

**OECD 2016 Survey on Public Sector Integrity
Key Terms**

Autonomous body: Autonomous bodies enjoy financial, administrative and operational independence as protected by legislation (usually in the Constitution) and are charged with a concrete policy portfolio/agenda.

Agency: Semi-autonomous public organisation that operates at arm's length from the government, usually reporting to a **ministry** and mandated to carry out public tasks (e.g. regulation, service delivery, policy implementation) in a relatively autonomous manner (i.e. with less hierarchy and political influence in daily operations and with more managerial freedom). They may be subject to a completely or partially different set of management and financial rules. The term agency in the questionnaire excludes public corporations.

Bribery: Bribery is the act of offering someone money, services or other valuables, in order to persuade him or her to do something in return. Bribery is corruption by definition. Bribes are also called kickbacks, baksheesh, payola, hush money, sweetener, protection money, boodle, gratuity etc. Bribery is widely criminalized through international and national laws. In particular, the bribing of foreign officials is outlawed by the OECD Convention on Combating Bribery of Foreign Public Officials.

Central Government: Central government is often called federal or national government, depending on the country. For purposes of this questionnaire, the central government consists of the institutional units controlled and financed at the central level plus those NPIs (non-profit institutions) that are controlled and mainly financed by central government. The political authority of central government extends over the entire national territory and the national economy, and central government has therefore the authority to impose taxes on all residents and non-resident units engaged in economic activities within the country.

Centre of Government (CoG): For the purpose of this survey, the term Centre of Government (CoG) refers to the administrative structure that serves the Executive (President or Prime Minister, and the Cabinet collectively). Therefore the survey is **not** concerned with other units, offices, and commissions (e.g. offices for sport or culture) that may report directly to the President or Prime Minister but are, effectively, carrying out line functions that might equally well be carried out by line ministries. The Centre of Government has a great variety of names across countries, such as General Secretariat, Cabinet Office, Chancellery, Office/Ministry of the Presidency, Council of Ministers Office, etc. In many countries the CoG is made up of more than one unit, fulfilling different functions. A unit that is shared by virtually all CoGs is the unit that serves specifically the head of the government, but not the CoG collectively. This too has a variety of names, such as the Cabinet of the Prime Minister or the Private Office.

OECD 2016 Survey on Public Sector Integrity Key Terms

Civil servants and Public employees: In this survey, a distinction is made between ‘civil servant’ and ‘other public employees’:

- civil servants are only those public employees covered under a specific public legal framework or other specific provisions;
- public employee are all employees of the central public administration

Note: some countries may not distinguish between these two categories or they may use more than two categories.

Conflict of interest: A conflict of interest involves a conflict between the public duty and private interests of a public official, in which the public official has private-capacity interests which could improperly influence the performance of their official duties and responsibilities.

Embezzlement: Embezzlement is the misappropriation of property or funds legally entrusted to someone in their formal position as an agent or guardian.

Employee Surveys: Employee surveys are scientifically validated, standardized and/or customized surveys administered to all employees of an organisation (or a specific sub-set) for the purpose of measuring attitudes and perceptions of organisational issues (for example, job satisfaction, motivation, commitment, etc).

Favouritism: Favouritism refers to the normal human inclination to prefer acquaintances, friends and family over strangers. When public (and private sector) officials demonstrate favouritism to unfairly distribute positions and resources, they are guilty of cronyism or nepotism, depending on their relationship with the person who benefits.

Fraud: Fraud is economic crime involving deceit, trickery or false pretences, by which someone gains unlawfully. An actual fraud is motivated by the desire to cause harm by deceiving someone else, while a constructive fraud is a profit made from a relation of trust. Synonyms: Swindle, deceit, double-dealing, cheat, and bluff.

Inter-institutional committee: a committee or commission comprised of representatives from different government institutions, who are specifically charged with a concrete task or policy goal, in this case, related to integrity or anti-corruption.

Internal control system or process: based on the definition used by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), the International Auditing and Assurance Standards Board defines internal control as, “the process designed,

OECD 2016 Survey on Public Sector Integrity Key Terms

implemented, and maintained by those charged with governance, management, and other personnel to provide reasonable assurance about the achievement of an entity's objectives with regard to reliability of financial reporting, effectiveness and efficiency of operations, and compliance with applicable laws and regulations." Specific elements of internal control framework include: executing effective and efficient strategic and operational processes;

- providing useful information to internal and external users for timely and informed decision making;
- ensuring conformance with applicable laws and regulations, as well as with the organization's own policies, procedures, and guidelines;
- safeguarding the organization's resources against loss, fraud, misuse, and damage; and;
- safeguarding the availability, confidentiality, and integrity of the organization's information systems, including IT.

Minister: Political head of a **ministry** (in certain countries, the head of a ministry may be called Secretary or Secretary of State, and minister may be more junior in rank). Ministers are generally in charge of one or more ministries, and have a portfolio of responsibilities derived from the areas of responsibility covered by the ministry or ministries. Some ministers do not head up a ministry, but are in charge of specific issues supported by an office ("minister without portfolio"). In most parliamentary systems, ministers are drawn from the legislature but keep their parliamentary seats. In most presidential systems, ministers are not elected officials and are appointed by the President.

Ministry: An organisation which forms part of the central core of the executive branch of government. A ministry is responsible for the design and implementation of an area or sector of **public policy** and administration (e.g. agriculture, education, economy, foreign affairs), in line with the government programme and strategy. A ministry is also responsible for the direction of **agencies** under its authority. In some countries, such as Australia, Norway, the United States and the United Kingdom, ministries are called "departments." Sub-national governments may also be organised into ministries. A ministry has a delegated budget to exercise its responsibilities, under the authority and direction of the finance ministry or equivalent organisation responsible for the budget in central government.

Policy: A term which does not exist in all languages and which in some languages may be synonymous with politics. A public policy defines a consistent course of action designed to meet a goal or objective, respond to an issue or problem identified by the government as requiring action or reform. It is implemented by a public body (ministry, agency, etc.), although elements may be delegated to other bodies. Examples include a public policy to tackle climate change, educational reform, support for entrepreneurship. A public policy is, or should be, linked to the **government programme** and its **strategic planning**. It is often

OECD 2016 Survey on Public Sector Integrity Key Terms

given a formal framework through legislation and/or secondary regulations, especially in countries with a system of civil law. It is given practical effect through a defined course of action, programmes and activities. It is, as necessary, funded from the state budget. A priority policy is a policy which matters more than others for the achievement of the government's strategic objectives. The responsibility for taking forward a public policy may rest with the relevant line ministry, or, in the case of policies that cut across ministerial boundaries, may be shared by relevant ministries.

Political appointee: A member of staff who is not a career civil servant, and who is appointed by the President, Prime Minister or a Minister to their post, and who would most likely leave state employment if the government changes. In some cases political appointees require approval from the Parliament.

Public integrity system: a public integrity system includes the laws, regulations, policies and practices, and also officials, bodies and units that specifically contribute to the integrity of the public sector.

Public integrity: the consistent alignment of, and adherence to, shared ethical values, principles and norms for upholding and prioritising the public interest over private interests in the public sector.

Risk mapping: process of identifying, analysing and prioritising risks, including risk of fraud and corruption, to inform an effective response relative to objectives.

Risk management: an integrated part of an entity's management system, effected by an entity's board of directors, management, and other personnel, applied in strategy setting and across the enterprise, designed to (a) identify, understand, and assess potential risks and opportunities (and their interdependence) that may affect the entity, and (b) manage those risks and opportunities to be within its risk appetite, so as to provide proper disclosure and reasonable assurance regarding the achievement of entity objectives. Risk management also relates to generating ideas and promoting good practice, and is most effective when line managers (a) embrace it and use it as part of their management process, and (b) provide their employees with a better understanding of the entity's risk appetite, to help manage risk across the organization.

Supreme Audit Institution: The public body of a State which, however designated, constituted or organised, exercises by virtue of law, the highest public external auditing function of that State.



OECD 2016 Survey on Public Sector Integrity Key Terms

Unit: Generic term to refer to organizational segment (departments, directorates, sections, division, teams/task forces, etc.) that can be identified within a larger line ministry, agency or autonomous body.

Scorecards: a performance management tool that compares strategic goals with results. This tool is typically a top-down approach that allows management to implement its strategy by aligning performance with goals. Similar to a report card, the scorecard measures periodic results (weekly, monthly, quarterly, annually) against a predetermined goal, allowing users to gauge performance against expectations.

State owned enterprises: Government enterprises and public corporations are in either case organisations which are entirely, or mainly, owned and/or controlled by the public authorities consisting of establishments which by virtue of their kind of activities, technology and mode of operation are classed as industries.