



# Ethics Training for Public Officials

**Olga Savran**

Senior Anti-Corruption Advisor

MENA-OECD Investment Programme

*28 October 2013, Kuwait*



## Outline

---

- OECD, its work on anti-corruption and integrity and cooperation with the MENA economies
- Findings and recommendations of the OECD/ACN Study on Ethics Training for Public Officials



## OECD: basic facts

---

Established in 1961; 34 members; annual budget EUR 347 million; governed by Council, Secretary General, Committees; Secretariat of 2 500 staff; 250 new publications per year



Headquarters in Paris, France

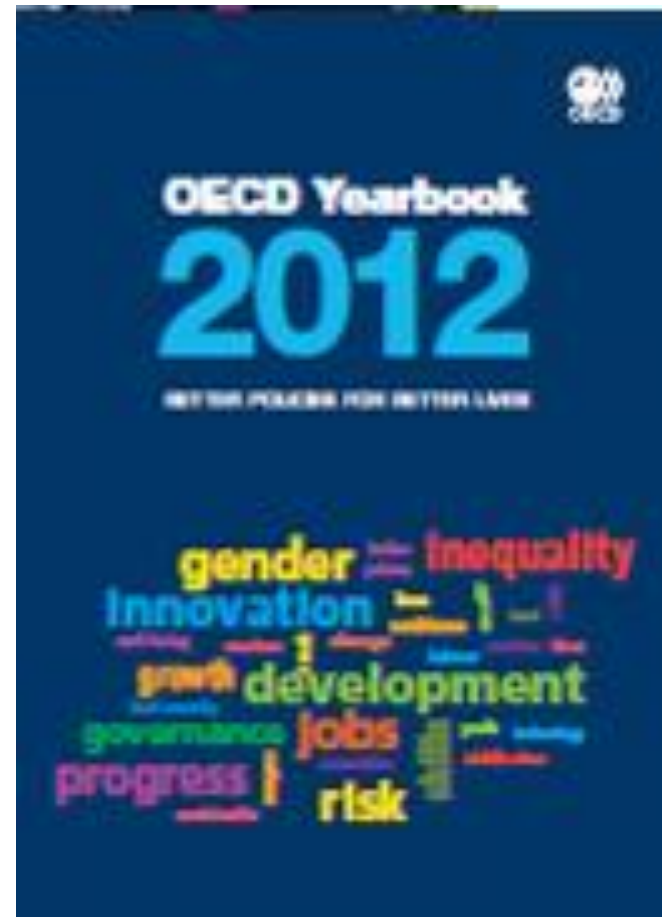


# OECD: working methods

- Evidence based analysis to support policy making, intergovernmental policy dialogue and standard setting, peer reviews and pressure

## SECTORS

- Economics
- Financial and Enterprise Affairs
- Public governance
- Tax
- Social affairs
- Statistics
- Science and technology
- Trade and agriculture
- Energy
- Education
- Environment
- Development
- Transport





# OECD work on corruption and governance

Toolkit - Organisation for Economic Co-operation and Development

www.oecd.org/cleangovbiz/toolkit/

AT&T UN Webmail Rio+20 e-room Google Maps Yahoo! Weather Météo-Fr Google Yahoo! Search Yahoo! Free-Zimbra Free Mail Flickr! PagesJaunes

OECD

Search

## CleanGovBiz Integrity in practice

Toolkit

CleanGovBiz • Toolkit

**CleanGovBiz**

- About
- Events
- Building up CleanGovBiz
- Partners
- Resources
- Contact us

Regulatory policy

Competition

Judicial practices

Public financial management

Development co-operation

Money laundering

Tax administration

Whistleblower protection

Investigative media

HEALTHY GOVERNANCE

SHARP DETECTION

EFFECTIVE PREVENTION

ROBUST PROSECUTION AND RECOVERY

Public sector

Public procurement

Tax transparency

Export credits

Lobbying rules

Private sector

Civil society

Criminalising bribery

Asset recovery



## MENA-OECD Cooperation

---

- MENA-OECD initiative for governance and investment for development
- Governance pillar: integrity, open governance, financial management, regulatory reform
- Investment pillar: promoting investments, SME development, level playing field for business, integration of women
  - **MENA Business Integrity Network:** a regional forum for governments and private sector for policy dialogue, training, review and monitoring



# Ethics Training for Public Officials

---

A study prepared by

the OECD Anti-Corruption Network for Eastern  
Europe and Central Asia (ACN)

and

SIGMA, a joint EU-OECD initiative, principally  
financed by the EU,

in co-operation with the OECD Public Sector  
Integrity Network

March 2013





# Anti-Corruption Network for Eastern Europe and Central Asia



- A regional programme of the OECD Working Group on Bribery
- Since 1998 for 25 countries in Eastern Europe and Central Asia + OECD members
- Secretariat at the OECD Anti-Corruption Division
- 2013-2015 Work Programme: country monitoring, thematic reviews, law-enforcement network
- ACN Meeting, 23-25 September 2013, Paris





## Ethics training for public officials in OECD and transition countries

---

- Expert seminar “Anti-Corruption Policy and Integrity Training”, 23-25 March 2011, Vilnius, Lithuania:
  - “new and more advanced approaches, which include tailor-made practical ethics training about rules and values, delivered systematically by dedicated ethics official, using interactive approaches” are needed



# Study

---

- Study how ethics training is provided in selected OECD and ACN/SIGMA countries
- Advisory group
- Questionnaire to countries
- Analysis of responses and identification of trends
- Development of recommendations
- Case studies on good practice
- Check-list for developing/improving ethics training systems



# Policy Recommendations

---

- Policy and legal framework
- Institutional setting
- Preparation of ethics training programmes
- Substance of the ethics training programmes
- Training methods
- Follow-up to training programmes



## Policy framework

---

- **Ethics training as a part of a comprehensive anti-corruption and integrity policy/strategy**
- Better programmes in countries with lower levels of corruption and stronger public administration
- Long-term investment, lack of resources/expertise
- Growing attention to training and its impact



# Political support

---

- **Tone from the top:** role of managers/ministers/senior officials
  - leading by example
  - allocating resources
  - enforcing anti-corruption and integrity norms among the staff



## Legal framework

---

- **Legal requirement to provide and receive ethics training**
  - Mandatory or voluntary
  - Strategy and policy documents may or may not be insufficient to provide strong official basis
  - Balance between formal basis and formalistic attitude





# Institutional setting

---

- **Leading agency and coordination of ethics training**
  - Anti-corruption/integrity agencies
  - Civil service agencies and academics
  - HR departments in sectoral/local agencies
  - International programmes, private sector



## Target groups

---

- Ideally - all public officials
- To prioritise resource allocation and to design tailor-make training - special groups:
  - ✓ new civil servants
  - ✓ officials in risk areas,
  - ✓ senior managers
- Targeting the training for specific groups of public officials



# Designing the training programme

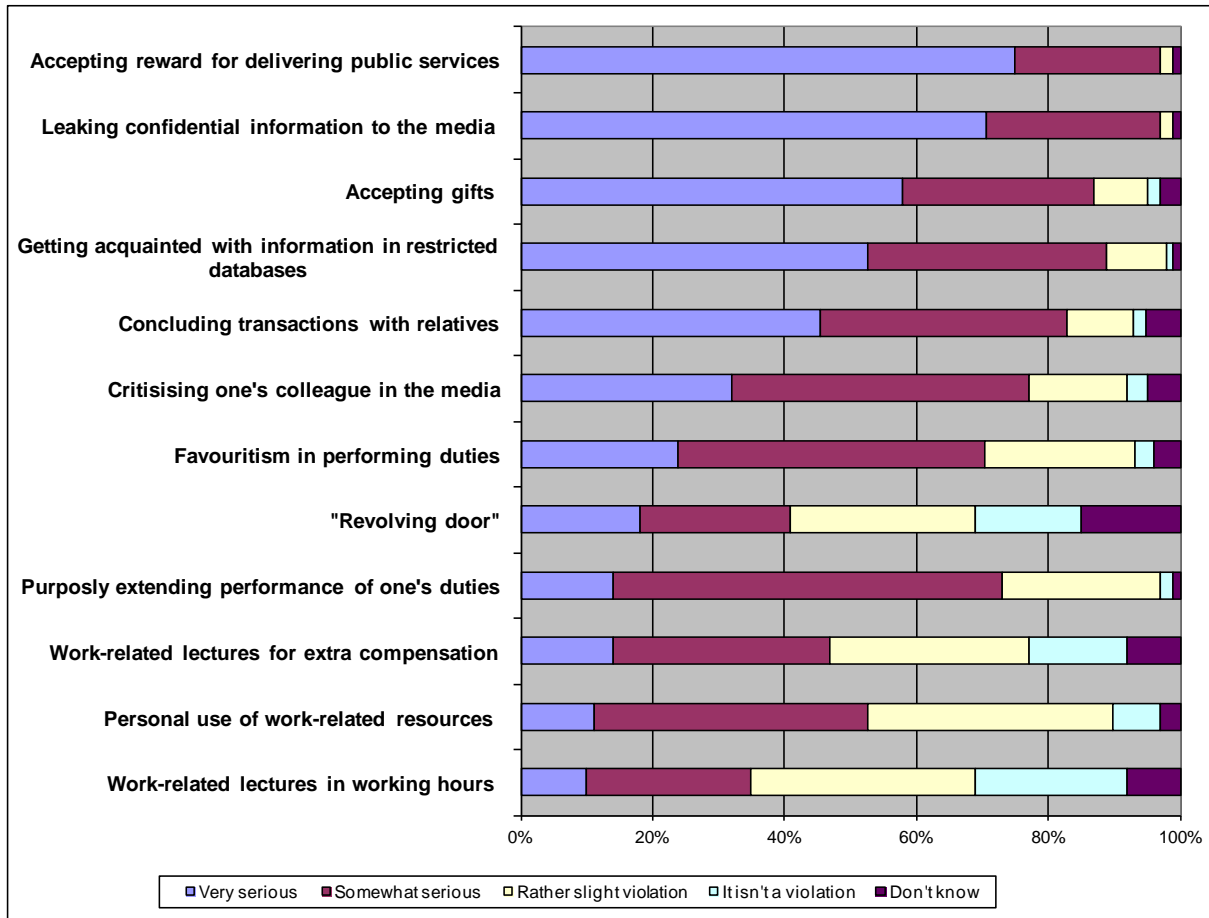
---

- Clarification of training objectives
- Needs assessment
- Selection of participants
- Selection of trainers
- Training materials
- Logistical preparations



# Needs assessment: issues

Graph 1. Attitudes Towards Ethically Questionable Practices in Estonia

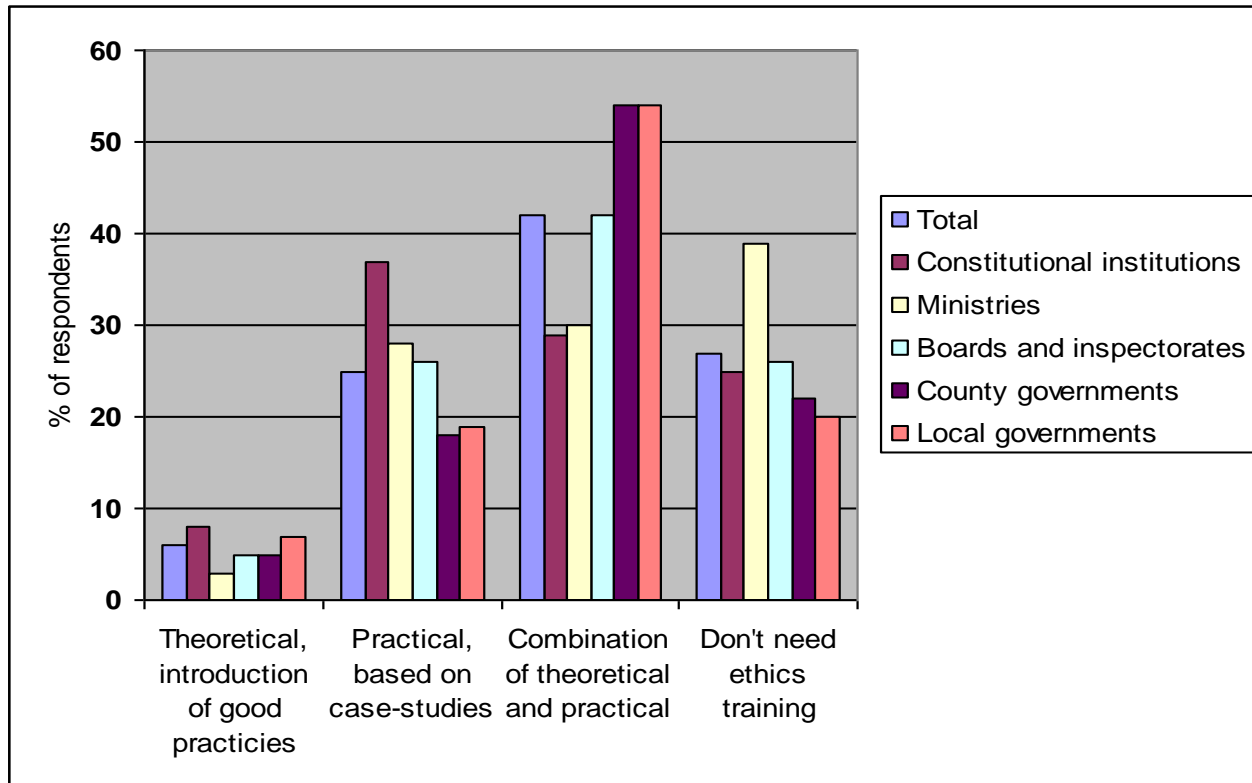


Source: Government Office, 2009 Survey "Roles and Attitudes in Public Service"



# Needs assessment: training methods

**Graph 2. Expected Approaches for Ethics Training Programmes**



*Source:* Government Office, 2009 Survey “Roles and Attitudes in Public Service”



## Making training practical

---

- **To develop practical ethical decision-making skills among public officials:**
  - Contents: rules and values
  - Training methods: lectures, games and practical case studies





# Training about ethical rules

---

- **Compliance based, i.e. training about ethics rules to ensure that public officials know the rules and sanctions for non-compliance established by laws such as:**
  - Civil service legislation
  - Conflict of interest law
  - Anti-corruption legislation
  - Administrative code
  - Public procurement law
  - Laws on access to information
  - Criminal code
- **Formal/traditional method can be appropriate, including lectures and presentations, but modern interactive methods are more effective**



# Ethics training course at Austrian Police

Module	Title	Content	Duration (teaching units)
1	Team building	Round of introductions; participants get to know each other	4
2	Psychology	Psychological aspects of corruption, integrity, leadership behaviour and managerial responsibility	12
3	Ethics	Administrative ethics, codes of conduct, and ethical guidelines	4
4	Criminal law	Abuse of authority, corruption offences in the public and the private sector	12
5	Public service law	Provisions of public service law concerning conflicts of interest, rights and obligations of employees and superiors	12
6	Corruption and corruption prevention	Background information on corruption phenomena, risk factors regarding corruption, and preventive measures	12
7	Fight against corruption	Presentation of national and international anti-corruption organisations and instruments	8
8	Criminological aspects of the fight against corruption	Investigation measures and techniques applied in the questioning of witnesses	8





# Training about ethical values

---

- **Values based, training to develop practical decision-making skills and behavior patterns based on values established for public administration, including**
  - Impartiality
  - Responsibility
  - Transparency
  - Legality
  - Integrity
  - Efficiency
  - Equality
  - Justice
  - ‘grey areas’ or un-regulated issues
- **Pro-active, tailor-made, dilemma-based role-play training is most appropriate method**



# Case study for ethics training in Turkey

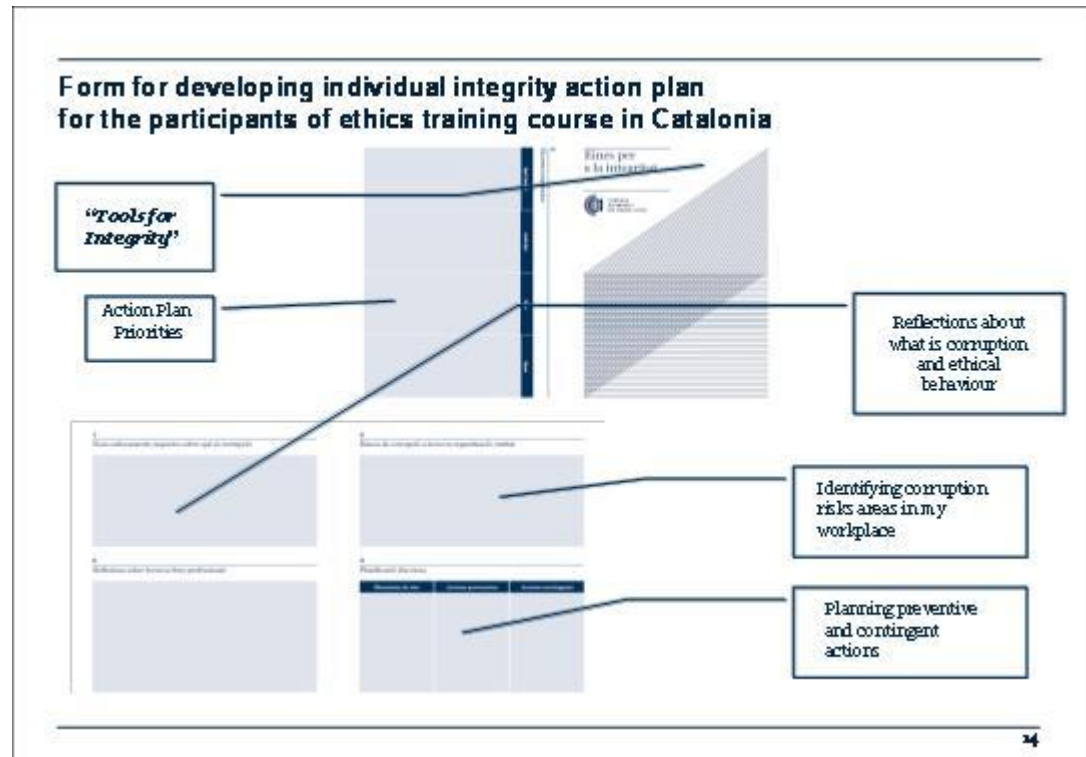
---

- Mr. Suleyman, a newly appointed commissioner at the central police station in Ankara, has to develop an action plan for modernisation
- A district police station has little resources and enjoys help from local shops and hotels, and serves well their clients
- An old couple of local residents is waiting in the hall for many hours



# Evaluation and follow-up

- Evaluation of impact – little experience
- Follow-up for participants (e.g. Catalonia)







THANK YOU

[WWW.OECD.ORG/MENA](http://WWW.OECD.ORG/MENA)

[WWW.OECD.ORG/CORRUPTION/ACN](http://WWW.OECD.ORG/CORRUPTION/ACN)

[WWW.OECD.ORG/CORRUPTION/ETHICS](http://WWW.OECD.ORG/CORRUPTION/ETHICS)

[WWW.SIGMAWEB.ORG](http://WWW.SIGMAWEB.ORG)

[WWW.CLEANGOVNBIZ.ORG](http://WWW.CLEANGOVNBIZ.ORG)