organisations and other key stakeholders to tackle corruption and promote integrity in sport, including through the multi-stakeholder International Partnership against Corruption in Sport (IPACS).

“ *L'argent public utilisé dans la lutte contre la corruption n'est pas une dépense mais un investissement.* ”

Robert Poëti, Minister for Integrity in Public Procurement and for Information Resources, Quebec, Canada

Local governance is prone to all kinds of integrity issues, from bribery in public procurement, to nepotism, and corruption in licensing and infrastructure projects. However, the proximity with citizens means that it is also at the local level where trust in public institutions is achieved and where leaders can make a visible difference in cultivating a culture of trust and integrity. **When the mayor said «start with me, investigate me» everybody understood that nobody was exempt from investigation**” said Shadrack Sibiyi, Group Head, Group Forensic and Investigation Services, Johannesburg, South Africa. Consensus emerged that complexity and local context needs to be taken into account, while avoiding binary conversations such as ‘national versus subnational’, or ‘corrupted versus not corrupted’. In order to successfully mitigate the risks, a systemic approach is needed, investing both in people and in systems. Pannellists and participants further underscored that digitalisation, citizen empowerment, and balancing prevention and enforcement strongly contribute to addressing corruption risks at the subnational level.



John Penrose MP - UK Prime Minister's Anti-Corruption Champion

Governance Gaps, Corruption and Illicit Trade

Panellists pointed to corruption as a facilitator of trafficking in humans and wildlife and illicit trade in counterfeit goods. Crimes like modern slavery, human trafficking and illegal trade in wildlife are low-risk, high reward business, in part because corruption shields criminals from effective law enforcement. While globalisation has vastly increased international trade and economic growth, massive trade volumes can also hide such illicit trade, especially through trade hubs where integrity is low and where corruption is rife. The [OECD Task Force on Countering Illicit Trade](#) has provided strong evidence to show the role of [Free Trade Zones](#) in the global market for counterfeits. Gaps in transparency, oversight and integrity enable criminal networks to operate with little or no regard for national laws. To combat this dark side of globalisation, panellists pointed to the need to build resilient public institutions with transparency and open access to information.

OECD Strategic Approach to Combating Corruption and Promoting Integrity

The launch of the [OECD Strategic Approach to Combating Corruption and Promoting Integrity](#) at the Forum provided an occasion to share the vision on how to make the OECD's anti-corruption and integrity policies more coherent, more globally relevant and impactful. The Strategic Approach aims to guide how the OECD can strengthen its work in this area by: i) strengthening the evidence-base on anti-corruption and integrity; (ii) more effectively breaking down siloes between areas of expertise; (iii) continuing to expand the global application and implementation of OECD standards; (iv) exploring the application of OECD standards at sub-national government and sectoral levels; and (v) strengthening engagement with non-government stakeholders.



Monique Villa - CEO, Thomson Reuters Foundation

*The **#trafficking** business is flourishing due to its high rewards low risk nature - a very organised **#crime** tackled in a very disorganised manner.*

@Monique_Villa @TR_Foundation #OECDintegrity



2018 OECD Integrity Week

The 2018 OECD Integrity Week brought together relevant policy communities for fostering synergies in a series of 19 events in parallel and back-to-back with the Forum, including the Working Party of Senior Public Integrity Officials (SPIO), the Working Party on State Ownership and Privatisation, the DAC Network on Governance (GovNet) Anti-Corruption Task Team, the Working Party for Public Employment and Management (PEM), the 3rd OECD Forum on Governance of Infrastructure, the inaugural meeting of the Auditors Alliance, regional anti-corruption networks (e.g. the MENA-OECD Working Group on Civil Service and Integrity and the MENA-OECD Business Integrity Network, and the OECD LAC event on Promoting Integrity and Strengthening Anti-Corruption Efforts in Latin America and the Caribbean), the OECD Anti-Corruption and Integrity Friends Group of Ambassadors (FACI), the Seminar on Organisational Ethics in International and National Civil Services, as well as academic networks.



Business Integrity

In a closed meeting, participants from public and private sectors explored what is needed to go beyond compliance and towards integrity in the private sector, and the role of government in incentivising these efforts.





The ship was built by volunteering boy and girl scouts from Harelbeke, Belgium, using 'pioneering techniques' with reusable wood.

“ Sail, sail thy best, ship of democracy, [...] With thee time voyages in trust, the antecedent nations sink or swim with thee.

Walt Whitman Poem – Song of democracy

The ship, a symbol of globalisation, is a reminder that globalisation began long ago with exploration and trade, with the search for new frontiers and with a hope for a better world. Sitting at the heart of the 2018 Forum, this vessel brought to mind the many challenges that may blow us off course, such as the current issues of illicit trade, policy capture and human trafficking. Indeed the line between explorer and exploiter, between sailor and pirate, between trader and trafficker has too often been crossed.

While setting the course for **Planet Integrity**, we are figuratively in the same boat – an encouraging reminder, that we need to work together as a committed and united crew, rowing together as one. For only then can we navigate these challenging waters and set sail towards new horizons, to chart a better, fairer world.

Youth ResearchEdge

To bridge the gap between academic research and policy making and to provide a platform for young researchers to present insights and evidence, 18 young academics were selected via a competitive call for papers and presented their innovative findings and insights on integrity and anti-corruption through poster presentations and interactive research pitch sessions.



Stefan Mbiyavanga & David Mühlemann - ResearchEdge
Winners from University of Basel present their paper
“Natural Resources and Money Laundering”

Many thanks to



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