



“Corruption evolves. It is not the same creature that we faced back in the 1990s.”



Deputy Secretary-General William Danvers opening the Forum

The **Integrity Forum** is an innovative anti-corruption forum where participants can debate and identify concrete, creative and targeted solutions to actively strengthen integrity, build trust, and fight corruption.

In 2015, more than **500 participants** from all sectors of society gathered to develop more comprehensive integrity policies and tools such as the OECD Integrity Framework for Public Investment and the OECD Trust and Business Project.

High-Level Debate on Mapping the Risks of Corruption in Investment

- Corruption remains a challenge in most countries.
- Implementation of existing laws and integrity policies is still necessary in many countries, and tools for more effective risk identification and mitigation would complement this process.
- The increasingly transnational nature of corruption creates many obstacles for detecting, investigating and sanctioning corruption.
- Advancing with beneficial ownership transparency would be an effective tool to curb corruption in public procurement.
- Additional work from the OECD on mapping the risks of corruption in investment, and tools to mitigate these risks would be welcomed.
- The consequences of corruption at the sector-level on economic growth can be significant according to the new OECD report to the G20.



Giovanni Kessler (L), Cobus de Swardt (C), and Nadia van des Merwe (R) at the opening plenary session.

“Tone from the top and values of the company are essential.”



Klaus Moosmayer (L), Pavlos Eleftheriadis, Sheila Krumholz, and Bob Rijkers on Preventing Capture by Special Interests

Preventing Capture by Special Interests

- Weak institutions and a lack of transparency favour the capture of public policies by special vested interests.
- Higher level of compliance can only be achieved through adequate incentive mechanisms to bring the private sector on board.
- Access to better data helps civil society to monitor influence and raise the alarm when needed.

“Companies and top management are not judged only by their products and programmes, but also by their trust in the corporate social responsibility of the company...”



Integrity Systems and Risk Management in Developing Countries

- The most important for an effective integrity system, is to provide training, practical guidance and proper resources to agents.
- Donor agencies often do not have the option of leaving a corrupt market, meaning their integrity systems are constantly subjected to the pressures of working in high-risk environments.
- In certain areas, the public sector could take valuable lessons from the private sector, such as high due diligence standards for new partners and more structured investment decision systems.



Lee Sungbo, Chairman of the Anti-Corruption and Civil Rights Commission of Korea, presents the recent reforms in Korea

Trust and Business

- Boards of directors and executive management have a fundamental responsibility to demonstrate leadership and set an ethical tone for the company.
- Companies need to dedicate appropriate resources for the implementation of integrity programmes, and commit to constant re-assessment.
- Integrating concerns related to business ethics and sustainability requires considering the corporation's impact and integrity risks at every step of the supply chain.
- A proactive commitment to integrity and good corporate governance are necessary prerequisites to earn trust and the perception of trustworthiness.
- Businesses that embrace sustainability and learn more about their social and environmental impact have a better understanding of their corruption risks.



Investment Treaties and Arbitration

- Anti-corruption clauses in investment and trade agreements could help arbitrators to address corruption issues.
- A call for developing guidance for arbitrators on how to identify corruption, how to deal with collusion, what are the rights and duties to investigate corruption.
- The fact that it is not a crime to lie before an arbitral tribunal creates a major hurdle in addressing corruption in arbitration.



Gabriela Ramos, Chief of Staff and OECD Sherpa to the G20, presents the OECD report on Corruption and Growth



“...Important and valuable achievements have been done to address corruption in infrastructure, but still more practicing and less preaching is wished.”

Strengthening the Governance of Infrastructure Investment

- Infrastructure investment’s complexity, scale and interaction between public and private entities create conditions which increase the risk of corruption.
- Improved transparency measures are useful, but are not sufficient to end corruption in infrastructure investment.
- Good governance policies are complemented by strong audit tools, disclosure of interests and effective whistleblower protection.
- Italian officials have found that streamlining laws and procedures used in procurement coupled with widespread use of e-procurement can improve efficiency, transparency and compliance.
- Good procurement strategy must focus on quality and cost, as opposed to cost alone.
- The fear of scandal or prosecution, and risk to reputational damage, has been effective in motivating companies to internalise anti-corruption in their corporate DNA.



Raffaele Cantone, President of the Italian Anti-Corruption Authority



Carlos Santiso (L), Fuad Khoury Zarzar (C), and Lahra Liberti (R) discuss ongoing anti-corruption efforts in Latin America and the Caribbean

Improving Governance to Promote Investment in LAC’s Extractive’s Sector

- Improved awareness and use of information provided by initiatives like the EITI or through rigorous audits will aid in efforts to hold governments and companies accountable.
- International co-operation has improved transparency surrounding natural resource reserves, as seen in the case of the joint effort between Venezuela and Trinidad and Tobago to improve disclosure of the large oil reserves shared between the two countries.
- Active audit institutions are key in monitoring extractives revenues as well as ensuring effective environmental impact assessments.

“Peru’s Comptroller General’s Office has a leading role in controlling corruption and has developed tools to do this. Now two regional presidents are in jail”



Corruption in Investment at the Sub-National Level – Mitigating the Risks

- More than 2/3 of investment takes place at the sub-national level, making these entities key actors in implementing anti-corruption policies.
- Capacities at sub-national entities can vary greatly, leaving some regions particularly at risk for misconduct and corruption.
- Decentralisation does not necessarily increase or decrease the potential for corruption.
- The administrative complexity of local governments poses a significant challenge to the detection of corruption.
- The quality of governance is the most important dimension, and has a strong impact on the outcomes of investment.



Robert Leventhal addresses the panel



Rolf Alter (C), moderates the closing panel

Bribery and Corruption: The Dark Side of International Business

- Increased effort in enforcement of anti-bribery tools is necessary to continue the fight against corruption.
- The efforts of the Working Group on Bribery provide valuable data and an important forum for peer-review of ongoing national anti-bribery programmes.

Designing a Collective Strategy to Curb Corruption

- Follow-up more thoroughly on the implementation of anti-corruption laws, Re-evaluate data gathering and analysis in anti-corruption.
- Ensure International agreements on anti-corruption policy are systematically translated into practical implementation and effects at the local level.
- Increase OECD's effectiveness by better aligning its different anti-corruption mechanisms towards providing a holistic approach to anti-corruption.
- Further engage with the private sector, NGOs and other actors to effectively continue the fight against corruption.
- Enlarge the scope of focus beyond bribery in public procurement to other forms of corruption and policy capture.
- Emphasize the sub-national level as a high-risk area due to the level of spending and capacity constraints.
- Develop practical guides, such as the OECD Checklist to Curb Corruption in Public Investment.
- Make integrity more compelling to businesses by providing incentives.



Secretary-General Gurría closing the Forum