



MANAGING CONFLICTS OF INTEREST

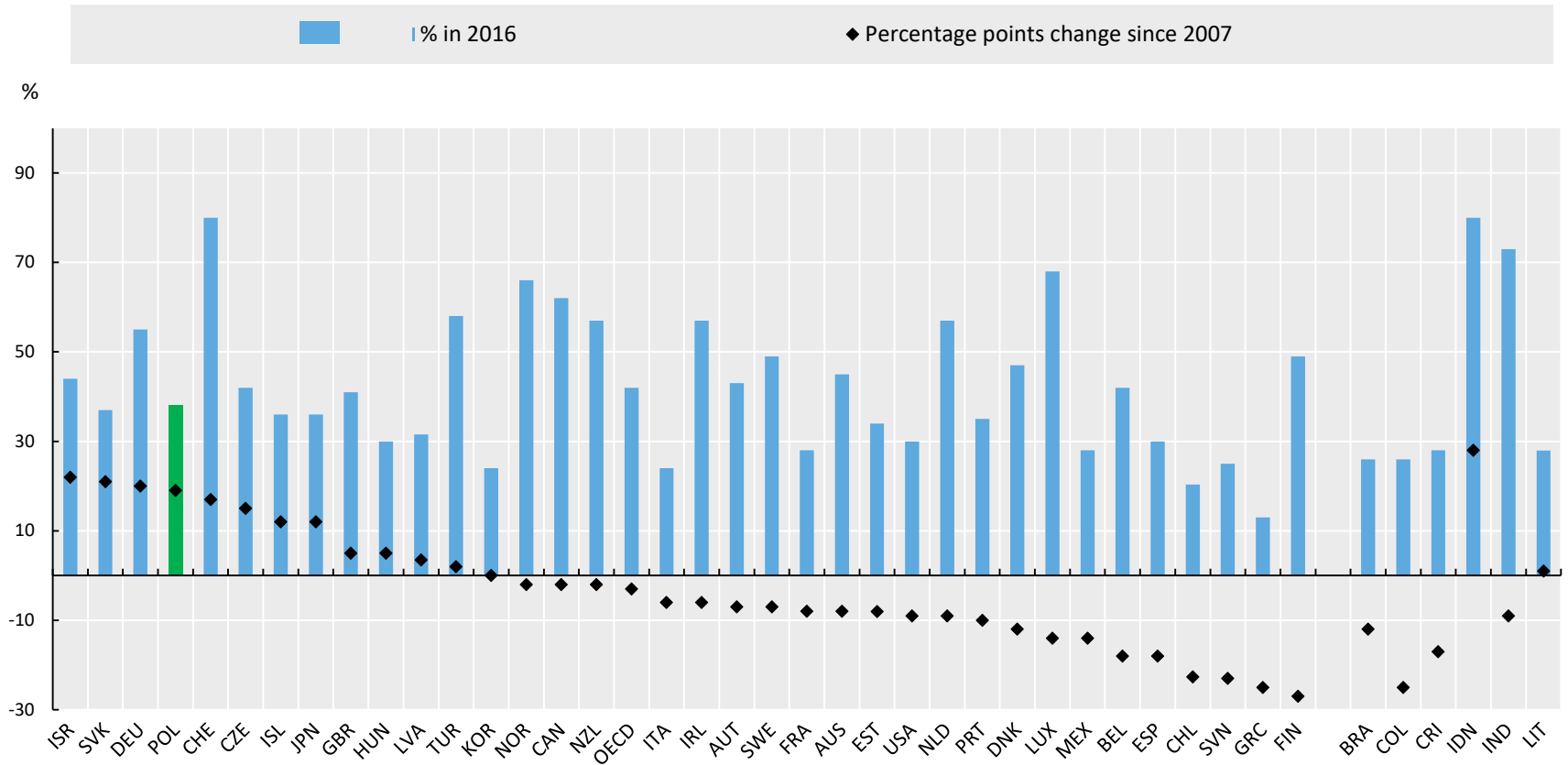
Felicitas Neuhaus
Public Sector Integrity Division
Public Governance Directorate, OECD

Felicitas.neuhaus@oecd.org

Open-ended Intergovernmental Working Group on Prevention – Ninth
Intersessional Meeting



Less than half of OECD countries' citizens trust their national government...



Source: OECD (2017), *Government at a Glance 2017*, OECD Publishing, Paris, http://dx.doi.org/10.1787/gov_glance-2017-en.



A modern and holistic approach to managing conflict of interest



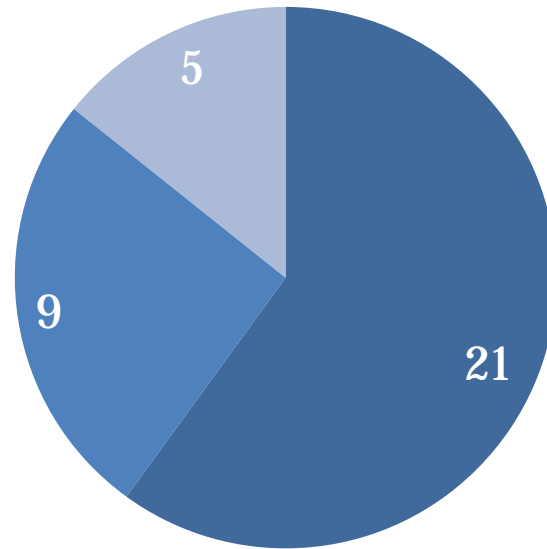


SYSTEMS AND STANDARDS



Clear institutional responsibilities for Conflict of Interest policies

Shared vs. single-institution responsibility for Conflict of Interest policies

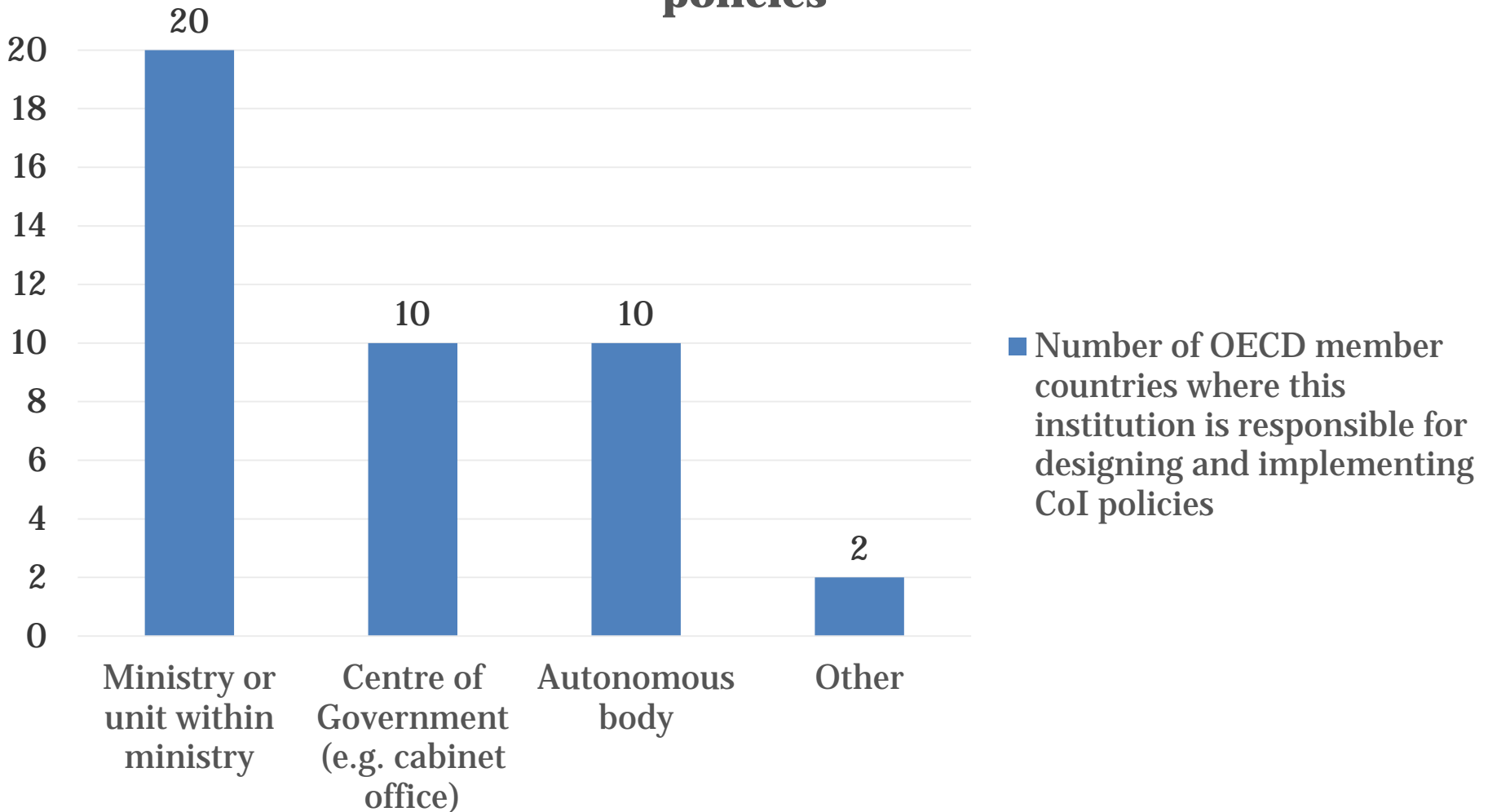


- Number of OECD countries where CoI policy is the sole responsibility of one institution
- Number of OECD countries where responsibility for CoI policy is shared between several institutions
- Missing data



Clear institutional responsibilities for Conflict of Interest policies

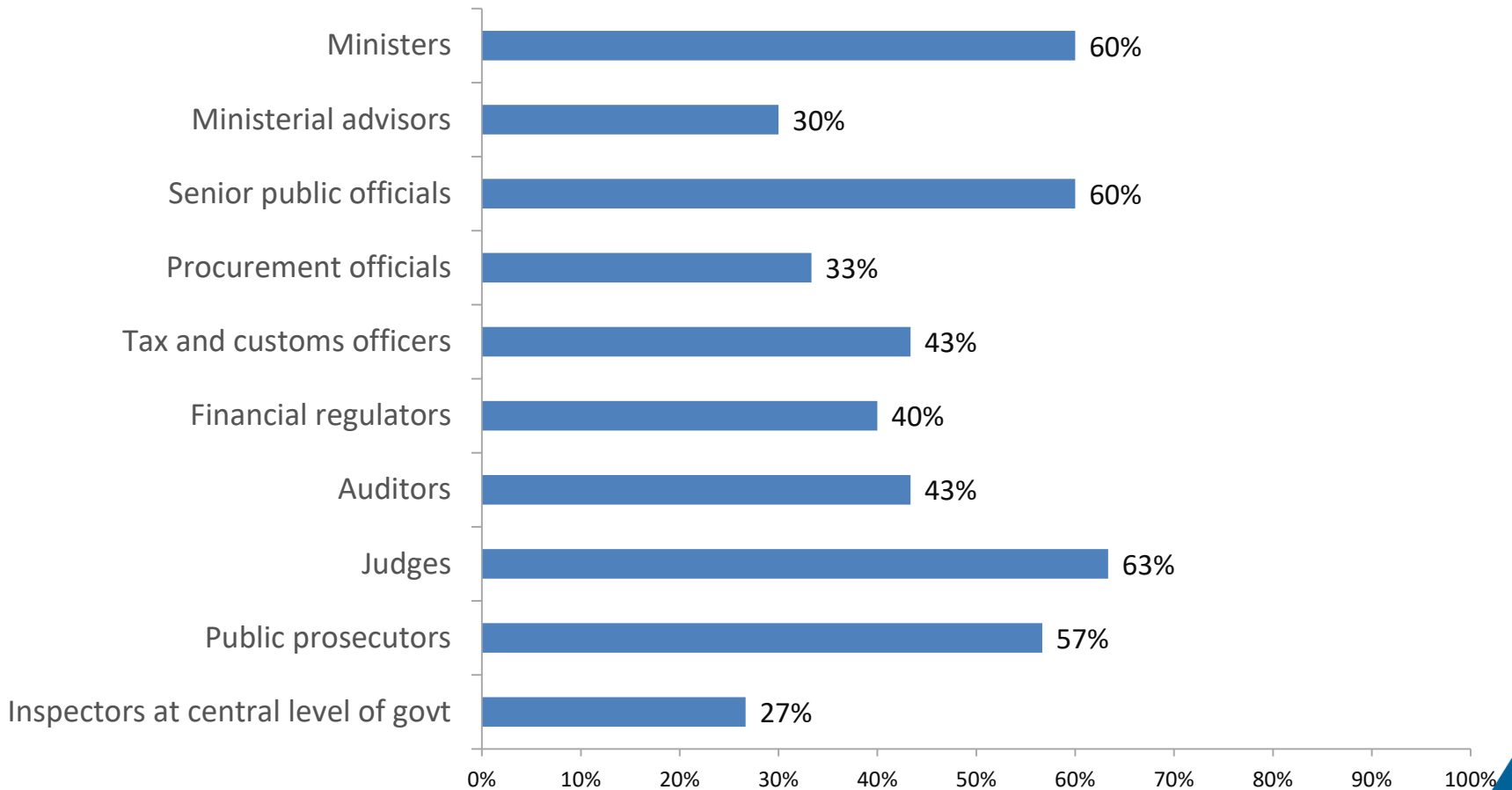
Designing and implementing Conflict of Interest policies





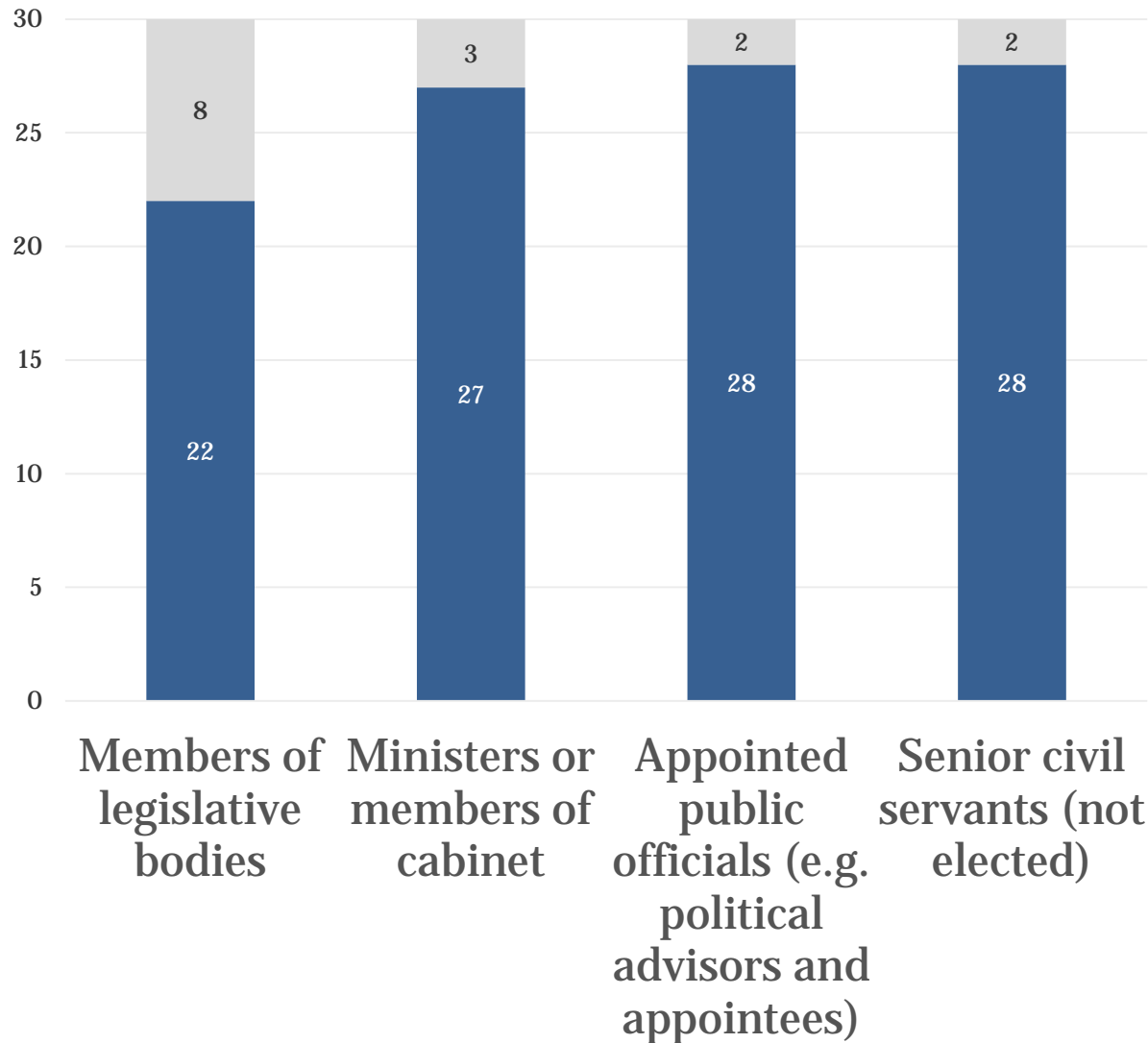
Specific standards

Are there specific conflict-of-interest policies in place for specific types of public officials according to the nature of their work?





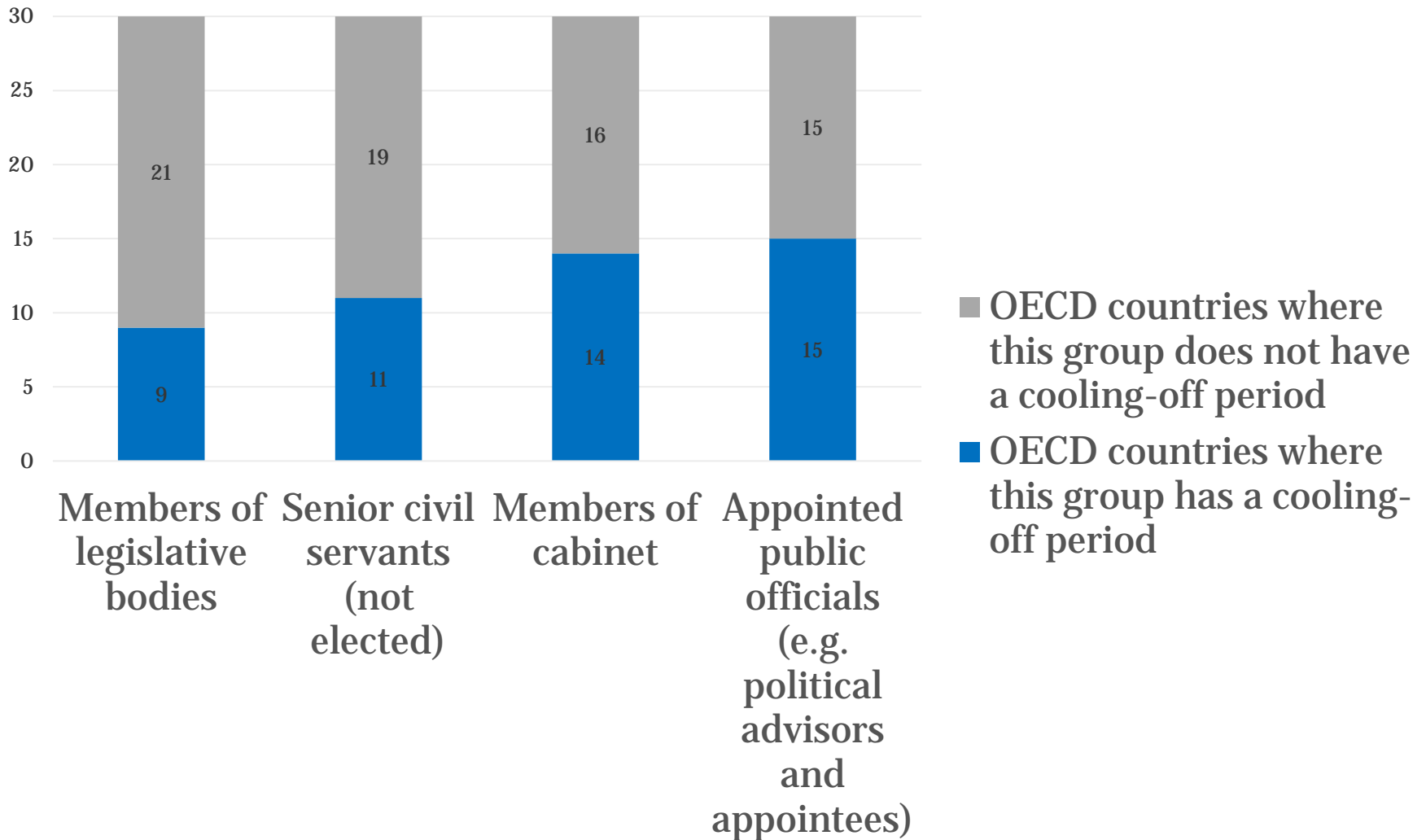
Specific standards



- OECD countries where no or only general conflict of interest regulation apply to this group
- OECD countries with specific conflict of interest regulation for this group



Regulation on post-public employment





ENABLING EFFECTIVE ACCOUNTABILITY

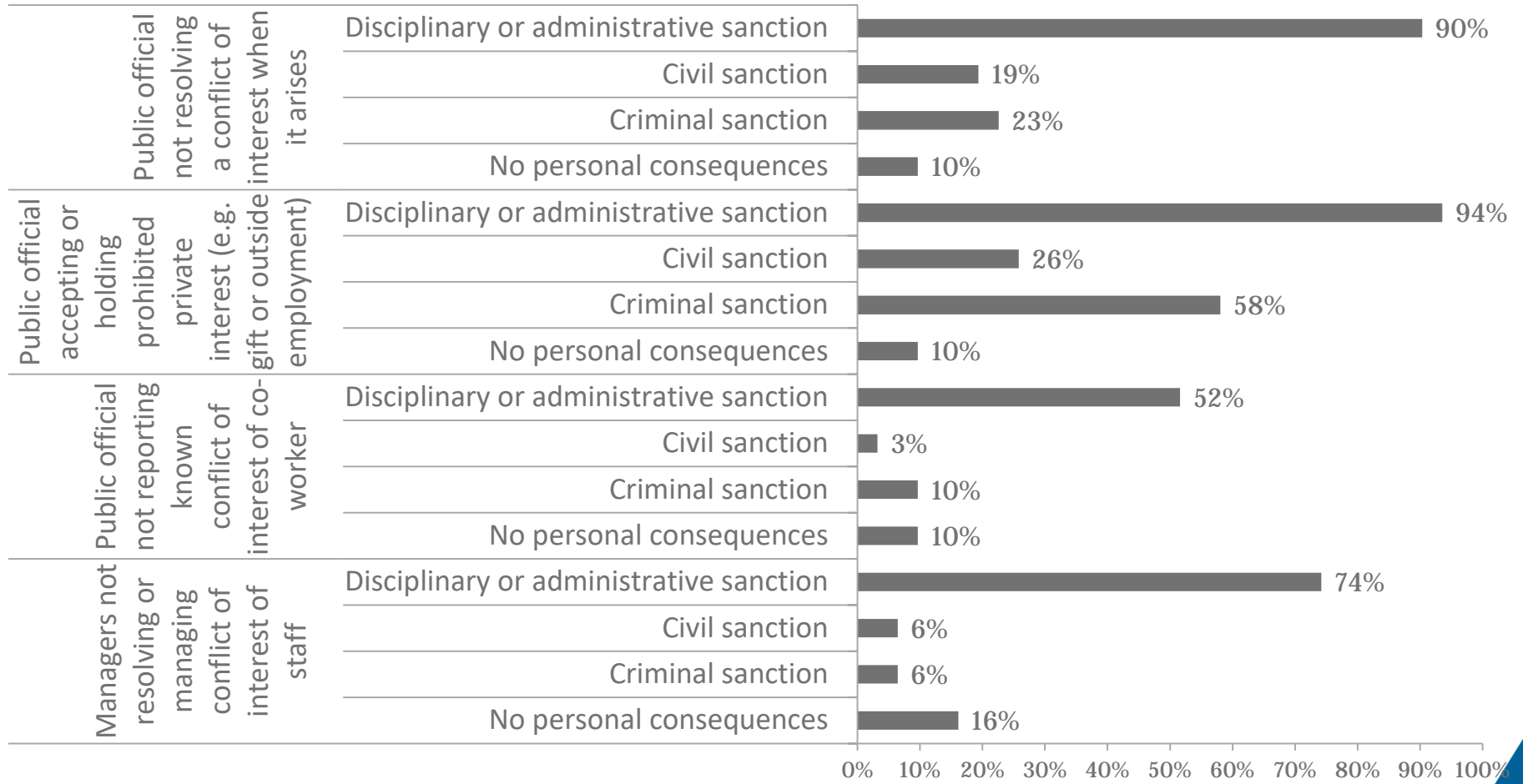


Enforcing conflict of interest regulations

- To guarantee compliance with the Conflict of Interest policy an effective enforcement mechanism is needed
- Consequences can be:
 - Personal: Disciplinary or Criminal Prosecution
 - Management: advice or cancellation of affected decision



Type of Sanctions





FOSTERING A CULTURE OF INTEGRITY



Behavioural insights for the management of Conflict of Interest

4 BEHAVIOURAL INSIGHTS FOR PUBLIC INTEGRITY

INTEGRITY
DEPENDS ON



**PEOPLE'S
CHOICE**

Integrity policies need to take behaviour into account.

IT IS NOT
ALL ABOUT



**CONTROL AND
ENFORCEMENT**

Over-strict control demotivates. Trust is more effective.

THERE
ARE



**NO ETHICAL
SUPERHUMANS**

There are hundreds of ways for morals to slip your mind when taking a decision.

GUILT IS
SMALLER WITH



**DIFFUSED
RESPONSIBILITY**

Shared decisions and disclosed information do not guarantee ethical choices.



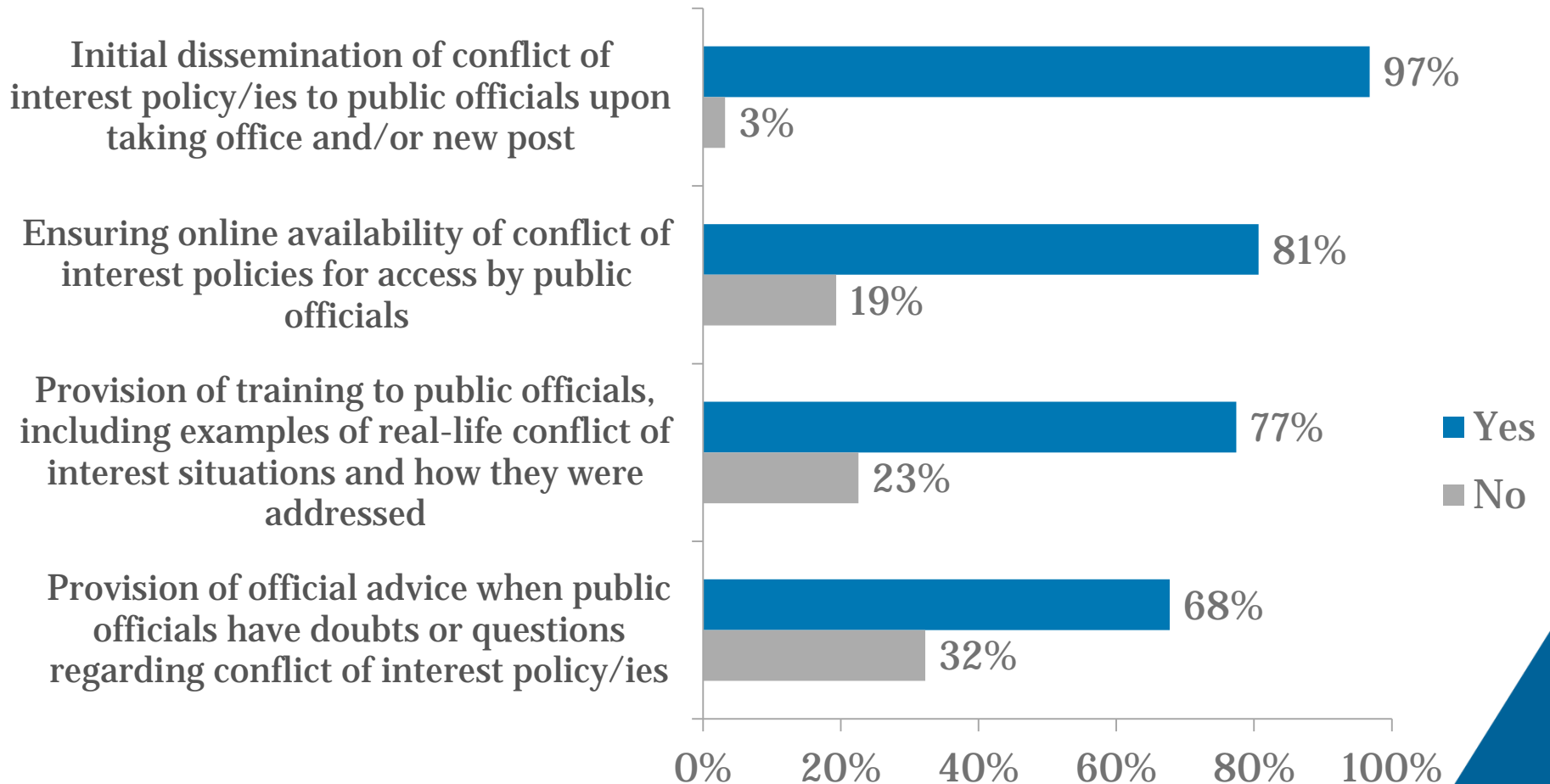
Creating an open organisational culture

- Promote the pro-active identification and management of conflict-of-interest situations on an ad-hoc basis
- Nurture a culture in which public officials can seek guidance and advice without fear of reprisal from senior public officials
- By setting the example, senior public officials create a culture of integrity in which corruption and fraud are considered unacceptable



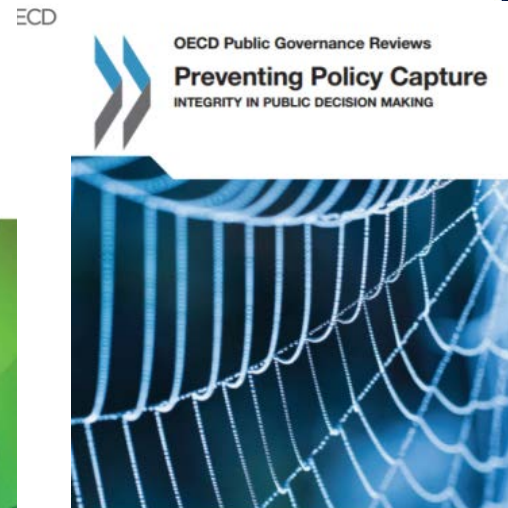
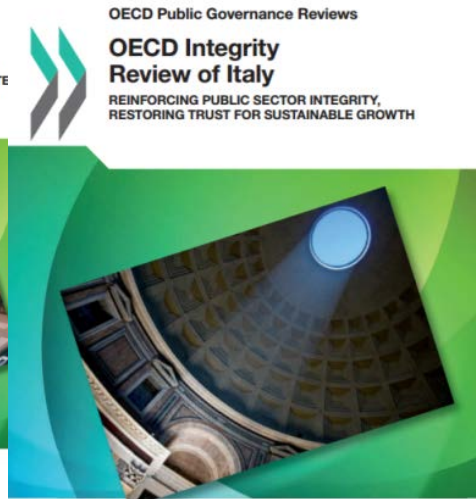
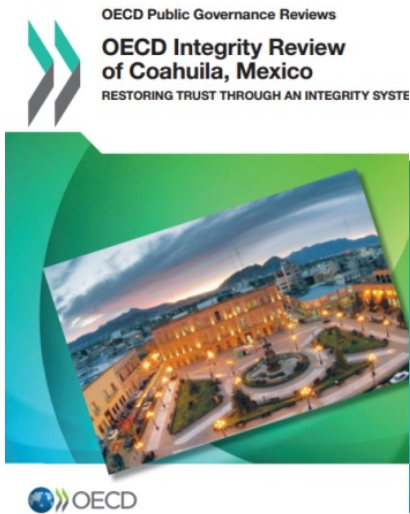
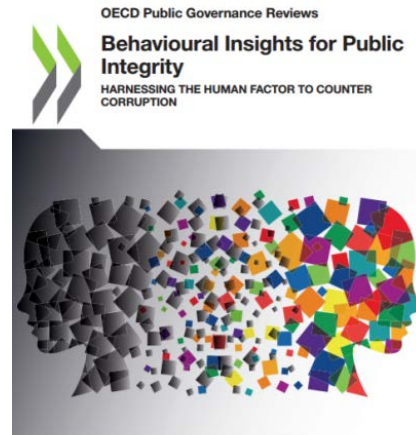
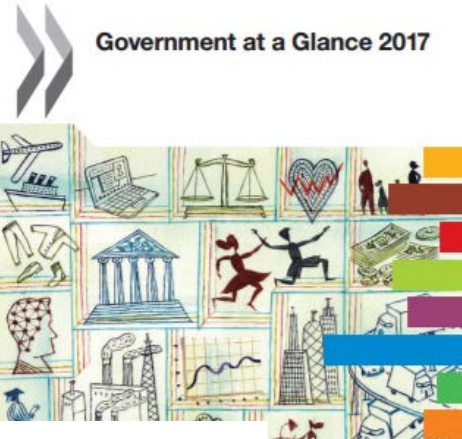
Raising awareness, building capacity and commitment:

What initiatives are carried out in practice in order to raise awareness and enhance understanding of the conflict of interest policy/ies?





Relevant OECD Publications





THANK YOU

Felicitas.neuhaus@oecd.org