AGENDA

IN THE PUBLIC INTEREST: TAKING INTEGRITY TO HIGHER STANDARDS

30-31 March 2017 - Paris, France
Thursday 30 March

08:00  Registration and Welcome Coffee

08:30-09:30  1 Opening of Exhibition: “Corruption - The Elephant in the Room?”  Room 1

09:30-10:15  2 Opening Remarks  Room 1

10:15-11:30  3 High-Level Panel: Inequality, Exclusion, Disillusionment: The Real Cost of Corruption  Room 1

12:00-13:30  (Lunch box provided)

14:00-15:30  4 (Re-)Gaining Public Trust through Integrity  Room 1

14:00-15:30  5 Integrity in Climate Finance  Room 2

14:00-15:30  6 Corporate Liability for Corruption and other Economic Crimes  Room 5

16:00-17:30  7 Beyond Cases and Open Data: Towards a Culture of Integrity  Room 1

16:00-17:30  8 Integrity Matters to Wildlife  Room 2

16:00-17:30  9 Anti-Corruption in Development Co-operation  Room 5

17:30-19:30  10 Benefits for Friends? Preventing Policy Capture & Promoting the Public Interest in Policy Making  Room 1

17:30-19:30  11 Networking Reception  Hosted by the UK  Buffet du Parc

Use the reference number to find more information on the session and speakers
Friday 31 March

08:30
Registration and Welcome Coffee

09:00-10:30
12 Doing Well by Going Good – Engaging Government Through Corporate Due Diligence for Responsible Business Conduct

13 Countering Bribery and Terrorism: The Pivotal Role of Export Controls

Room 1
Room 2

11:00-12:30
14 Restoring Trust in the Tax System: Ensuring Everyone Pays their Fair Share

15 State-owned Enterprises in the Marketplace: How to Avoid Corrupt Practices

16 Does Legal Mean Ethical? From “Enablers of Corruption” to Advocates of Integrity

Room 1
Room 2
Room 5

13:00-14:30
17 A Bridge or a Tunnel? Preventing Corruption in Infrastructure

18 Independence for Regulators, Competition Authorities and Supreme Audit Institutions

19 Anti-Corruption Strategies for Small and Medium-sized Enterprises

Room 1
Room 2
Room 5

15:00-16:30
20 High-Level Panel: Equality, Inclusion, Trust: The Real Value of Integrity

Room 1

16:30-16:45
21 Concluding Remarks by Mari Kiviniemi, Deputy Secretary-General, OECD

Room 1

Look at the evidence: ResearchEdge Poster Presentations

Discover the innovative research posters which showcase exciting findings on integrity and anti-corruption. This series of poster presentations results from a competitive Call for Papers held by the OECD. Come and discuss the various topics directly with the authors during the networking breaks. See the full list of topics and authors at the end of this document.

This agenda is available online at oe.cd/1N6
Raising integrity and anti-corruption standards in government, business and society is more important than ever. Many countries worldwide currently face socio-economic and political challenges which are fuelled by corruption. Abuse of office, fraud, undue influence and corrupt decisions contribute to a broken relationship between government and citizens, widening equality gaps, undermining trust, and political polarisation.

Populism is re-emerging and the public sentiment runs deep. The general population’s trust in government, business, civil society organisations, and media has declined broadly worldwide¹, and a yawning trust gap is emerging between the elite and general populations². Moreover, corruption is now being reported as the number one concern by citizens, causing more concern than globalisation or migration.

**Concerns Have Become Fears**

- **Corruption**
  - 69% Concerned
  - 40% Fearful
  - Wide spread corruption
  - Compromising the safety of our citizens
  - Makes it difficult to institute the changes necessary to solve our problems

- **Globalisation**
  - 62% Concerned
  - 27% Fearful
  - Protect our jobs from foreign competition
  - Foreign companies/influence damaging our economy/national culture
  - Foreign corporations favor their home country
  - Most countries cannot be trusted to engage in fair trade practices

- **Eroding Social Values**
  - 56% Concerned
  - 25% Fearful
  - Values that made this country great are disappearing
  - Society changing too quickly and not in ways that benefit people like me

- **Immigration**
  - 55% Concerned
  - 28% Fearful
  - Influx of people from other countries damaging our economy and national culture
  - Foreign corporations favor their home country
  - Most countries cannot be trusted to engage in fair trade practices

- **Pace of Innovation**
  - 51% Concerned
  - 22% Fearful
  - Technological innovations happening too quickly and leading to changes not good for people like me

With the erosion of trust, the majority of citizens now lack belief that the overall system is working for them. Over half of the global population share the belief that their country’s government is either largely or entirely run by a few big interests acting in their own best interests\(^3\).

Within this debate, one factor figuring as the metaphorical elephant in the room deserves particular attention: corruption and the capture of public policies by special interest groups. There is increasing evidence that voters feel disillusioned about political integrity and the intertwining of elite networks across sectors in society. Indeed, less visible but equally or more harmful than corruption scandals is the influence of narrow interests on public decision making for their own profit. Lobbyists walk a thin line between sharing information, agenda setting and undue influence. Special interest groups inform and influence lawmakers who, in response, sometimes tweak laws, policies and regulations, for example through formal advisory boards and informal networks. Rules for the financing of political parties and electoral campaigns can be stretched and bent, which contributes to the erosion of the already alarmingly low trust levels in government and public institutions. Similarly, leaks on offshore tax evasion or former public officials taking up lucrative posts and board memberships in banks and multinationals have dented the reputation of elected politicians, established firms and respected countries.

---

Policy Capture Impedes Inclusive Economic Growth, and Amplifies Inequality and Political Polarisation

Undue influence of narrow interests undermines policy making cycle in various areas, such as revenue collection, public investments and infrastructure. Economic growth is at stake and the toll on society is significant. The close ties between the government, financial regulators and the financial sector, exemplified by “revolving doors”, have been widely linked to the 2008 financial and economic crisis. Moreover, ill-inspired filibustering unnecessarily delays policy reforms on tax, trade or market liberalisation. Biased policy decisions may greatly affect trade restrictions that modify the outlook of an entire sector or industry, and can hinder the diffusion of new technologies or the chances of new industry players. Corruption also leads directly to the misallocation of resources in government spending. Favouritism and bribery in public procurement creates unequal access to government contracts, which distorts competition and market access, and raises prices.

Small and medium-sized enterprises (SMEs), which are key drivers of growth and innovation, are particularly vulnerable, as they do not have the advantages of scale that allow them to bargain with governments over tax rates, pay an army of counsellors or accountants for optimising corporate vehicles, or set up a public affairs department. In contrast, large companies may have a stronger capacity to install compliance systems, which can be considered in cases of possible prosecution for the violation of the law, including domestic or foreign bribery offences, whereas SMEs may struggle to implement and enforce such measures or programmes.

Moreover, state-owned enterprises (SOEs) are particularly exposed to integrity risks, due to their proximity to the centres of political power. A 2014 OECD study of transnational bribery enforcement actions finds that nearly a third of all bribery cases involved the bribery of SOE employees, while 80% of the value of all bribes was paid to SOE employees.4

---

5 Transparency International (2011) Bribe Payers Index
These cases related to “incoming bribery”, where SOE officials were receiving unsolicited bribes. The boards of the SOEs implicated in many of these cases were rendered relatively powerless as a result of undue government interference in the SOEs’ management and operations. Many SOEs also operate in industries with a high corruption risk related to particularly large procurements, such as those for hydrocarbons, electricity, transportation, telecommunications, and, in some countries, financial services. The OECD Working Group on Bribery’s recent study The Liability of Legal Persons for Foreign Bribery: A Stocktaking Report of corporate liability – that is, legal systems that allow organisations and not just individuals to be subject to law enforcement actions – shows that countries are now in a much better position to pursue SOEs for unlawful behaviour. A broader set of corruption-related issues, including graft and abuse of trust, can be addressed through the implementation of the OECD Guidelines of Corporate Governance of State-Owned Enterprises.

The social and political impacts of policy capture are also concerning. As a result of corruption and other integrity violations, mechanisms of accumulated advantages are triggered, contributing to an increasingly unequal society. Being close to decision-makers in politics and public administration can be a valuable asset; however, problems arise when different interest groups do not wield the same power or have access to the same opportunities to influence policy-making. This in turn can lead to perpetuating and exacerbating socio-economic inequalities that further foster the perception of politics as unfair or illegitimate.

Specific corruption-related risk areas include infrastructure, wildlife, climate finance and terrorism. Infrastructure projects are exposed to high risk for capture and collusion, jeopardising the return on public investments and the benefits of infrastructure projects for citizens and economies. The large sums of money, the complexity of the projects in terms of stages and stakeholders, and the extent of discretion by politicians and public officials over investment decisions, make these projects susceptible to undue influence. Pressure by vested interests may result in negative returns of productivity or excessive infrastructure, resulting in the creation of “white elephant” projects. This has a visible negative impact on citizens. At a global level, a country with high levels of corruption tends to invest less in education and health systems and more in prestigious infrastructure projects that do not always have obvious benefits for society.

Corruption is also a pervasive enabler of illegal trade in wildlife and illegal fishing, which account for billions every year in illicit revenues. These sectors of the global illicit trade have serious implications for national income from reduced fees and taxes, as well as implications for employment and food security. The losses disproportionately affect developing and least developed countries, particularly in sub-Saharan and East Africa where the future of tourism revenues are threatened. Poaching and illegal fishing practices represent one of the most serious threats to the global ecological heritage and sustainability of countless species. Corruption is a catalyst of the illegal wildlife trade, whose clandestine nature often involves collusion between trafficking rings and public officials at various levels of government and across international supply chains. Moreover, the illegal trade in natural living resources is directly linked to corruption and other related crimes including financial and tax crimes and document fraud. Therefore, addressing corruption linked to the illegal wildlife trade has been recognised as a priority for the G20.

A third risk area is climate finance. As noted at the COP 21 debate on integrity in climate finance, limiting climate change to well below 2°C requires a major shift in investment patterns towards low-carbon, climate-resilient options. Therefore, climate finance is critical to shifting and leveraging public and private investment toward achieving the 2015 Paris climate targets. Yet, risks of corruption, collusion and fraud in climate finance continue to undermine these goals slowing the transition to sustainable, low carbon development. Such risks disturb level playing fields and escalate costs, deterring sustainable investments in key sectors such as energy, transportation and infrastructure. Increased costs often have an impact on the ability of consumers and local communities to afford goods and services and impede equitable access to clean energy and transportation alternatives.

Moreover, corruption is rightly seen as a major factor that undermines world peace and stability. From petty corruption of low-ranking officials to bribery of leading politicians, corruption not only weakens a state, it also exposes its territory and that of others to terrorist activities by weakening the capacity to defend citizens and national interests. Terrorist groups have developed the ability to identify and exploit weak or poorly-enforced export controls in supplier states and weak or poorly enforced anti-bribery regimes which allow them to avoid export controls. Export controls are essential for limiting the ability of unauthorised users to obtain equipment, materials or technologies (whether nuclear or not) which risk being used for illegal purposes, including terrorism, or to get access to profitable sources of financing for terrorism. In particular, with respect to the cross-border smuggling of nuclear components, corruption has been identified as the primary tool that criminals use to solicit help from officials. A global and coordinated approach by government, business and international standard setters is needed.

---

10 OECD (2016) Terrorism, Corruption and the Criminal Exploitation of Natural Resources
Many of the integrity issues are broader than strict legal violations of corruption offences, and therefore a whole-of-society policy response is needed to effectively combat corruption and promote integrity. Recent corruption scandals have shown that responding to breaches of integrity on a case-by-case basis or with rigid compliance frameworks is not enough to effectively prevent corruption.

Building on two decades of OECD experience in integrity risks, the new **OECD Recommendation on Public Integrity** presents a blueprint for a holistic approach to boost integrity in government and society. It shifts the focus from ad hoc integrity policies to a comprehensive, risk-based approach with an emphasis on cultivating a culture of integrity in government—including all branches and levels—and across society.

The Recommendation sets new integrity benchmarks and invites countries to strengthen efforts around three pillars: system, culture and accountability. The Recommendation advocates for a coherent and comprehensive integrity system, where top-level management demonstrate commitment for integrity, public sector organisations coordinate with each other through clear and well-defined responsibilities, and where data and indicators are leveraged to inform and update integrity standards. It also calls for the mobilisation of multi-stakeholder efforts for upholding shared roles and responsibilities for public integrity—going beyond just the public sector and involving the private sector and citizens. Moreover, the Recommendation advocates for effective accountability that is built on risk-based controls and assigns real responsibility for integrity violations. It also promotes transparency and open government, as was highlighted during the **OECD Global Forum on Public Governance**, and active participation by civil society in the public decision-making process.
Conclusion

Ahead of the upcoming G20 Summit in Hamburg, the international community has recognised the harmful effects of corruption. Multilateral fora are stepping up their efforts and commitment to restore trust, address threats to globalisation, and raise integrity standards in the public sector, private sector and society. The international community is also regularly re-affirming its commitment to fully implement the existing international treaties against corruption and transnational bribery.

Committed to a global economy with values of inclusion, equality and trust, the OECD will continue to support governments and stakeholders in raising integrity standards and implementing anti-bribery regimes. The OECD acts as a forum where the global community can share evidence, monitor implementation of standards, exchange integrity practices and insights, and promote better policies for better lives. And always: in the public interest.
Thursday 30 March

1. Opening of Exhibition: “Corruption - The Elephant in the Room?”
   Thursday, 30 March
   08:30-09:30 - Conference Centre Hall

2. Opening Remarks by Angel Gurría, Secretary-General, OECD
   Remarks by Robert Fico, Prime Minister, Slovak Republic
   Remarks by Professor Yemi Osinbajo, Vice President, Nigeria
   Handover of the Report of the High-Level Advisory Group on Anti-Corruption and Integrity to the OECD Secretary-General
   Thursday, 30 March
   09:30-10:15 - Room 1

   Angel Gurría, Secretary-General, OECD
   Robert Fico, Prime Minister, Slovak Republic
   Professor Yemi Osinbajo, Vice President, Nigeria

3. High-Level Panel:
   Inequality, Exclusion, Disillusionment: The Real Cost of Corruption
   Thursday, 30 March
   10:15-11:30 - Room 1

   Many countries worldwide face socio-economic and political challenges which are fuelled by corruption. Abuse of office and undue influence contribute to a broken relationship between government and citizens, widening equality gaps and political polarisation. Trust in government, business, NGOs, and media has declined broadly worldwide, and a yawning trust gap is emerging between the elite and mass populations. Against this backdrop, the high-level panel will look at the costs of corruption in terms of equality, inclusion and trust, and will reflect on the effects on social, economic and democratic processes. Solutions to these challenges will be explored and examined, with a particular focus on building a culture of integrity in government, private sector and society at large.

   Arely Gómez González, Minister of Public Administration, Mexico
   Adrian Lovett, Chief Executive Officer (interim), ONE
   Klaus Moosmayer, Chief Compliance Officer, Siemens AG, Chair of the B20 Cross-Thematic Group on Responsible Business Conduct & Anti-Corruption, and Business at OECD (BIAC) Anti-Corruption Task Force Chair
   Douglas Frantz, Deputy Secretary-General, OECD
Trust is at the heart of every economic and social activity. Trust reduces transaction costs. It serves as an essential ingredient for creating new forms of cooperation and thereby benefits business and society as a whole. Furthermore, trust in organizations is critical to ensuring legitimacy and good governance. However, studies show that trust in government and business has been eroding over the last decades. While the reasons for these developments are complex and multifaceted, corruption is certainly part of the puzzle.

Issues such as large-scale bribery, political corruption, cartels and tax evasion schemes feed into the mistrust of the public towards elites, governmental institutions and corporations. Recent revelations such as the Panama Papers and “Operação Lava Jato” are cases in point. While the public and the private sector are stepping up efforts, there is still a gap between commitment and implementation. This panel will debate how corruption affects trust on different levels such as among employees, partners, customers and the general public.
Climate finance is critical to shifting and leveraging public and private investment toward achieving the 2015 Paris climate targets, aiding sustainable development and growth. Yet, risks of corruption and fraud continue to undermine these goals by disturbing level playing fields, deterring sustainable investments in key sectors such as energy and transportation and ultimately escalating economy-wide costs and impacting adversely on the consumers’ equitable access to safe alternative technologies and goods.

As significant conduits of climate finance, multilateral trust funds play critical roles in ensuring that money flows are transparent and accountable and that spending is effective, efficient and not wasted or abused - to achieve and accelerate optimum adaptation and mitigation outcomes. They contribute to strengthening the governance of financial intermediaries and recipient country institutions. This panel aims to discuss and recommend key strategies for raising the bar and strengthening policies and practices to mitigate the most critical corruption risks to decarbonising economies.

Organised by Transparency International, Green Climate Fund, Global Environment Facility
Corporate liability for foreign bribery and other economic offences is a key feature of the emerging legal infrastructure for the global economy. Without it, governments face a losing battle in the fight against complex, multi-jurisdictional economic crimes. Corporate liability is important because it casts business organisations as subjects of the law enforcement process. At its most basic level, it ensures that companies can be held liable for certain types of wrongdoing in addition to, or independently from, the individuals (e.g. officers, employees or agents) who were involved in the offence. Furthermore, some corporate liability frameworks create additional incentives that induce companies to have effective compliance programs, to self-report crimes and to cooperate in the law enforcement process, in order to enhance the detection, prevention, investigation and resolution of cases of foreign bribery. Corporate liability systems raise a number of important legal, economic and societal issues. This session will explore these issues. Relations with the Panama papers will also be discussed.

Christian Dargham, Partner, Norton Rose Fulbright
Louise Delahunty, Partner, Cooley (UK) LLP
Brooks Hickman, Anti-corruption Analyst, OECD Anti-Corruption Division
Heiko Willems, Head of Law, Competition and Consumer Policy German Federation of Industries
Mark Pieth, Professor of Criminal Law, Basel Institute on Governance

The Liability of Legal Persons for Foreign Bribery: A Stocktaking Report

The liability of legal persons is a key feature of the emerging legal infrastructure for the global economy. Without it, governments face a losing battle in the fight against foreign bribery and other complex economic crimes. For many jurisdictions, corporate liability for corruption offences has only come into existence in the 17 years since the entry into force of the OECD Anti-Bribery Convention. This report presents a chronology and a “mapping” of the features of the systems for liability of legal persons found in the 41 Parties to the OECD Anti-Bribery Convention.

Read the report at: www.oecd.org/corruption/liability-of-legal-persons-for-foreign-bribery-stocktaking-report.htm

More information:
- OECD work on anti-corruption: www.oecd.org/corruption
Raising integrity standards in government, business and society is more needed than ever. Recent corruption scandals have shown that responding to breaches of integrity on a case by case basis is not an effective approach to rooting out corruption. Strictly legalistic or formalistic measures are not effectively preventing corruption cases either. Moreover, while accessible government data and public sector transparency have contributed to government openness, more is needed to reap the benefits in terms of integrity, trust and accountability. In response to these challenges, the OECD recently developed a blueprint for a public integrity strategy, shifting the focus from ad-hoc integrity policies to a comprehensive, risk-based approach with an emphasis on cultivating a culture of integrity across different levels of government and across the whole of society. This session aims at providing new insights to the debate on accountability and public integrity, by sharing innovative practices on how to cultivate a culture of integrity in government, the business community and society as a whole.

More information:

Co-organised by Integrity Action & the OECD
Wildlife resources are invaluable to inclusive, sustainable development and to achievement of the UN 2030 Agenda for Sustainable Development. The current stock of wildlife on land and at sea supports countless livelihoods and industries that include tourism and fisheries. But the total stock of natural living resources has been dwindling in part due to the growth in wildlife crime. Illegal trade in wildlife and illegal fishing are low risk and high reward sectors for traffickers, generating billions in illicit revenues every year. Poaching and illegal fishing are amongst the most important threats to the global ecological heritage and sustainable development.

This session will focus on corruption as a pervasive enabler of the illegal wildlife trade. It will discuss the role of international initiatives in fostering good governance measures that deter corruption and partnerships needed to apprehend and prosecute corrupt public officials who enable poaching, wildlife trafficking and fisheries crime.

Co-organised by Fisheries Transparency Initiative / Humboldt-Viadrina Governance Platform, World Wide Fund for Nature & the OECD Task Force on Countering Illicit Trade
9. Anti-Corruption in Development Co-operation

Thursday, 30 March
14:00-15:30 - Room 5

Corruption threatens development goals and international Development Agencies have a common interest in mitigating the risks of corruption in development policy and practice. Following the adoption of the OECD Recommendation for Development Co-operation Actors on Managing the Risks of Corruption, this Session will discuss its implementation, and related implications for development actors. The session will focus on two emerging issues: i) lessons learned about risk analysis and mitigation approaches in development practice, in response to the Recommendation's call to integrate active and systematic assessment and management of corruption risks; and ii) the role of Development Agencies in identifying corrupt corporate behaviour and in supporting redress to the victims of corruption in developing countries through a safe, fair and transparent process.

Co-organised by U4 and the OECD

Recommendation of the Council for Development Co-operation Actors on Managing the Risk of Corruption

Launched on International Anti-Corruption Day 2016, the OECD Recommendation for Development Co-operation Actors on Managing Risks of Corruption calls on countries to create or improve systems for avoiding and responding to corrupt practices in the management and delivery of aid by development agencies and private firms. Anti-corruption systems should include codes of ethics, whistleblowing mechanisms, financial controls and sanctions for misconduct, among other elements. The new guidance responds to calls for more effective responses from international development agencies to cases of corruption involving aid.

OECD work on the topic:


Co-organised by U4 and the OECD
Increasing evidence shows that citizens feel disillusioned about the intertwining of elite networks across sectors in society, and they lack full belief that the overall system is working for them. The influence of special interests on public decision making can be harmful, not only for the specific policy measures as such, but also for the credibility of democratic institutions as a whole. Lobbyists walk the thin line between information sharing, agenda setting and undue influence. Special interest groups inform, influence and sometimes tweak laws, policies and regulations through formal advisory boards and informal networks. Rules for the financing of political parties and electoral campaigns can get stretched and bended, which questions not only the intentions and integrity of those involved, but also contributes to the erosion of the already alarming trust levels in government and public institutions. This session will explore strategies to prevent the capture of public policies by special interests and how to maximise the public interest in policy making.

Stelios Fazakis, Head of the Office of the Secretary General, Secretary General against Corruption, Greece

Daniel Freund, Head of Advocacy, EU Integrity, Transparency International

Marc Le Menestrel, Visiting Professor of Ethics, INSEAD

Bogdan Stan, President, National Integrity Agency, Romania

Anne-Christine Wegener, Anti-Corruption Analyst, Author

Axel Threlfall, Editor-at-large, Reuters

Preventing Policy Capture: Integrity in Public Decision Making

This report exposes how “policy capture”, where public decisions over policies are consistently or repeatedly directed away from the public interest towards a specific interest, can exacerbate inequalities and undermine democratic values, economic growth and trust in government. It maps out the different mechanisms and risks of policy capture, and provides guidance for policy makers on how to mitigate these risks through four complementary strategies: engaging stakeholders with diverging interests; ensuring transparency and access to information; promoting accountability; and identifying and mitigating the risk of capture through organisational integrity policies. Read the report at: www.oecd.org/gov/ethics/policy-capture-report.htm

OECD work on the topic:
www.oecd.org/gov/ethics
www.oecd.org/corruption
12. Doing Well by Going Good
Engaging Government Through Corporate Due Diligence for Responsible Business Conduct

Friday, 31 March
09:00-10:30 - Room 1

This session will explore how companies can engage governments to actively prevent and mitigate adverse impacts related to their operations or supply chains on matters related to human and labour rights, the environment and corruption. Panellists from the government, the private sector, workers and civil society will provide their unique perspectives and discuss their experiences in such engagement. This session will explore good practices in corporate engagement with governments, for example, to support changes in legal frameworks, enhance government supervision and monitoring, or use market based mechanisms as a means to drive improvements that aim to prevent or mitigate harms associated with their activities and suppliers in the long term.

OECD resources on responsible business conduct (RBC):

- OECD Guidelines for Multinational Enterprises
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas
- OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector
- OECD-FAO Guidance for Responsible Agricultural Supply Chains
- OECD Due Diligence Guidance for Meaningful Stakeholder Engagement in the Extractive Sector
Export controls are essential to limit the ability of unauthorised users to obtain equipment, materials or technologies which could be used for both perpetrating terrorist acts or to finance terrorism; however such controls are vulnerable to foreign bribery. The implementation of the OECD Anti-bribery Convention is therefore an integral part of an effective export control regime. This session will examine what governments are doing and what they could do better to minimise the global security threat that corruption in export controls presents. Participants will explore the increased interplay and actual cooperation between the agencies responsible for enforcing export controls and anti-corruption laws both domestically and across jurisdictions. It will also address the challenges faced by companies in creating effective compliance programs to prevent both illegal sales (in breach of export control rules and regulations) and corruption.

David Albright, Founder and President of the non-profit Institute for Science and International Security
Lino Arboleda, General Electric Company, Export Control Specialist, Asia, Legal Shared Services, ITC COE
Katherine Dixon, Programme Director, Transparency International’s Defence & Security Programme (DSP), UK
Candice Welsch, Chief, Implementation Support Section Corruption and Economic Crime Branch, United Nations Office on Drugs and Crime
Patrick Moulette, Head of the Anti-Corruption Division, Directorate of Financial Affairs, OECD

Terrorism, Corruption and the Criminal Exploitation of Natural Resources
This OECD brochure looks at how corruption and the criminal exploitation of natural resources facilitate terrorism. It takes stock of publicly available information and uses open data sources. The brochure outlines how the OECD can help the international community respond to the threat caused by terrorism and identifies potential for future work by the OECD. It sets a basis for reflection and discussion among countries determined to stamp out terrorism.

In the aftermath of the economic crisis, governments have stepped up efforts to tackle tax evasion and avoidance. International efforts led by the OECD and G20 to improve tax transparency and information sharing are helping countries to deter, detect and prosecute tax fraud and evasion more effectively. The OECD/G20 project on Base Erosion and Profit Shifting (BEPS) is closing the gaps and loopholes in the international tax system that have allowed multinational enterprises to pay little or no corporate tax. But what is being done to tackle the “shadow economy,” which every year deprives governments of billions of euros in tax revenue? Much of the shadow economy involves legitimate consumer transactions that fail to be reported by businesses. In the past, underreporting of income and over-reporting of deductions were difficult and time consuming for tax authorities to detect. Many tax authorities are now using technology solutions effectively to tackle these issues, thereby enabling them to bring previously undetected and lost income into the revenue base, thereby ensuring that everyone pays their fair share.
The session “State-owned enterprises in the marketplace: How to avoid corrupt practices” aims to identify governance frameworks, risk management techniques and control mechanisms that can effectively curtail corruption and breaches of integrity in state-owned enterprises (SOEs). The session will explore challenges to, and solutions for, preventing active and passive corruption (for instance, bribery, graft and illicit political financing) and for preventing breakdowns of integrity leading to rule-breaking in other areas. The session will allow for an exchange of relevant national experiences in fighting corruption and fostering integrity in SOEs through state ownership and corporate governance practices consistent with the OECD Guidelines on Corporate Governance of State-Owned Enterprises. It will inspire future work by the OECD taking stock of national practices and potentially leading to the development of guidelines and recommendations.

**OECD Guidelines on Corporate Governance of State-Owned Enterprises**

The OECD Guidelines on Corporate Governance of State-Owned Enterprises give concrete advice to countries on how to manage more effectively their responsibilities as company owners, thus helping to make state-owned enterprises more competitive, efficient, transparent and accountable. First developed in 2005, the Guidelines were updated in 2015 to take into account developments since their adoption and to reflect the experiences of the growing number of countries that have taken steps to implement them. Find the Guidelines online: [www.oecd.org/corporate/guidelines-corporate-governance-soes.htm](http://www.oecd.org/corporate/guidelines-corporate-governance-soes.htm)

See also:
- [OECD work on corporate governance of SOEs](http://www.oecd.org/corporate/guidelines-corporate-governance-soes.htm)
- [Corporate Governance and Business Integrity: A stocktaking of good practices](http://www.oecd.org/corporate/guidelines-corporate-governance-soes.htm)
16. Does Legal Mean Ethical?  
From “Enablers of Corruption” to Advocates of Integrity

Friday, 31 March  
11:00-12:30 - Room 5

To make global business happen in a globalised economy, companies depend on a myriad of professionals for their services. This includes lawyers, notaries, agents, financial service providers, bankers, accountants, and auditors, to name a few. OECD corruption data indicates, however, that intermediaries like these are involved in three out of four cross-border corruption cases. To promote integrity in business, how can companies, governments, and professional associations work together to ensure these professional service providers are not 'enablers of corruption' but, rather, 'advocates of integrity' when they conduct business on behalf of companies? To answer this question, this session aims to raise awareness of the special role professional service providers can play in promoting integrity in business. This session could also be used to explore the need for profession-specific integrity initiatives, such as the OECD-IBA-UNODC Anti-Corruption Strategy for the Legal Profession.

Nicole Bigby,  
Partner, Director of Risk, Berwin Leighton Paisner

Russell Guthrie,  
Executive Director, Professional Relations, and Chief Financial Officer, International Federation of Accountants (IFAC)

Duncan Hames,  
Director of Policy, Transparency International – UK

Suzie Ogilvie,  
Global Head of Financial Crime and Sanctions, Legal Department, Freshfields Bruckhaus Deringer LLP

Nicola Bonucci,  
Director and Accession Coordinator, Directorate for Legal Affairs, OECD

MODERATOR
Infrastructure projects are highly vulnerable to corruption and mismanagement, due to the scale and complexity of the projects, the multiplicity of stages and stakeholders involved, as well as the extent of public officials' discretion on investment decisions. The level of investments necessary to finance infrastructure projects reinforces this exposure to risks, with a loss being estimated at 10 to 30 per cent (COST, 2012). Countries are therefore developing specific measures to identify corruption risks and mitigate them in infrastructure projects. To be effective, these measures should be integrated in public procurement practices, as the main mechanism to deliver infrastructure projects. Integrity in public procurement, applied at all stages of the procurement cycle, can provide means to safeguard the delivery of infrastructure projects from corruption and mismanagement. This session will examine how undue influence and corruption in infrastructure can be limited in the whole project cycle, from project identification to contract closure, by innovative public procurement strategies and tools.

More information on this topic:
- High-level principles for integrity, transparency and effective control of major events and related infrastructures
- Effective Delivery of Large Infrastructure Projects - The Case of the New International Airport of Mexico City
- Recommendation of the Council on Public Procurement
Independence of oversight bodies is critical for well-functioning accountability and integrity systems. Internal and external mechanisms should be in place to promote integrity and safeguard oversight institutions from undue influence that can impede their contribution to accountable governance and undermine their credibility. Nonetheless, independence cannot mean delinking these bodies from the policy arena, as they need to interact with other stakeholders to effectively perform their functions. Challenges to independence can take different forms, depending on factors like the institutions reliance on external parties for information, the extent of professional collaboration with other entities, selection of key leadership positions, personnel policies and funding. This session will explore what independence means for regulatory agencies, supreme audit institutions and competition authorities, how it can be compromised and how it is upheld. The session will highlight and encourage dialogue around international experiences and leading practices for ensuring independence and integrity of these institutions.

More information on this topic:

- Independence of competition authorities - from designs to practices
- Supreme Audit Institutions and Good Governance: Oversight, Insight and Foresight
- Being an Independent Regulator
Small and Medium-sized Enterprises (SMEs) play a key role in the global economy employing billions of people and accounting for a major portion of the gross world product. Often operating in difficult environments, SMEs are highly vulnerable to corruption in all its forms, although they may be less likely than large companies to be involved in large-scale influence-peddling scandals, owing to limited clout. At the same time, SMEs typically lack resources, knowledge, and experience to implement effective anti-corruption measures and conduct their business in compliance with international standards and the applicable legal rules. Growing challenges for SMEs can also arise from lack of transparency and unpredictability of regulation and operating practices in the public sector. Can recent compliance and anti-bribery ISO’s standards be effectively implemented by SMEs, particularly in the emerging and other challenging economies? Can compliance standards contribute to a culture of integrity in SMEs? What do SMEs stand to gain from seeking accreditation under the new ISO standards? What is the role of governments and collective action initiatives in creating incentives for SMEs to implement anti-corruption policies? Can greater small business participation in public decision making reduce SME vulnerability to corruption?

Cristian Ducu, Senior Ethics & Compliance and Sustainability Expert, Centre for Advanced Research in Management and Applied Ethics, Chief Editor of Ethics and Compliance Magazine, Romania

Eduard Ivanov, Senior Research Associate, Compliance and Collective Action, IACA

Bartosz Makowicz, Director, Viadrina Compliance Center, European-University Viadrina Frankfurt (Oder); Chief of German delegation to ISO committees on ISO 19600 and ISO 37001

Fadi Saab, Chairman, Trans Capital Finance, Chairman of the Anti-Corruption Committee at ICC-Lebanon and Senior Advisor to the World SME Forum

Miriam Koreen, Deputy Director and Head of the SME and Entrepreneurship Division, Centre for Entrepreneurship, SMEs, Local Development and Tourism, OECD

Carsten Schmitz-Hoffmann, Head of Division, Economic and Social Development, Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ)

Elena Helmer, Director, Academic Programmes, IACA

Organised by IACA and GIZ
20. High-Level Panel: Equality, Inclusion, Trust: The Real Value of Integrity
Friday, 31 March
15:00-16:30 - Room 1

Integrity can restore trust in government and significantly contribute to inclusive growth and sustainable development, by assuring fair and efficient resource allocation, stimulating competition and investment, and fostering innovation. Integrity is a cornerstone of strong institutions and assures citizens that the government – at all levels and in all sectors - is working in their interest, not just for the privileged few. Integrity is about appealing to intrinsic values, and goes beyond compliance with rules and regulations. Integrity is not just a moral issue, it is also about making economies more productive, public sectors more efficient, and societies and economies more inclusive. This panel will share insights on the economic and social benefits of promoting integrity and how to go beyond formalistic and legalistic approaches to compliance and anti-corruption by raising integrity standards across all of society.

Laura Alonso, Secretary of Public Ethics, Transparency and Fight against Corruption, Head of the Anti-Corruption Office, Argentina

Rt Hon Sir Eric Pickles, MP, UK Government Anti-Corruption Champion

Alison Taylor, Director, Business for Social Responsibility (BSR)

Robin Hodess, Internal Managing Director (Interim), Transparency International

Rolf Alter, Director, Directorate for Public Governance and Territorial Development, OECD

21. Concluding Remarks by Mari Kiviniemi, Deputy Secretary-General, OECD
Friday, 31 March
16:30-16:45 - Room 1

Mari Kiviniemi, Deputy Secretary-General, OECD
In response to fast-moving insights from integrity research and practice, the Global Anti-Corruption & Integrity Forum invites pioneers from a variety of backgrounds and academic disciplines to share their latest evidence and findings. Through poster sessions, participants are inspired to join the debate for mobilising integrity data to advance policy insights.

The poster sessions connect academic insights and evidence with policy-making. They highlight a selection of innovative research on integrity, anti-corruption and trade, resulting from a competitive Call for Papers by the OECD. Research covers topics such as gender and corruption, the blockchain technology, corruption risks in development, foreign bribery, undue influence, inclusive growth, etc.

See below the full list of topics covered with the authors that have been selected. Their papers and posters will be presented during the event and posted on the website of the event: oe.cd/1FF

---

**ResearchEdge Poster Presentations**

To mitigate corruption, tools of public integrity and private business can be utilized. The International Anti-Corruption & Integrity Forum invites researchers from various fields and disciplines to share their latest findings and insights. Through poster sessions, participants are motivated to join the debate on how to mobilize integrity data to advance policy insights.

The poster sessions bridge academic insights and evidence with policy-making. They feature a selection of innovative research on integrity, anti-corruption, and trade, resulting from a competitive Call for Papers by the OECD. Research covers topics such as gender and corruption, the blockchain technology, corruption risks in development, foreign bribery, undue influence, inclusive growth, etc.

See below the full list of topics covered with the authors that have been selected. Their papers and posters will be presented during the event and posted on the website of the event: oe.cd/1FF

---

**Posters presented on Thursday 30 March**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offsets in public sector procurement: tools for economic development and innovation or avenues for corruption?</td>
<td>Fernanda Beraldi &amp; Edwin Broecker</td>
</tr>
<tr>
<td>Reform in Public Service Delivery in Nepal: Demand or Supply Driven?</td>
<td>Prakash C. Bhattarai</td>
</tr>
<tr>
<td>Codes of conduct for national parliaments and their role in promoting integrity: an assessment</td>
<td>Jacopo Leone</td>
</tr>
<tr>
<td>India’s 2016 demonetisation drive: A case study on innovation in anti-corruption policies, government communications and political integrity</td>
<td>Peter Beyes &amp; Reema Bhattacharya</td>
</tr>
<tr>
<td>Public Tools, Private Integrity: Shaping Exclusion Regimes to Motivate Business Integrity and Inclusive Growth</td>
<td>Brian Whisler &amp; Raija Churchill</td>
</tr>
<tr>
<td>Unfunded and Untested Mandates: Improving Implementation of Anti-Corruption Conventions</td>
<td>Emil P. Bolongaita</td>
</tr>
<tr>
<td>Towards a new paradigm to mitigating Corruption Risks in international development projects – The case of projects funded by the African Development Bank</td>
<td>Sanjeev Narrainen</td>
</tr>
<tr>
<td>Corruption in education: its impact on equity, productivity and growth and strategies to overcome it</td>
<td>Muriel Poisson</td>
</tr>
</tbody>
</table>
Is This Bribe Reportable? International Standards for Payment Disclosure
Selva Ozelli & Roger Russell

EU Party Funding: a pro-European instrument to support euroscepticism?
Wouter Wolfs

Explorations of Dyadic Dichotomies, Personality Orientations and Ethical-Moral Self in Cognitions of Corruption Acceptability among Undergraduates
Iboro F. A. Otu, Anietie McMoses Umoren & David Okanandu Iloma

Evidence from the Global Informality Project
Alena Ledeneva

Posters presented on Friday 31 March

Hidden agendas, social norms and why we need to re-think anti-corruption
Claudia Baez Camargo & Nikos Passas

Applying Civil Law to Curb Corruption: A tool for Civil Society and Individuals
Mohamed Abdelsalam

Leveling the business playing field and improving victims’ compensation, the case for a multilateral resolution of foreign bribery allegations
Elisabeth Danon

Accountability in Complex Procurement Auction
Bernard Caillaud & Ariane Lambert-Mogiliansky

Legitimacy building of anti-corruption agencies in five countries
Ethelbert Chinedu Nwokorie & Olli-Pekka Viinamäki

Engaging China in the fight against transnational bribery: “Operation Skynet” and the need for a European response
Bertram Lang
Does Technology Against Corruption Always Lead to Benefit? The Potential Risks and Challenges of the Blockchain Technology
Kibum Kim & Taewon Kang

The impact of new EU conditionality on anti-corruption policies and practices in post-Soviet states
Nina Onopriychuk

Improving Domestic Governance through International Investment Law: Should bilateral investment treaties learn from international anti-corruption conventions?
Stefan Mbiyavanga

The culture of change and the versatile leader – a recipe for good governance and sustainability?
Geetha A Rubasundram

A how-to toolkit on gender and corruption research
Nikita Blanes, Josette Bockelie, Angel Kharya, Ana Paula Nunes Lopes Garcia, José Ricardo Ortiz, Laëtitia Romain, Bérengère Sim, Suvina Singal, Julie Vainqueur

Lobby Regulation in Chile: a Pathway toward Reducing Inequality
Jorge Sahd K. & Cristian Valenzuela

Many thanks to:

UK Government

and to the Forum knowledge partners: