



G20 ANTI-CORRUPTION WORKING GROUP

*Responses to the 2024 Accountability
Report Questionnaire*

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ARGENTINA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.¹

Argentina has made significant efforts to associate the fight against corruption with an increase in ethics, transparency, integrity and control of public bodies. In our country, the battle against corruption is a state policy and a fundamental pillar in the fight against poverty.

The national strategy in terms of public integrity and the fight against corruption is based on an open and transparent state, modern (incorporating innovation and technology in public policy processes), involved in the global fight against organised crime, terrorism, corruption and major global challenges.

Argentina considers it necessary to build strong and effective institutions to establish effective preventive controls, supporting a culture of integrity in the administration.

Corruption prevention is a fundamental factor in the institutional organisation of public agencies, and this is promoted at the local and regional level, encouraging agencies to take responsibility for the development, implementation and control of elements of a corruption prevention system, with the appropriate training, competencies and resources.

Among the main actions and policies carried out to ensure transparency and integrity in the public administration, the following can be described:

National Integrity Strategy (ENI)

The National Integrity Strategy (ENI) is a comprehensive policy of strategic and preventive planning for the National Executive Branch. It is promoted by the Anti-

¹ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

Corruption Office (OA) and the Undersecretariat for Institutional Strengthening (SSFI) and developed by agencies of the National Executive.

The ENI promotes policies that operate as a barrier to corruption in each agency and proposes practices for the incorporation of the perspective of transparency in public management in the jurisdictions. It strengthens integrity and provides support through the strategic coordination of the OA and the SSFI.

The ENI module is hosted in the State Action Map, a web platform that enables the permanent updating of the actions carried out by the agencies. This makes it a tool for monitoring and evaluating public policies, as well as an instrument of active transparency, as it allows citizens to follow up on the implementation of the Initiative. More information on this initiative can be found under question 2.

State Action Map

The [State Action Map](#) (MAE) is an information system that details relevant data on the public policies of each agency of the National Public Administration.

It is a platform that describes, integrates and systematises information about the goods, services, public investment, regulations and monetary benefits provided by the National State to achieve its objectives.

It allows recording public policies, visualising their results and their impact on society to constitute a planning, monitoring and evaluation tool for each jurisdiction.

The MAE seeks to strengthen the production of data, its traceability, validation and interpretation to promote the strengthening of administrative records and develop the interoperability of databases.

Programme for Citizen Participation and Control in Public Works

Resolution No. 347/2023 of the Ministry of Public Works created the Programme for Citizen Participation and Control in Public Works with the aim of promoting effective citizen participation and control in public works, encouraging the generation, strengthening and institutionalisation of channels of communication and dialogue, and tools to promote it, taking into account the importance of transparency as an essential prerequisite to make it effective.

Handbook for the design of policies for Citizen Participation and Control in Public Works

The publication and implementation of this handbook is one of the commitments assumed by the Ministry of Public Works in the framework of the Fifth Open Government Plan 2022-2024, which proposes the collaborative design of public policies



between governments and civil society organisations, promoting the expansion of citizen participation and control in the different stages of public works.

National Integrity Survey

The National Integrity Survey, whose main objective is to assess the degree of development and implementation of integrity and transparency policies in agencies of the centralised and decentralised National Public Administration and in Companies with State Participation, was developed in the year 2021 by the General Attorney's Office of the Nation, the Anti-Corruption Office and the former Undersecretariat of Institutional Strengthening of the former Secretariat of Management and Public Employment, within the framework of the National Integrity and Transparency Roundtable. After the implementation period carried out throughout the year 2022, the first report on the survey main results, containing the integrity policies of the 146 agencies of the National Public Administration and the 45 companies with majority state participation was approved in 2023 through Joint Resolution No. 1/2023. This information provides the basis for the elaboration of action plans containing opportunities for improvement and good practices detected in the agencies.

National Integrity and Transparency Roundtable

Created by [Administrative Decision 592/2021](#), it is a space for coordination and inter-institutional articulation for the implementation, monitoring and evaluation of policies related to ethics in the National Public Administration. The approach to integrity seeks to strengthen state capacities in this area, with the aim of guiding interventions and organising the operation of the administration in accordance with the values and principles of public ethics.

In June 2023 the Meeting of the National Integrity and Transparency Roundtable 'Strengthening and articulation of public policies to continue consolidating a present State' held in Buenos Aires, was attended by more than 300 integrity contact points.

Active Transparency Monitoring Mechanism

The Agency for Access to Public Information (AAIP) has developed an 'Active Transparency Index' that monitors 8 variables of active transparency (personnel, salary scales, sworn statements, procurement and contracting, budget, audits, transfers) through a weighing scale that determines the level of compliance (0 to 1).

In June 2023, the [first evaluation report](#) was presented, reviewing the methodology used, identifying difficulties of the monitoring implementation and providing a first

roadmap to guide the improvement and updating of the strategy. In January 2024, the [second](#) and [third](#) reports were published.

Interministerial Articulation Roundtable

Through [Resolution 1/2023](#), the Secretariat for Relations with Civil Society and Community Development of the Office of the Chief of Cabinet of Ministers created the Interministerial Articulation Roundtable, with the purpose of promoting a space for dialogue and articulation between representatives of the different ministries and national agencies.

The Bureau seeks to develop actions and policies aimed at the participation of Civil Society Organisations (CSOs) in order to optimise resources and strengthen relations with the APN.

SIGEN Instruction N°4 'Access to Public Information Law 27.275'

The Agency for Access to Public Information and the General Attorney's Office of the Nation elaborated a survey of the compliance with [Law 27.275](#), (access to public information).

The survey was implemented by the Internal Audit Units in all National Public Sector agencies. Based on the results obtained, and their subsequent processing and analysis, the '[Report of Results - Working Instructions No. 04/2022-SNI - Control Tool for Activities on Access to Information](#)' was prepared and approved by [Joint Resolution 1/2023](#) between the authorities of both bodies.

Transparency and Access to Public Information of the Public Prosecutor's Office

The process of incorporating as many documents as possible in open formats for downloading and reuse was a fundamental practice in recent years, particularly in 2023. The publication of the list of all requests for access to public information received by the agency from 2017 to date was incorporated into the Open Data website, and is updated monthly.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery

- Open data policy**
- Transparency policy**
- Open government initiatives**
- Merit-based recruitment system**
- Objective remuneration policy**
- Control and quality of public spending**
- Integrity in Public-Private Relationship**
- Other**

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

The National Integrity Strategy: Strategic planning of the integrity policy of the National Executive Branch.

The ENI (for its acronym in Spanish) is a comprehensive preventive proposal with the goal of generating policies and promoting practices that can operate as a barrier to corruption, understood as a multidimensional, systemic and complex phenomenon, historically located, which does not find homogeneity in its most elementary manifestations and cannot be unequivocally interpreted. This is why the ENI incorporates the intersection of perspectives between integrity policies and human rights, gender and diversity, environmentalism, among others.

In line with the International Conventions against Corruption of the UN, the OAS and the OECD, the ENI also provides an horizon in the incorporation of the perspective of transparency in public management and, in addition, strategically groups concrete and measurable actions for implementation by the agencies and for monitoring by citizens. The Strategy is based on policies that take into account the context in which they are applied.

It also promotes the capillarity of the integrity policy by strengthening the network of contact points and the creation and consolidation of integrity areas.

In this sense, the ENI draws up a road map for the actions of the agencies. In it, a basic core of initiatives is deployed, and they can be mainstreamed, shared and implemented with the greatest possible impact among agencies, companies with state participation and other state entities of the National Public Administration.

Digital platform for citizen monitoring

The development of a culture of integrity must be linked to the task of improving the quality of our democracy through genuine citizen participation in all instances of public policies, from their planning and formulation, to their implementation and subsequent monitoring and evaluation.

To achieve this, within the system of information "Map of State Action", there will be a specific module for the follow-up and evaluation of the initiatives that make up the National Integrity Strategy.

This digital platform will also make it possible to analyse different public actions in order to identify opportunities to incorporate the ethical dimension of public management and its integrity and transparency mechanisms in a cross-cutting manner.

MapaInversiones - Public Works Map

Integration with the Mobile Application for Construction Supervision (known as CaptuData): This is a mobile application developed by the Ministry of Public Works together with the Inter-American Development Bank, used by supervisors during the construction execution stage. Through this application, site inspectors upload all the information collected during site visits and inspections. At the same time, the application allows documenting with photos and videos the entire route of the visits for their visualisation in the Management System.

This digital tool allows georeferenced monitoring and automatic recording of evidence, which facilitates control of the progress of the works. All works executed by the Ministry of Public Works are monitored through CaptuData.

MapaInversiones is a tool, also created by the Ministry of Public Works, aimed at facilitating knowledge, participation and citizen control, contributing to transparency in the contracting and execution processes of public works. It was developed jointly with the Inter-American Development Bank (IDB), complying with all international standards on transparency and access to public information.

In MapaInversiones it is possible to consult the projects and works being carried out by the Ministry of Public Works, their geographic location, the amount of investment made, their degree of physical and financial progress and to carry out a permanent monitoring through updated images and data.

At the same time, it has a citizen participation module that allows citizens to access all this information, but also to interact with the Ministry by making comments, contributing images, videos, suggestions, queries and/or complaints.

The data integrated and displayed on the platform are automatically updated based on the information and management systems used by the Ministry, whose load is increasing as it promotes greater digitalization in the different processes.

MapaInversioes data are in open and reusable data format, which allows anyone to access, download, use, process and share the information provided freely.

Open and Geolocalised Data Catalogue of the Ministry of Public Works

The Ministry of Public Works launched the website GEOMOP - a Map for Territorial Analysis, which seeks to democratise access to quality, geolocalised open data, with a simple and intuitive visualisation.

The initiative promotes transparency and improves citizens' access to information given that anyone, without restrictions, can visit the site and download the available data, free of charge.

This platform organises, geolocates and catalogues socio-economic indicators on maps, to provide information to municipalities and provinces; offers data for territorial planning, with the aim of contributing to decision-making; facilitates easy consultation of open geospatial data from the Ministry and other agencies; and benefits local and provincial governments by making available unified criteria and standards for these data.

At the same time, it enables planning investment in public works in municipalities and provinces through geolocalised data on socio-economic conditions, human development index, labour market and infrastructure throughout the national territory. GEOMOP discloses data generated by multiple parties: the Ministry, users, organisations and public entities, in accordance with international standards.

You can find more Open Government initiatives under questions 5 and 6.

Procurement Regime of the National Administration

The Procurement Regime of the National Administration is stated under [Decree 1023/2001](#).

The purpose of the Procurement Regime of the National Administration is to ensure that goods and services are obtained with the best technology provided to the needs, in a timely manner and at the lowest possible cost, as well as the sale of goods to the highest bidder, contributing to the efficient performance of the Administration and to the achievement of the results required by society. All contracting by the General State Administration shall be presumed to be of an administrative nature, unless it is clear from the contract or its background that it is subject to a private law legal regime.

Open Budget

The Open Budget of the National Executive Branch is available at the following link.

<https://www.presupuestoabierto.gob.ar/sici/>

This initiative complies with the following regulations: Law 24156: General provisions on financial administration and control systems; Law No. 11672: Permanent Budget - complementary; Law No. 27275: Right of access to public information; Decree 79/2017: General regulations on access to public information for the national executive branch.

The Open Budget, among other possible visualisations, offers the following:

- Who spends: Expenditures by jurisdiction.
- What is the expenditure allocated to? Expenditures by purpose and function
- What is it spent on? Spending by object
- Where is it spent? Expenditures by geographic location.
- How is it financed? Expenditures by source of financing
- Where do the resources come from? Resources by item
- How much comes in and how much is spent? Expenditures and resources by funding source
- Who collects and how much do they collect? Resources by jurisdiction.
- Resources by character: Estimated resources by central administration, decentralised agencies and social security institutions.
- Savings-Investment-Financing Account (budgetary basis): Budgeted and executed values according to their economic nature.
- Savings-Investment-Financing Account (accrual basis): Executed values of resources and expenditures, according to their economic nature.
- Tax resources by subconcept: Progress of tax collection.
- Expenditures by agency: Expenditures by each of the agencies that make up the national administration.
- Expenditures by program: Expenditures according to the State's allocations to meet its objectives and goals. Each program is in charge of an agency.
- Expenditures by character: Expenditures grouped by central administration, decentralised agencies and social security institutions.
- Expenditures by economic classifier: Expenditures grouped by economic nature, for example: current expenditures.
- Modifications to the budget by jurisdiction: Modifications made to the approved budget during the year in which it is executed.
- Budget execution of transfers: Details of transfers made from the National Treasury.

The agencies directly involved in the content of this site are:

National Budget Office, General Treasury of the Nation, General Accounting Office of the Nation and General Directorate of Financial Administration Information Systems.

In recent times, Argentina has been developing tools that contribute to the integrity of the public-private relationship, as established in different meetings of this group. Specifically, one of the most recently created and implemented developments is the register of integrity and transparency in companies and entities, which is a tool that enables the dissemination of the integrity programmes of companies while providing training modules for those medium and small companies without the capacity to develop it. This allows them to build integrity programs, given that the platform can be used for educational and training purposes.

Law on the Criminal Liability of Legal Persons

The [Law on Criminal Liability of Legal Entities](#) complies with international standards on anti-corruption; standards to which Argentina committed itself by signing the Convention against Transnational Bribery of the Organisation for Economic Co-operation and Development (OECD) and the United Nations Convention against Corruption (UNCAC).

The Law on Criminal Liability of Legal Entities has emerged as an innovative initiative that promoted the development of integrity in the business sphere and encouraged the design of public policies to accompany and make these developments visible.

The Law on Liability of Legal Entities establishes sanctions for private legal entities - whether national or foreign capital, with or without state participation- for corruption-related offences committed for their benefit, on their behalf or in their interest. This law establishes that legal persons may be criminally liable for the crimes of bribery and influence peddling, national and transnational, negotiations incompatible with the exercise of public functions, extortion, illicit enrichment of officials and employees, and aggravated false balance sheets and reports.

Sanctions may include:

- Fines. The amount of the fine can be from 2 to 5 times the undue benefit obtained by the legal person through the commission of the offence.
- Total or partial suspension of activities. Suspension has a maximum limit of 10 years.
- Suspension from participating in state tenders or bids for public works or services or in any other activity related to the state. Suspension is limited to a maximum of 10 years.

- Dissolution and liquidation of the legal entity when it was created for the sole purpose of committing the offence or the offence was its main activity.
- Loss or suspension of the state benefits that the legal person has.
- Publication of a summary of the conviction at the expense of the legal person.

Likewise, the law requires the implementation of an integrity programme in order to participate in certain contracts and to have access to a cooperation agreement in court.

In the context of conflicts of interest, the OA, in its capacity as enforcement authority of the Public Ethics Law and the Code of Public Ethics, promotes administrative proceedings to analyse whether a conflict of interest or a breach of other ethical rules has occurred in a given case. If it concludes that a conflict of interest or other infraction has occurred, it notifies the official's superior authority so that it can apply the corresponding sanctions, annul the acts affected by the conflict and seek reparation for the financial damage caused to the State. The steps provided for in the Law on Administrative Procedures are followed throughout the process, and it may then be subject to administrative and/or judicial appeals. In the latter case, the judicial sanction is left to the judiciary.

RITE

Within the framework of the Law of Criminal Liability of Legal Persons, [the Anti-Corruption Office launched the collaborative design of the first Integrity and Transparency Register of Companies and Entities \(RITE\)](#), embodied in [Resolution OA 3/2021](#), which after more than 80 working groups with civil society, academia and private sector specialists, allowed the development of questionnaires on Integrity Policies that were formalised by [Resolution OA 9/2022](#).

Subsequently, [the RITE digital portal was developed](#), which allows companies and entities to carry out a self-diagnosis based on the staggered, dynamic and updated provision of information, so that each company can identify its areas for improvement. The portal's [toolbox](#) provides mechanisms for continuous improvement in the areas of transparency, human rights and sustainable development, assessing not only results but also efforts and progress. Through the digital platform, the registry seeks to join efforts to foster an appropriate environment for the development of ethical business and a public-private relationship based on trust and common interest.

The questionnaires available on the digital platform, and in its [online simulator](#), enable companies and entities to identify in a systematised and agile way the necessary aspects



to achieve improvements in their Integrity Programs, and in all the components that they include.

The RITE initiative promotes the development of standards and procedures to safeguard the integrity of companies, and provides tools for the private sector to become a key player in the integrity system.

RITE is also a tool for accessing information on integrity policies in the private sector, since through its “registered companies” tab, citizens can easily and simply view the efforts made by companies to develop integrity policies. In turn, it provides tools to improve transparency among companies, since it allows them to know detailed information on their integrity programs. For this purpose, equity criteria are applied according to the size and volume of the company and/or entity.

This initiative collaborates with the effective implementation of Law 27,401 on Criminal Responsibility, which requires legal entities to have an integrity program, and facilitates through its digital platform the federal adoption of its standards.

The RITE also has a questionnaire to record specific information on Due Diligence.

During 2023, the web portal www.rite.gov.br was redesigned to offer an improved user experience, with content available in various formats and accessible language. In a second stage of development of the Register, the objective was to incorporate the human rights and gender perspective in the integrity commitments.

In addition, the Personal Data Protection Module (PDP) was designed and put into operation. Its purpose is to compile and disseminate in companies and organisations the institutional practices aimed at protecting the data of all persons for whose treatment they are responsible as a result of their business and/or activities.

This module has instructional and training materials, which were included in the “Toolbox” section.

At present, the registry is used by more than 366 companies, civil entities and associative and social economy organisations.

MAPPAP

The [MAPPAP](#) (System for Monitoring Private and Public Activities Before and After the Public Function) is an initiative created by the Anti Corruption Office (OA) to prevent conflicts of interest. This initiative was developed taking into account the international recommendations showing that the entry and exit to high public positions from and to

the private sector known as ‘revolving door’, implies risks of capture of public decisions that may harm the public interest.

For this reason, the OA, through [Resolution 15/2021](#), was entrusted with the design of a system to record the background, ties and private interests of persons who enter high positions in the National State -up to three (3) years before taking office-, as well as the activities carried out by these persons upon leaving public service -up to one (1) year after leaving office-, for the comparison and verification of compliance with pre- and post-public employment rules, with mechanisms for citizen control and active transparency.

The information of the civil servants obliged by the MAPPAP can be downloaded in an open format link. Currently, the OA continues to develop training activities for the use of the tool with companies and users obliged to declare the information.

Since its launch in mid-2022 until 14 February 2024, 2214 forms of Sworn Statements of Activities Prior to Public Service were received, corresponding to registration and updating procedures, submitted by 1302 civil servants of the National State, and 416 forms of Sworn Statements of Activities upon leaving Public Service.

These data have a direct impact on the quality of the Anti-Corruption Office's preventive instructions to civil servants entering and leaving the civil service, as more detailed information allows it to carry out its work more effectively.

The datasets corresponding to the MAPPAP's historical information were also published on [the Ministry of Justice's open data portal](#), which makes all this information available to the public on a quarterly basis.

Conflict of interest: analysis and resolution of cases

As the Authority of Application of the Law of Ethics in the Exercise of the Public Function, the Anti Corruption Office has among its responsibilities the analysis of the possible configuration of conflicts of interest or other ethical infractions and to issue resolutions, opinions and reports and the formulation of instructions and preventive recommendations.

Among the usual controls, in May 2023 a new Resolution RESOL-2023-5-APN-OA#PTE was issued, approving the ‘Regulations on Public Ethics and Conflict of Interest Procedures of the Anti-Corruption Office’, which replaced the previous ‘Internal Regulations of the Directorate for Transparency Policy Planning’, in force since 2008 (Res. M.J.S. and D.H. No. 1316/2008, Annex II).

This regulation incorporates criteria of economic, social and institutional significance and differentiates the processing of proceedings according to whether they are procedures for the prevention or investigation of breaches of public ethics rules. These

changes have made it possible to streamline the processing of proceedings and to achieve more timely and effective interventions.

Guide for the development of Integrity Policies in Companies with State Participation.

The OA created the [Guide for the development of Integrity Policies in Companies with State Participation](#). The document is founded on the acknowledgement that the strengthening of transparency and integrity must always take into account the logic and particularities of each sector.

Guidelines for the implementation of integrity policies in companies, and similar guidelines for SMEs.

The purpose of these Integrity Guidelines for better compliance with the provisions of Articles 22 and 23 of Law No. 27,401 on Criminal Liability of Legal Entities (hereinafter, Guidelines) is to provide technical guidance to companies, civil society organisations, other legal entities, state agencies, justice system operators and the community of experts professionals.

Within the guidelines, general questions are developed on the Law's Programs, i.e., its concept, parameters for its design and evaluation, steps for its implementation, advantages of its adoption, and the conditions that would allow it to be considered adequate taking into consideration the criteria of Risk, Dimension and Economic Capacity. At the same time, the possible elements of a compliance Program are comprehensively explained: High-level support; Code of Ethics and integrity policies and procedures; Integrity in bidding procedures; Training; Internal reporting channels and protection of informants; Internal investigation; Due diligence; Periodic risk analysis; Continuous monitoring and evaluation of the Program's effectiveness; among others.

- 3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.**

National Integrity System

Since 2018, Argentina decided to build up a coherent approach and a national integrity system that it sought to implement through different initiatives:



Approved through Decree 258/2019 (10/04/2019), the National anticorruption Plan including multiple cross-cutting and sectoral initiatives to consolidate and deepen the path of transparency, integrity, institutional strengthening and accountability and contemplates the creation of the Advisory Council for the Follow-up of the Implementation of the Initiatives Incorporated into that four years plan: 2019 - 2023.

Created by Resolution 21/19 of the Anticorruption Office with the mission to monitor initiatives, prepare follow-up reports and disseminate them, prepare non-binding proposals for improvements, incorporations and updates to the aforementioned Plan, produce and disseminate information and evacuate consultations.

In 2020, this plan was redesigned, expanded and modified in its methodology and resulted in the National Integrity Strategy (ENI).

Through Decree 591/2023, the report DEL PLAN NACIONAL ANTICORRUPCIÓN A LA ESTRATEGIA NACIONAL DE INTEGRIDAD: PLANIFICACIÓN ESTRATÉGICA DE LA POLÍTICA DE INTEGRIDAD DEL PODER EJECUTIVO NACIONAL, and the NATIONAL INTEGRITY STRATEGY were approved.

Through this Decree, the highest authorities of the jurisdictions and entities of the national public sector are instructed to incorporate initiatives in the “Module of the National Integrity Strategy” of the Information System Map of the State Action, ensuring the monitoring of the management of public agencies and guaranteeing its visualisation by the citizens.

The aforementioned decree establishes that the monitoring of the ENI is coordinated by the Anti Corruption Office and by the Undersecretariat for Institutional Strengthening (SSFI), with an “ad-honorem” Advisory Council made up of representatives of civil society organisations, the private sector, academic entities, international and multilateral agencies and experts with interest and/or recognized trajectory in the subject matter, who seek a balanced representation of each of the sectors, guaranteeing federal representation and gender diversity.

The approval of the National Integrity Strategy is an important step towards the promotion of integrity because it establishes a series of objectives and concrete actions to prevent corruption and promote public ethics. Likewise, in its Article 5°, the Decree establishes that the ANTI-CORRUPTION OFFICE and the (former) SECRETARIAT OF MANAGEMENT AND PUBLIC EMPLOYMENT of the CHAIRMAN OF MINISTERS, on the basis of the information registered in the “MODULE of the NATIONAL INTEGRITY STRATEGY of the INFORMATION SYSTEM MAP OF STATE ACTION”, shall prepare an annual report at the end of each budgetary year, which shall be submitted to the PRESIDENT OF THE NATION before March 31 of the following fiscal year.

In this way, a mechanism for monitoring the actions and indicators that make up the Strategy is formally established. The [first report](#) provides a descriptive analysis of the progress achieved by the ENI up to December 31, 2023.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

A major challenge for the National Integrity Strategy is the development of these programs at the sub-national level, since Argentina is a federal country.

To address this problem, the Guide for the Strengthening of Integrity and Transparency Areas in national, provincial and municipal jurisdictions was prepared, with the purpose of materialising these actions in Provinces and Municipalities, taking into account their own singularities and autonomous ways of managing its jurisdiction. In turn, these aspects should be linked to the relevant actions of the National Integrity Strategy.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

National Public Sector Risk Map

The National Public Sector Risk Map is an effective tool aimed at contributing to the control strategy, supervision and coordination of activities that program the components of the State's internal control system. This map is prepared by the Sindicatura General de la Nación (SIGEN).

For the preparation of the Risk Map 2023, SIGEN Circular No. 7/2023 was issued. The purpose of this regulation was to establish the “General Guidelines” for the uploading of data to the Risk Map System (SMR) by the Internal Audit Units (UAI) of the national public sector and the confirmation and approval tasks of the relevant areas of the SIGEN. The Risk Map for the year 2023 was prepared on the understanding that it will serve as an indispensable tool for the design of the internal control strategy of the national public sector for the year 2024.

Based on the analysis of the data collected, the following results were obtained:

- 42% of the Ministries, Decentralised Organizations and Social Security Institutions present an Extreme risk level (48/113).
- 45% of the Companies with Majority State Participation present an Extreme risk level (21/47).

- 31 % of Ministries, Decentralised Organizations and Social Security Institutions have a High risk level (36/113).
- 17 % of the Companies with Majority State Participation present a High risk level (8/47).
- 11% of Ministries, Decentralised Organizations and Social Security Institutions present a Moderate risk level (12/113).
- 15% of the Companies with Majority State Participation present a Moderate risk level. (7/47)
- 16 % of the Ministries, Decentralized Organizations and Social Security Institutions have a Low risk level. (17/113)
- 23 % of the Companies with Majority State Participation have a Low risk level (11/47).

For more information,

<https://www.argentina.gob.ar/sites/default/files/mapa-de-riesgos-2023-octubre.pdf>

- 5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.**

Participative elaboration of norms and regulations:

The Participatory Elaboration of Regulations, regulated by Decree 1172/2003, is a procedure that, through non-binding consultations, involves interested sectors and citizens in general in administrative regulation projects of the National Executive Power and bills that the National Executive Power wants to submit to the Congress of the Nation, with the purpose of achieving the participation of citizens in the elaboration of administrative regulations.

Participatory rule making may be called by the authority that is to draw up the draft rule, or citizens may request the opening of the procedure for the participatory elaboration of norms. In that case, the authority must decide whether or not to open the procedure within a period not exceeding 30 days.

Public Consultation

Public Consultation is a website for citizen participation developed by the National Directorate of Open Government of the Secretariat for Public Innovation. Its purpose is to receive ideas, proposals, consultations and contributions from citizens on a project,

initiative, public document or draft regulation. It may be requested by agencies of the National Executive Branch or institutions of other branches and levels of government. This website is a channel for dialogue and debate that allows interaction between the government and the community, promotes citizen participation and helps strengthen democracy. All public administration entities can publish the drafts of their regulations so that stakeholders can provide feedback and where these regulators can respond to the comments provided.

The Advisory Council of the National Integrity Strategy

As part of the design of the National Integrity Strategy, (ENI), a comprehensive preventive proposal aimed at generating policies and promoting practices that operate as a deterrent to corruption. This Advisory Council is a federal, plural and balanced representation in its conformation with diverse social and academic sectors and with a gender perspective. This aspires to a genuine citizen participation in the processes of design, implementation and monitoring of the ENI.

Integrity Liaison Network

Decree 650/2019 establishes the obligation to have an Integrity Liaison in the Exercise of Public Office. The integrity contact points are in charge of implementing awareness and training strategies, promoting compliance with international obligations and recommendations on the matter and reporting to the Anti-corruption Office (OA) on their level of progress.

The mainstreaming of transparency in public management requires clear guidelines on what constitutes a comprehensive transparency policy and an institutional framework for its implementation. A centralised agency, such as the Anti-Corruption Office, has the virtue of its specialisation but it requires the articulation of that specific knowledge with the particularities of the organisational reality of each jurisdiction. For this reason, it is essential that each agency adopts measures to facilitate the implementation of a comprehensive transparency policy, taking into account its own organisational reality and sectoral challenges.

The "Guide for the creation and strengthening of integrity and transparency areas in national, provincial and municipal jurisdictions" is intended to assist national public sector agencies and provincial and municipal agencies in the creation of integrity and transparency areas.

Guide for the Ethical Exercise of the Public Service

The "Guide for the Ethical Exercise of the Public Function" is an initiative of the Anticorruption Office and the Secretariat for Management and Public Employment to disseminate the main duties, principles, incompatibilities and obligations that public servants must know and respect to ensure integrity in the performance of their duties.

In our country, the legal framework that establishes the standards of conduct and values expected of public officials is the Law on Ethics in the Exercise of the Public Service (Law No. 25,188), complemented by several regulations such as the Code of Ethics of the Public Service and the Framework Law for the Regulation of Public Employment, among others.

National Training Program on Integrity and Transparency

The Anti-Corruption Office (OA) is the lead agency in the fight against corruption and the promotion of integrity in the national public administration. Its mission is to design and manage corruption prevention programs, promote transparency in public management and advise government agencies on the implementation of preventive actions to combat acts of corruption. It is within this framework that training activities are generated on the basis of the mainstreaming of policies designed to ensure their effective implementation and operation.

By Resolution RESOL-2021-17-APN-OA#PTE, on October 12, 2021, the [National Training Program on Integrity and Transparency](#) was created, with the goal of deepening the federal perspective. Thus, among the main measures to implement or improve specific training for personnel responsible for preventing and combating corruption is the formulation of this program, which promotes:

- Articulations for the development of training activities in provinces and municipalities, in public companies and with private sector entities and civil society as a whole.
- Development of training materials for the development of training in various modalities (classroom, blended and virtual), identifying good practices and tools for the implementation of public policies of integrity and transparency.
- Design and implementation of a training program for trainers in integrity and transparency that allows for the replication of training activities throughout the country.
- Development of training and awareness-raising activities in coordination with civil society organisations, private sector entities and academic centres.
- Design of training tools to incorporate the perspective of integrity and transparency through the generation of specific articulations with ministries, decentralised and deconcentrated agencies and companies with state participation.

Training Programs

INAP accredited simultaneous activities aimed at public agents

- Workshop “Conversations on public ethics”.
- Principles and norms of public ethics, integrity and transparency for the public sector
- Introduction to integrity risk management.
- Conflicts of interest and capture of public decision-making.
- Transparency: an integral approach to public management.
- Social participation: an essential component for integrity and transparency in public management.
- Codes of Ethics: Drafting and/or updating in public agencies
- Codes of ethics: implementation in a public agency
- Training of internal trainers in Integrity and Transparency.
- Cross-cutting Integrity Programs in public agencies.

Tutored virtual courses accredited by the INAP

The series “State Capacities in Integrity and Transparency” (CEIT) includes four virtual tutored courses of 24 hours each for public agents of the three levels of government:

- State Capacities in Integrity and Transparency: from conflict of interest to capture of public decision making from an integral approach;
- State Capacities in Integrity and Transparency: social participation in the integrity agenda;
- State Capacities in Integrity and Transparency: principles and regulations of public ethics;
- State Capacities in Integrity and Transparency: integral approach to transparency and accountability.

Synchronised activities accredited by the Undersecretariat for Institutional Strengthening (SSFI) for higher authorities.

These are expositional spaces intended for hierarchical personnel with the purpose of updating contents.

- Public Ethics, Integrity and Transparency as a transversal policy
- Transparency from an integral approach in public management.
- Regulatory framework for public ethics, integrity and transparency.
- State capacities for the prevention of public decision capture.



Integrity and transparency training repository:

The repository of integrity and transparency trainings is located on the website of the National Integrity and Transparency Roundtable (created in June 2021 through Administrative Decision 592/2021, <https://www.argentina.gob.ar/jefatura/gestion-y-empleo-publico/mesa-nacional-de-integridad-y-transparencia>).

The purpose of the proposal is to house in the same space, and make available to the public administration, training courses provided by the member agencies of the Board: the Secretariat of Management and Public Employment of the Office of the Chief of Cabinet of Ministers, the Anti Corruption Office, the General Attorney's Office of the Nation and the Agency for Access to Public Information (<https://www.argentina.gob.ar/jefatura/gestion-y-empleo-publico/mesa-nacional-de-integridad-y-transparencia/repositorio-de-0>).

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles². Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Federal Open Government Program

The Federal Open Government Program involves provinces and municipalities in the implementation of initiatives that value citizen participation in order to promote an open, federal and inclusive State.

In this sense, open government is a tool that contributes to the effective development of public policies through dialogue and interaction with citizens, promotes articulation and coordination among state actors and with civil society and, therefore, implies democratising management and providing public interventions with a plurality of views.

The National Open Government Roundtable was formalised through Resolution 132/2018, which creates this work coordination instance between the government and civil society to articulate efforts in the promotion of open government policies, and approves its internal rules of operation.

The Federal Open Government Program (2022 - 2024) is a commitment under the Fifth National Open Government Action Plan (2022-2024) and was structured in two sequential stages. During the first stage, in 2023, regional training meetings were held

² [G20 Anti-Corruption Open Data Principles](#) (2015)

and a participatory mapping and diagnosis was carried out to identify local actors and initiatives on the subject. The second stage, planned for 2024, aims to technically support the design/implementation of 70 Open State initiatives at subnational levels.

On May 23, 2024, the Federal Open Government Program was launched within the framework of the Open Government Week organised by the Open Government Partnership, with the aim of presenting the Federal Program and inviting provincial and local governments and institutions of the Executive and Judicial Branches to participate and apply for initiatives in one of the Open Government principles

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The Anticorruption Office receives complaints from individuals or public officials. As a result, it conducts investigations into the conduct of public agents, in order to determine the existence of unlawful acts committed in the exercise or on the occasion of the public function, within the scope of its competence. These investigations may also be initiated ex officio.

Once the corresponding investigation has been carried out and it is found that the facts could constitute a criminal offence, the Anti Corruption Office must file a complaint before the Judiciary, and may become a private prosecutor in those processes that have social, economic and/or institutional relevance.

Receipt of Complaints

The Anticorruption Office has the following channels for receiving complaints:

- By the [Web-page](#)
- By telephone, at the following numbers: 0800-444-4462 / (5411) 5300-4100.
- By email, at the following address: anticorrupcion@jus.gob.ar
- Personally or by mail: Anti Corruption Office; 25 de Mayo 544, C1002 ABL, Ciudad Autónoma de Buenos Aires, Monday to Friday from 10 am to 3 pm.

Complaints may be made with identification, with reserved identity or anonymously. The procedure for reporting acts of corruption can be consulted in the "[Informant's Guide](#)".

The initial processing of complaints received by the Agency is carried out by the Coordination of Intake and Referral of Complaints, which is part of the National Directorate of Strategic Affairs.

During the year 2023, 419 proceedings have been processed, as follows:

Year	Number of proceedings filed	Number of proceedings referred internally	Number of proceedings referred to external agencies	Number of criminal complaints filed	Number of judicial and/or administrative requests responded to	TOTAL
2023	232	27	116	19	25	419

8. If applicable, please provide an overview of your country’s disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

The [Law on Ethics in the Exercise of Public Office](#) establishes the rules of conduct to be followed by public officials, regulates the submission of sworn statements and the regime of incompatibilities.

Within this framework, Chapter V of the Law states that, in order to investigate allegations of unjustified enrichment in the public function and violations to the duties and to the regime of sworn statements and incompatibilities established in this law, the National Commission of Public Ethics must carry out a summary prevention.

In its Chapter IX, it introduces reforms to the Criminal Code in terms of sanctions and sentences for those persons who violate Law 25188:

Article 23: The conviction entails the loss in favour of the national State, the provinces or the Municipalities, except for the rights of restitution or indemnification of the injured party and third parties, of the things that have served to commit the act and of the things or profits that are the product or the benefit of the crime.

If the product or benefit of the crime is dangerous to the common security, the confiscation may be ordered even if it affects third parties, except for the right of the latter, if they are in good faith, to be indemnified.

When the perpetrator or the participants have acted as agents of someone or as organs, members or administrators of a person of ideal existence, and the product or the benefit of the crime has benefited the principal or the person of ideal existence, the confiscation shall be pronounced against them.

When the proceeds or benefits of the crime have benefited a third party free of charge, the confiscation shall be pronounced against the latter.

If the confiscated property has a use or cultural value for any official or public good establishment, the respective national, provincial or municipal authority may order its delivery to such entities. If this is not the case and it has commercial value, it shall be disposed of. If it has no licit value whatsoever, it shall be destroyed.

SECTION 27 - Section 29 of the Criminal Code is hereby replaced by the following:

Article 29: The sentence of conviction may order:

1. The reinstatement to the state prior to the commission of the crime, as far as possible, providing for that purpose the restitutions and other necessary measures.
2. The compensation of the material and moral damage caused to the victim, his or her family or a third party, the amount being fixed prudently by the judge in the absence of full proof.
3. The payment of the costs.

SECTION 28 - Section 30 of the Criminal Code is hereby replaced by the following:

Article 30: The obligation to indemnify is preferential to all those contracted by the responsible party after the crime has been committed, to the execution of the penalty of confiscation of the product or proceeds of the crime and to the payment of the fine. If the assets of the convicted person are not sufficient to cover all his pecuniary liabilities, these shall be satisfied in the following order:

1. Compensation for damages.
2. Compensation for the costs of the trial.
3. The confiscation of the product or proceeds of the crime.
4. The payment of the fine.

SECTION 29 - Section 67 of the Criminal Code is hereby replaced by the following:

Section 67: The statute of limitations is suspended in the cases of crimes for the prosecution of which it is necessary to resolve prior or prejudicial issues, which must be resolved in another trial. Once the cause for the suspension is terminated, the statute of limitations continues its course.

The statute of limitations is also suspended in cases of crimes committed in the exercise of public office, for all those who have participated, while any of them is holding a public office.

The statute of limitations for the criminal action corresponding to the crimes provided for in Articles 226 and 227 bis shall be suspended until the reestablishment of the constitutional order.



The statute of limitations is interrupted by the commission of another crime or by the sequel of the trial.

The statute of limitations shall run, be suspended or interrupted separately for each of the participants in the crime, with the exception provided for in the second paragraph of this Section.

SECTION 30 - The heading of Chapter VI of Title XI of Book II of the Criminal Code shall be replaced by the following: 'Chapter VI - Bribery and influence peddling'.

SECTION 31 - Section 256 of the Criminal Code is hereby replaced by the following:

Section 256: Any public official who, by himself or through an intermediary, receives money or any other gift or accepts a direct or indirect promise to do, delay or fail to do something related to his functions shall be punished with imprisonment or imprisonment for a term of one to six years and special perpetual disqualification.

SECTION 32 - The following Section 256 bis of the Criminal Code is hereby incorporated as Section 256 bis:

Section 256 bis: Whoever by himself or through an intermediary requests or receives money or any other gift or accepts a direct or indirect promise to do, delay or fail to do something related to his functions shall be punished with imprisonment or imprisonment for one to six years and perpetual special disqualification from public office.

SECTION 33. - Section 257 of the Criminal Code is hereby replaced by the following:

Section 257: The magistrate of the Judiciary or of the Public Prosecutor's Office who, by himself or through an intermediary, receives money or any other gift or accepts a direct or indirect promise to issue, dictate, delay or omit to issue a resolution, ruling or opinion, in matters under his jurisdiction, shall be punished with imprisonment or reclusion of four to twelve years and perpetual special disqualification.

SECTION 34.- Article 258 of the Criminal Code is hereby replaced by the following:

Article 258: Whoever directly or indirectly gives or offers gifts in order to obtain any of the conducts repressed by Articles 256 and 256 bis, first paragraph, shall be punished with imprisonment from one to six years. If the gift is given or offered for the purpose of obtaining any of the conducts defined in Articles 256 bis, second paragraph, and 257, the penalty shall be imprisonment or imprisonment for a term of two to six years. If the guilty party is a public official, he shall also suffer special disqualification from two to six years in the first case and from three to ten years in the second.

SECTION 35 - Section 265 of the Criminal Code is hereby replaced by the following:

Section 265: Any public official who, directly, through an intermediary or by means of a simulated act, takes an interest for his own benefit or that of a third party, in any contract or transaction in which he is involved by reason of his office, shall be punished with imprisonment or imprisonment of one to six years and special perpetual disqualification.

This provision shall be applicable to arbitrators, amiable compositeurs, experts, accountants, guardians, curators, executors, receivers and liquidators, with respect to the functions performed in their capacity as such.

SECTION 36 - The following is hereby incorporated as Section 258 bis of the Criminal Code:

Section 258 bis: Whoever offers or grants to a public official of another State, directly or indirectly, any object of pecuniary value or other benefits such as gifts, favours, promises or advantages, in exchange for said official performing or omitting to perform an act in the exercise of his public functions, related to a transaction of an economic or commercial nature, shall be punished with imprisonment of one to six years and perpetual special disqualification to perform a public function.

SECTION 37 - Section 266 of the Criminal Code is hereby replaced by the following:

Section 266: The public official who, abusing his office, requests, demands or causes to pay or deliver unduly, by himself or through an intermediary, a contribution, a duty or a gift, or charges higher duties than the corresponding ones, shall be punished with imprisonment from one to four years and special disqualification from one to five years.

SECTION 38 - Section 268 (2) of the Penal Code is hereby replaced by the following:

Section 268 (2): Whoever, when duly required to do so, does not justify the origin of an appreciable patrimonial enrichment of his own or of a person interposed to conceal it, which occurred after the assumption of a public office or employment and up to two years after having ceased to hold it, shall be punished with imprisonment or imprisonment of two to six years, a fine of fifty percent to one hundred percent of the value of the enrichment and perpetual absolute disqualification.

It shall be understood that there has been enrichment not only when the patrimony has increased with money, things or goods, but also when debts have been cancelled or obligations that affected it have been extinguished.

The person interposed to conceal the enrichment shall be punished with the same penalty as the perpetrator of the act.

SECTION 39 - The following Section 268 (3) of the Criminal Code is hereby incorporated as Section 268 (3):

Section 268 (3): Whoever, by reason of his position, is obliged by law to submit a sworn statement of assets and maliciously omits to do so, shall be punished with imprisonment from fifteen days to two years and perpetual special disqualification.

The offence shall be committed when, having been duly notified of the respective summons, the obligated person has not complied with the aforementioned duties within the terms established by the applicable law.

The same penalty shall be incurred by whoever maliciously falsifies or omits to insert the data that the referred affidavits must contain in accordance with the applicable laws and regulations.

- 9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.**

AUSTRALIA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.³

- In November 2023, the Australian Public Service (APS) Integrity Taskforce report ‘Louder than Words: An APS Integrity Action Plan’ was published (see [Louder Than Words: An APS Integrity Action Plan \(pmc.gov.au\)](#)). The Taskforce was established to review the APS integrity landscape, identify gaps and look for opportunities to learn from and build upon work already underway across the APS.
- The APS Integrity Taskforce report highlighted an opportunity for greater coordination of reforms and activity, recommending that integrity activities in the APS be managed more “like a system”. As part of the Government’s Third National Action Plan under the Open Government Partnership, the Government has agreed to develop an Integrity Strategy for the Commonwealth public sector.
- This strategy will articulate a clear public narrative for the integrity activities and reforms underway across agencies and identifies opportunities to further strengthen integrity across the service, including enhancements to coordination, information-sharing, evidence-gathering and reporting.
- The [Commonwealth Integrity Maturity Framework](#) provides information to support public sector entities to design, implement and review the effectiveness of their integrity frameworks so that they are tailored to their risk profiles, size and contexts.
- Australia’s role as a member of Open Government Partnership further promotes a culture of integrity. Australia’s Third National Action Plan (NAP3) (see [Australia’s Third National Action Plan | Attorney-General's Department \(ag.gov.au\)](#)) was co-designed by the 2023 Open Government Forum consistent with the co-creation process. The forum identified 8 commitments that would most benefit from the ongoing engagement and oversight by the forum. These commitments collectively aim to further open government, enhance accountability and strengthen integrity. These commitments are:

³ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

- Automated decision-making and responsible use of AI
- Youth Advisory Groups
- Integrity Strategy for the Commonwealth Public Sector
- Beneficial Ownership Reform
- Integrity and accountability in procurement and grants
- Whistleblower protections
- Strengthen transparency in political donations and truth in political advertising.
- Improve media literacy in culturally and linguistically diverse communities, including to counter the impacts of mis- and dis-information

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

While the government has many initiatives underway to achieve these integrity outcomes, there have been public commitments to further Australia’s endeavours in this policy space.

Under Australia’s current National Action Plan 2024-2025, the government has committed to:

Commitment 3: Commonwealth Integrity Strategy

Commitment 5: Integrity and accountability in procurements and grants

Commitment 4: Beneficial ownership reform

Updates on the foundation and progress of these commitments can be found at: [Australia's Third National Action Plan 2024-2025 | Attorney-General's Department \(ag.gov.au\)](#)

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

- The Australian Attorney General's Department (AGD), working closely with the Australian Public Service Commission, is developing an Australian Public Service Integrity Strategy to identify enhancements to coordination, information-sharing, evidence-gathering and reporting across integrity agencies in the Australian Government. The Integrity Strategy will:
 - articulate a coherent narrative for the range of integrity activities and reforms underway across agencies
 - identify mechanisms to strengthen cooperation and information sharing between integrity agencies, and
 - identify opportunities to harness existing whole-of-government and agency-level information, data and reporting mechanisms to inform our understanding of the effectiveness of whole of government and agency level integrity measures.
- A new Commonwealth Fraud and Corruption Control Framework 2024 (framework), which came into effect on 1 July 2024, is designed to support Australian Government entities to effectively manage the risks of fraud and corruption.
 - The new Framework provides a unified standard applicable across the federal government in the management, oversight, prevention, detection, investigation, reporting and recording of fraud and corruption.
 - The new framework is an update of the Commonwealth Fraud Control Framework 2017 and is a key part of a broader suite of integrity reforms to improve the standards of integrity across the public sector and trust in government.
 - The AGD administers the framework. The Commonwealth Fraud Prevention Centre (CFPC) within AGD plays a pivotal role in supporting Australian Government entities to strengthen their counter fraud capability and meet their obligations under the framework. This includes:

- publishing leading practice guides, toolkits, reports, as well as internationally recognised publications and innovations, such as fraudster personas
- providing direct support to multiple entities in areas such as risk assessment, fraud control, control testing, data sharing and fraud data analytics
- directly uplifting the capability of officials across dozens of entities through its award-winning Counter Fraud Practitioner Training Program
- developing a better evidence base and understanding of the problem of fraud in Australia.
- Integrity Agencies Group: The mission of the Integrity Agencies Group (IAG) is to ensure that integrity is at the centre of the work of the public sector, and that the APS approach to integrity is integrated, capable, agile and transparent.
- Commissioners’ meetings and Prevention Practitioners Forum: Commissioners from the National Anti-Corruption Commission (NACC), State and Territory integrity and anti-corruption agencies meet on a biannual basis. They have published Best Practice Principles for Australian Anti-Corruption Commissions (Media Release - Best Practice Principles for Australian Anti-Corruption Commissions | Law Enforcement Conduct Commission (nsw.gov.au)).
- The Prevention Practitioners Forum meets biannually and brings together corruption prevention practitioners from each of the Australian integrity and anti-corruption agencies to share information and good practice.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

- Australia is a federation comprising six States and two Territories. The Australian Constitution specifies those areas for which the Commonwealth has the power to legislate and leaves the remainder to the States. The effect of these constitutional arrangements means there are differences in applicable laws and policies concerning institutional public integrity approaches or systems across Australia, including those concerning Australian Anti-Corruption Commissions. As a result, it is important to put in place co-operative mechanisms – such as the Commissioner bi-annual meetings – to maximise the sharing of information and build a shared understanding of approaches that may work across Australia.
- The AGD consulted broadly across 180+ Commonwealth entities when developing the new Commonwealth Fraud and Corruption Control Framework. The key challenges to implementing the new framework identified by entities during our consultations were:
 - challenges implementing these changes for smaller entities
 - the need for more guidance and training to help staff build their skills.

- There also remains a need to build capability in specific areas across the Australian Public Sector to help entities effectively implement the new framework requirements.
 - To overcome challenges in specific areas and draw upon the expertise and knowledge from our international counterparts, the CFPC collaborates with international partners through the participation in the International Public Sector Fraud Forum. The CFPC has collaborated with the Public Sector Fraud Authority (PSFA) of United Kingdom to facilitate officials seconding to each other's office, in the view of bringing together the best practice of both countries. For example, the CFPC is currently co-operating with the PSFA to develop Australia's capability in fraud loss measurement, in order to improve the ability to measure and understand the extent of fraud in Australian government entities and programs.
 - In order to provide public officials with the knowledge and skills to manage fraud and corruption, the CFPC delivers a comprehensive 5-day Counter Fraud Practitioner Training Program for officials working in counter fraud, risk management and policy. The training provides public officials with practical knowledge to adhere to best practice integrity measures. The program also helps build important networks across government to share information, emerging risks, and best practice. The program received a Commonwealth Award for Excellence in Risk Management in 2023.
- 4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.**
- The NACC which commenced operations on 1 July 2023, will conduct a survey across the Australian federal public service of corruption perceptions in 2024 and it is anticipated that the survey will be run annually.
 - The Minister for Finance and the Attorney-General have announced the new Commonwealth Fraud and Corruption Control Framework, which came into effect on 1 July 2024. This supersedes the Commonwealth Fraud Control Framework 2017 and is designed to support Australian Government agencies to effectively manage the risks of corruption, as well as fraud.
 - The Australian Institute of Criminology (AIC) manage and distribute the annual Fraud Against the Commonwealth census (the census). The census collects information at an Australian Government agency level regarding fraud losses, controls, investigations, prevention measures and recoveries.
 - With the amendments to the Commonwealth Fraud and Corruption Control Framework, agencies will be required to report to AIC on corruption matters from the 2024-25 census onwards.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

- The NACC delivers presentations and training to public sector representatives and makes factsheets, guides and e-learning modules available on its website, it will be targeting private sector entities that undertake work for the Government
- The NACC Commissioner may provide written guidance under the NACC Act to assist with the operation of the Act. To date, the Commissioner has provided written guidance in relation to the definition of serious or systemic corrupt conduct.
- The Open Government Partnership (OGP) is a multilateral initiative that aims to secure commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance.
- The Australian Government has worked with civil society to develop Australia's Third National Action Plan (NAP3), which was published on 15 December 2023 and captures an ambitious plan for open government, transparency and accountability.
- The forum has equal representation from the government and civil society and establishes a space for ongoing dialogue and collaboration between the government, civil society and other non-governmental stakeholders, consistent with the Open Government Partnership Participation and Co-Creation Standards. The forum is co-chaired by a government member and a civil society member.
- The forum identified 3 themes that guided the development and selection of NAP3 commitments. These were:
 - Public participation and engagement
 - Government and corporate sector integrity
 - Strengthening democratic processes.
- The Bribery Prevention Network (BPN) is a public-private partnership that brings together business, civil society, academia and government with the shared goal of supporting Australian business to prevent, detect and address bribery and corruption and promote a culture of compliance.
- It is the first network of its kind in Australia that focuses specifically on raising awareness among SMEs of bribery and corruption risk.
- The BPN was established as a new approach to awareness raising by welcoming the participation of larger companies who have the necessary resources and expertise, to assist smaller SMEs in building and maintaining anti-bribery compliance programs.

- One of the most significant features of the BPN is that it is co-designed and continues to be co-led by the private sector and government through a Steering Committee which comprises representatives from both sectors, as well as civil society.
- An Editorial and Engagement Sub-Committee guide the continued development and promotion of the Hub across domestic and international markets.
- The UN Global Compact Network Australia was also established as the Host network. The Host network coordinates and provides oversight of all BPN projects and initiatives agreed by the Steering Committee.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁴. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

- The Australian Institute of Criminology publishes an annual Fraud Report, summarising the Fraud Against the Commonwealth census results at a whole-of-government level. This statistical bulletin provides quantitative information on fraud investigations, substantiated allegations, and loss and recovery figures.
- With the commencement of the Commonwealth Fraud and Corruption Control Framework on 1 July 2024, corruption will be included in future reports, in addition to fraud.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

- Anyone can submit a corruption report to the NACC or provide other information about a corruption issue. Reports can be made via webform, in the post or on the phone.
- There are mandatory reporting requirements for:
 - agency heads
 - agency heads of intelligence agencies, and
 - Public Interest Disclosure officers
 to refer questions of serious or systemic corruption to the NACC.
- The Commission’s Service Charter sets out the standard of service that reporting persons can expect to receive from the NACC when they submit a report of corrupt conduct.

⁴ [G20 Anti-Corruption Open Data Principles](#) (2015)

- Anyone who makes a referral, provides information or gives evidence to the NACC about a corruption issue is protected from civil, criminal or administrative liability (including disciplinary action) for doing so, and no contractual right or remedy can be taken against them. However, this does not prevent action being taken for making false or misleading statements.
- It is a criminal offence punishable by imprisonment for anyone to take any reprisal action against a person for making a referral, providing information or giving evidence to the NACC.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

- There are number of corruption and corruption-related offences under chapter 7 of the *Criminal Code*. Australian states and territories have similar offences in their respective jurisdictions.
- At the completion of a NACC investigation the Commissioner must prepare a report on the investigation for the Attorney-General (unless the report involves the conduct of the Attorney-General, in which case the report is to the Prime Minister). The report must set out:
 - the Commission's findings or opinions on the corruption issue
 - a summary of the evidence and other material on which those findings or opinions are based, and
 - any recommendations the Commission sees fit to make and the reasons for those recommendations.
- Where the Commission has held a public hearing, the report must be tabled in Parliament. The Commissioner can publish reports if satisfied it is in the public interest to do so.
- The Australian Public Service (APS) Code of Conduct is set out in section 13 of the Public Service Act 1999 (PS Act) and sets out the behavioural and conduct requirements for APS employees. If a determination is made that a current APS employee has breached the Code, the following sanctions may be imposed under section 15(1) of the PS Act:
 - a reprimand
 - deduction from salary, by way of a fine
 - reduction in salary
 - re-assignment of duties
 - reduction in classification
 - termination of employment.

- The Commonwealth’s Proceeds of Crime Act 2002 (POCA) provides a legal framework for depriving persons of illicitly-gained wealth, including from corrupt conduct or other serious violations of Commonwealth offences committed by public officials.
 - Although the POCA does not provide for a targeted disciplinary framework, its objectives include to deprive persons of the proceeds, instruments and benefits of their serious offending, to deprive persons of unexplained wealth amounts, and to punish and deter persons from breaching Commonwealth laws. For example, the Criminal Code Act 1995 prohibits public officials from dishonestly asking for, receiving and agreeing to receive a benefit for themselves or another person, with the intention that the exercise of the public official’s duties will be influenced.
 - Under the POCA, a proceeds of crime authority (for example, the Commissioner of the Australian Federal Police) can seek to confiscate the proceeds and/or benefits of that offence.
- 9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.**

BRAZIL

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁵

On recent years, Brazil has designed and implemented many powerful strategic measures to promote a culture of integrity and address the challenges posed by corruption. The evolution of the public integrity subject, built upon contemporary academic research and discussions on international fora, brings a more comprehensive concept of integrity, that goes beyond the fight against corruption. Public integrity must be understood as a consistent pursuit for addressing the legitimate public interest, in a way that is aligned with values, principles and norms that strengthen trust, credibility and institutional reputation.

In that context, the Brazilian federal government is dedicated to implementing and promoting an **organizational public integrity management**, a set of coordinated practices, adopted to plan, execute, monitor, assess and refine actions related to enhancing the organizational integrity. This process requires a structured management process involving multiple internal and external actors, such as employees, managers, authorities, users of public services and citizens in general.

To accomplish this task, Brazil is partnering with civil society and international organisms in the pursuit of best practices and initiatives that can drive significant improvements. As an example, in 2023, the Organization for Economic Cooperation and Development (OECD) published the report *Strengthening Integrity Leadership in Brazil's Federal Public Administration*, which highlighted the importance of leaders and managers in promoting culture of integrity within a public organization. The report establishes that a clear and repeated commitment to integrity by leadership emphasizes common values and signals to all public officials that integrity is a crucial part of their professional identity. Also, the report stress the relevance of middle and lower management, as their immediate impact on the behaviors of staff under their direct responsibility may arguably be even higher and more direct than that of higher authorities. The findings of the report enable the implementation of concrete measures to the integrity leadership and promote a culture of integrity within the administration.

⁵ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

Additionally, it is important to highlight the creation of the System for Integrity, Transparency and Access to Information (Sitai), in May 2023. This system is responsible for coordinating and articulating activities related to integrity, transparency and access to information, as well as for establishing standards for practices and initiatives related to these subjects, within bodies and entities of the federal direct, autharquic and foundational administration.

The Sitai is composed by the Office of the Comptroller General (CGU) of Brazil, as it's central body and by units responsible for integrity management, transparency and access to information, on bodies and entities of the direct, autharquic and foundational administration, as sectoral units. More information about the System, its central body, its sectoral units and their responsibilities is provided in question 3, as well as information about other initiatives implemented to enhance public integrity in the Brazilian federal administration.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Integrity Policy and Strategy – As examples of relevant measures adopted by Brazil, it is possible to mention initiatives that are further explained and detailed in questions 1, 3 and 5, such as: the creation of System for Integrity, Transparency and Access to Information, the publication of the Anticorruption plan, the establishment of the Council for Transparency,

Integrity and Fighting Corruption (CTICC), the implementation of the Public Integrity Maturity Model (MMIP), the creation of the Program for Promoting Integrity by Mentorship and Counselling (PRISMA), the work of the National Strategy for Anticorruption and Money Laundering (ENCCLA), among others.

Technology and e-governance - It is worth mentioning some actions that the Office of the Comptroller General (CGU) has been adopting, using Artificial Intelligence, to identify corruption risk red flags in federal public administration activities, as further explained in question 4. The ALICE System, for example, carries out continuous analysis of artifacts produced in public purchases procurements which enables the prior identification of inconsistencies and fraud, in order to mitigate the risks of corruption. Additionally, continuous audits in the personnel area are carried out by surveying and crossing data from systems, with automated analysis of payroll data from public servants and authorities. Such procedures comprehensively identify situations that indicate signs of errors or fraud, that is, covering all units that have the CGU's competence to act in a single procedure.

Corruption risk management system – The Office of the Comptroller General (CGU) plans its assessments based on a risk analysis of Audit Objects, which include the risk of fraud and corruption. The risks assessments are developed by the public organizations themselves, in their integrity policies, with the assistance of the CGU. In 2018, CGU has published the Integrity Risk Management Practical Guide, with the objective to guide bodies and entities within the federal public administration in their initial efforts on the theme. Furthermore, CGU uses Artificial Intelligence systems to identify corruption risk red flags in federal public administration activities, specially related to public procurement and public servants' payrolls.

Integrity in Public-Private Relationship - The leniency policy has been established in Brazil as an important instrument to combat corruption by allowing the improvement of the investigative capacity of the Public Administration, the enhancement of the State's capacity to recover assets, and the promotion of a culture of integrity in the private sector, through action of companies that decide to collaborate with the State. Since the enactment of the Anticorruption Act, in 2013, CGU has signed 27 leniency agreements with a wide range of corporate entities, from big national and international companies to small-sized businesses. The agreements impose obligations for companies to improve their integrity programs and implement anti-corruption measures aimed at developing a more transparent and fairer business culture. Throughout integrity programs' monitorship of these companies CGU verifies not only the improvement of the program itself, but also the status of integrity

culture within these enterprises. The same integrity in business culture is disseminated to a larger public through guidelines, in-person and online courses. Furthermore, in the last years, Brazilian main law enforcement agencies are committed to strengthening interinstitutional coordination as a key measure for combating and preventing business corruption, as further explained in question 5.

To foster a culture of integrity in the private sector, CGU has some programs to promote private integrity. Some of most recognized ones are the Pro-Ethics Program and the Brazil Pact for Business Integrity, which seek to promote the voluntary adoption of integrity measures by companies, through the public recognition of those that, regardless of size and the field of activity, are committed to implement measures aimed at corruption prevention and integrity culture. Additionally, there are several collective actions in Brazil with representatives of public and private sectors to address ethics and integrity, as well as anti-corruption and anti-bribery issues. CGU participates in some of these collective actions.

Open government initiatives and Open data policy – Brazilian public organizations are obliged to have an Open Data Plan updated every two years, allowing a flow of new datasets to be constantly available. More than 12 thousand datasets are already offered at our platform [Dados.gov.br](https://dados.gov.br). CGU is constantly identify datasets that needs to be prioritized to be opened or improved. It is also helping map the ecosystem of publishers and users. Additionally, it is relevant to mention that Brazilian access to information law guarantees the right to request information in open formats. The Brazilian Transparency Portal, created in 2004, allows data to be accessed through navigation, graphics, downloadable open data and APIs. Further information is available in question 6.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

Yes. The Brazilian Federal Government published, in May 2023, the [Decree 11.529/2023](#) creating the System for Integrity, Transparency and Access to Information (Sitai). This system is responsible for coordinating and articulating activities related to integrity, transparency and access to information, as well as for establishing standards for practices and initiatives related to these subjects, within bodies and entities of the direct, autharquic and foundational administration.

The Sitai is composed by the Office of the Comptroller General (CGU) of Brazil, as it's central body and by units responsible for integrity management, transparency and access to

information, on bodies and entities of the direct, autarkic and foundational administration, as sectoral units.

Among the central body's responsibilities, it is important to highlight:

- Monitor and assess the sectoral units' actions;
- Coordinate activities that require joint actions;
- Guide activities related to integrity risk management;
- Establish complementary guidelines necessary to the adequate functioning of the system.

More information about the structure of Sitai, the central body's responsibilities, as well as the sectoral units' responsibilities, can be found on the [Decree 11.529/2023](#).

Also in May 2023, the Federal Government published Decree 11.528/2023, which created the Council for Transparency, Integrity and Fighting Corruption (CTICC). The CTICC has, as its main objectives, to discuss and suggest measures to enhance and promote public strategies on themes as tackling corruption, social control, open government, transparency, integrity, among others. This council is composed by a total of 41 members, 11 being government officials and 30 being representatives of the civil society (non state actors). This composition prioritizes society's participation, ensuring their contribution to the development of public policies. More information about the CTICC can be found at [Decree 11.528/2023](#).

Additionally, it is important to emphasize that, in 2020, the Federal Government published the [Anticorruption Plan](#), aiming to develop and enhance mechanisms to prevent, detect and punish irregularities within the Federal Executive Branch. This plan comprises the main bodies of the Federal Executive Branch that have anticorruption responsibilities and work towards ensuring that future actions are coordinated and have adequate resources. This plan is currently being updated and a new version is going to be published later 2024.

It is important to highlight that the aforementioned initiatives cover the Executive Branch of the Federal Public Administration. However, there are other initiatives that include the Legislative and Judiciary Branches, as well as states and municipalities. For example, the National Strategy for Anticorruption and Money Laundering (ENCCLA) and the National Program for Tackling Corruption (PNPC).

The National Strategy for Anticorruption and Money Laundering (ENCCLA) is the main network for discussing, developing and implementing anticorruption and money-laundering policies and solutions. The strategy was created in 2003 and currently comprises 90 public organizations, belonging to all branches of power and subnational entities.

Member institutions get together annually at a plenary session to discuss and agree, by consensus, on "actions" to be developed over the year to combat corruption and money laundering. Each action is implemented by a thematic working group, under the supervision of a sponsor agency, that reports back to the plenary on the results achieved. The strategy

has greatly contributed, among other things, to promoting the exchange of information and collaboration among different institutions, as well as introducing the use of new technological tools in the fight against corruption.

The working groups of the 10 ENCCLA Actions of 2023 completed, throughout the year, 51 meetings, dealing with topics in various lines of action. For the year 2024, ENCCLA's actions focus on environmental issues and new technologies, in their interrelationship with corruption and money laundering.

The National Program for Tackling Corruption (PNPC) is an initiative of Brazilian control bodies, created in 2020, that aims to foster the implementation of integrity practices, especially on the prevention and treatment of corruption acts on public organizations, both on the national and subnational levels.

To support the implementation of the actions set on the PNPC, an online platform was created (sistema e-prevenção) to provide a questionnaire that helps bodies and entities to self-assess their integrity systems. The platform then generates roadmaps to enable the development of an action plan to enhance integrity, according to the results of the self-assessment.

Currently, nearly 16 thousand public organizations are registered on the platform and almost 9.5 thousand have already filled the questionnaire and have their self-assessments.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

One of the main challenges encountered in the implementation of an effective integrity management system is to translate principles and values into concrete measures to be taken by public organizations. To tackle this difficulty, the Office of the Comptroller General of Brazil (CGU), as Sitai's central body, published, in December 2023, the [Public Integrity Maturity Model](#).

The MMIP is a model for the diagnosis and maturity assessment on public integrity, designed to provide a strategic reference to the integrity management efforts within the Federal Executive Branch. The model is intended to serve as a support tool for managers regarding the identification and implementation of key-processes required to enhance public integrity in their organizations, in order to ensure the fulfillment of the organization's institutional mission. By employing prioritization strategies, the model provides a clear pathway for organizations that seek to achieve a robust integrity management.

Another difficulty encountered by public organizations when implementing an integrity system regards to the coordination and articulation between the different areas that perform integrity-related functions, such as the internal audit, the ombudsman unit, the

correctional unit, the ethics commission, among others. In this context, to achieve a robust integrity management system, it is important that all of those areas are connected and integrated, relying on well established streams and processes, and the integrity unit has a fundamental role in ensuring the correct functioning of this network.

This difficulty is one of the issues addressed on the Program for Promoting Integrity by Mentorship and Counselling (PRISMA), launched by the CGU in 2023. This program aims to assist, in a customized and specialized way, bodies and entities of the Federal Executive Branch to develop and enhance effective integrity programs. The program was initiated as a pilot project, comprising two public organizations. The pilot is currently being concluded and the reports will be published in the upcoming months.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

In accordance with the Technical Reference for Governmental Internal Audit Activity of the Federal Executive Branch, aligned with international auditing standards, the Federal Secretariat for Internal Control (SFC), of the Office of the Comptroller General (CGU), plans its assessments based on a risk analysis of Audit Objects, which include the risk of fraud and corruption. The auditor must identify potential corruption risks and verify whether the organization has controls to address these risks. Many of these these risks are assessed by the public organizations themselves, in their integrity policies, developed with the assistance of the CGU.

Regular audit activity is not directly focused on identifying such risks. Depending on the context, regular audit activity has greater emphasis on operational aspects and results of government programs, or on compliance and, sometimes, with greater emphasis on integrity risks.

When a risk of corruption materializes, the facts are investigated, through the execution of procedures, whose purpose is to investigate corrupt acts and facts of illegality or irregularity carried out by public or private agents, in the use of federal public resources. This is a competence in line with the essence of the rules and regulations applicable to the Internal Control System, in the essential sense of ensuring the correct application of public resources, even if, in some cases, it requires specific and differentiated action from typical services of the internal audit activity.

The sum of these efforts can be seen in the various actions and results of both the Federal Secretariat for Internal Control, especially through its Directorate of Investigation and Operations, Secretariat for Public Integrity, Secretariat for Private Integrity and Federal Inspector General's Office.

It is worth mentioning some actions that CGU has been adopting, using Artificial Intelligence, to identify corruption risk red flags in federal public administration activities. The **ALICE System**, an acronym in Portuguese to something like “Analyzer of Bids and Contracts and Public Notices” (specifically those that Requests for Proposals), for example, which carries out continuous analysis of artifacts produced in public purchases procurements and which enables the prior identification of inconsistencies and fraud, in order to mitigate the risks of corruption.

Continuous audits in the personnel area are also mentioned, carried out by surveying and crossing data from systems, with automated analysis of payroll data from public servants and authorities. Such procedures comprehensively identify situations that indicate signs of errors or fraud, that is, covering all units that have the CGU's competence to act in a single procedure.

Finally, we add that CGU, under the leadership of the Public Integrity Secretariat (SIP) and with the collaboration of other areas, has been developing the Integrity Promotion Program through Mentoring and Advisory – PRISMA mentioned in question 3.1.

As part of the coherent approach to develop a public integrity system in the Brazilian Federal Administration, Decree 11.529/2023 (which created the System for Integrity, Transparency and Access to Information – Sitai) establishes that it is the central body's responsibility to guide activities related to integrity risk management. It also assigns to the sectoral units the responsibility to coordinate integrity risk management within their organizations.

Additionally, the Office of the Comptroller General of Brazil (CGU), published, in 2018, the [Integrity Risk Management Practical Guide](#), with the objective to guide bodies and entities within the federal public administration in their initial efforts on the theme.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

To bolster the promotion of a culture of integrity within public organizations, one of the measures taken by the Office of the Comptroller General of Brazil, as the central body of the System for Integrity, Transparency and Access to Information (Sitai), was the creation of the **Public Integrity Community**. This community consists in an online platform where all of Sitai's units can interact, share information, experiences and best practices.

This community periodically promotes events and capacity-building programs, both virtually and in-person, such as meetings, discussions, trainings and other activities intended

to address integrity-related themes. The community also serves as a tool to assess what subjects the members want to hear/learn more about, as well as what they would like to share with other members, such as good practices and successful initiatives.

Over the first semester of 2024, the community has performed events/trainings on themes such as: conflicts of interest, implementing integrity programs and plans, risk management, among others. The community currently has more than 500 members and has been successful in enhancing communication between them, promoting a public integrity network within the public Brazilian administration.

In accordance with Federal Law N. 12,846/2013 (a.k.a. the **Anticorruption Act**), within the scope of the Executive Branch, the Office of the Comptroller General (CGU) has exclusive competence to sign leniency agreements with companies investigated for committing corrupt acts against the Federal Public Administration. It also includes companies that committed such acts against foreign Public Administration.

Since the enactment of the Anticorruption Act, CGU has signed 27 leniency agreements, in which companies have agreed to pay fines and reimbursements in the order of R\$ 18,54 billion. From this total, R\$ 9,4 billion has already been effectively recovered to the public treasure. In addition to these tangible results, it is important to emphasize that the leniency agreement policy has implemented incentives for improve the business environment in Brazil. The agreements impose obligations for companies to improve their integrity programs and implement anti-corruption measures aimed at developing a more transparent and fairer business culture. Throughout integrity programs' monitorship of these companies CGU verifies not only the improvement of the program itself, but also the status of integrity culture within these enterprises.

It is worth noting that the leniency agreements involve a wide range of corporate entities. It encompasses big national and international companies and small-sized businesses. In this scenario, we should point out that, historically, leniency agreements have always been signed with large corporations, involving complex corruption schemes and fraud in public contracts. But recently CGU has signed leniency agreements even with small business, which recognizes the importance of business integrity in all dimensions, representing a milestone for the improvement of the institute. In addition to contributing to an ethical business environment, it reinforces the message that responsibility and compliance are universal values, regardless of the size of the company. This progressive policy not only expands the fight against corruption, but also represents an important step towards a fairer and more transparent business culture. The CGU has nurtured the interaction with other Brazilian law enforcement agencies committed to fight corruption and understands that strengthening interinstitutional coordination is a key measure for combating and preventing business corruption. Thus, it is worth highlighting two relevant examples: the Technical Cooperation Agreement (ACT) signed in 2023 with the

Administrative Council for Economic Defense (CADE), and the Technical Cooperation Agreement signed in 2020 with the Attorney-General's Office (AGU), the Ministry of Justice and Public Security (MJ) and the Federal Audit Court (TCU). This last cooperation agreement was coordinated by the Federal Supreme Court (STF).

Institutional dialogue initiatives, such as those mentioned, allow agencies to share information and databases among themselves and to perform mutual training of agents. As a result, participating agencies can promote integrated and efficient actions in identifying anti-competitive practices in public tenders and apply sanctions that are compatible with business decisions and solutions. It is also worth noting the focus given to the aspect of transparency of the actions related to the results of the leniency policy. The CGU makes available on its website a panel updated in real time that compiles the main numbers, guidelines and results of the leniency policy. It also makes available to citizens: legislation, jurisprudence, CGU publications, infographics and an interactive panel with data on the agreements, available at <https://www.gov.br/cgu/pt-br/assuntos/integridade-privada>. One example of publications available to the general audience is the CGU Anti-Corruption Leniency Program Guide, a document that aims to guide legal entities and society on how negotiations of leniency agreements are conducted. The Guide provides greater transparency to the instrument, clarifying the institute's objectives, requirements and benefits, ultimately being another instrument for promoting private integrity within the private sector.

Therefore, the Leniency Policy has been established as an important instrument to combat corruption by allowing the improvement of the investigative capacity of the Public Administration, the enhancement of the State's capacity to recover assets, and the promotion of a culture of integrity in the private sector, through action of companies that decide to collaborate with the State. In relation to training and capacity-building programs concerning the enforcement of penalties under the Anti-Corruption Law, the CGU conducted 10 in-person courses in 2023, with 576 enrolled public servants working in the field. In 2024, up to the date of this response, 284 public servants have been trained in various regions of the country. Additionally, there is extensive participation by directors and employees of the CGU in seminars and congresses aimed at discussing the application of penalties under the Law No. 12,846/2013 to legal entities that commit acts of corruption.

There are also three distance learning courses available at the National School of Administration (Enap) with thousands of certified public servants and stakeholders to date: "Anti-Corruption Compliance in State-Owned Companies"; "Administrative Accountability in the Anti-Corruption Law" and "Transnational Bribery", all open to the public, free of charge, with certificate issuance and the possibility of remote completion, facilitating access for interested parties in a country as vast as Brazil.

In Brazil there are several collective actions with representatives of public and private sectors to address ethics and integrity, as well as anti-corruption and anti-bribery issues. CGU participates in some of these collective actions. CGU representatives also participate in events, seminars, webinars and workshops with collective actions such as the UN Global Compact – Rede Brasil to address issues related to compliance, integrity and ethics.

To foster a culture of integrity in the private sector, CGU has some programs to promote private integrity. One of most recognized is **Pro-Ethics Program**, which is an initiative that seeks to promote the voluntary adoption of integrity measures by companies, through the public recognition of those that, regardless of size and the field of activity, are committed to implement measures aimed at prevention, detection and remediation of acts of corruption and fraud, as well to foster a integrity culture. Pro-Ethics Program results from the combination of efforts between the public and private sectors to promote a more upright, ethical, and transparent corporate environment in the country. The **Pro-Ethics Committee** is the collegiate body responsible for deliberating on which companies will make up the list each year, as well as for discussing and deliberating on updates of requirements for participation in Pro-Ethics Program. The Committee is currently composed of representatives of the CGU and nine other institutions (Instituto Ethos, Apex Brasi, CNI, SEBRAE, CNA, Ibracon, CNC, ETCO, Febraban, Ministry of Economy). For each new edition of Pro-Ethics Program the parameters are elevated and furthermore demands more accountability, transparency and integrity culture, also some parameters about ESG. More information is available at: <https://www.gov.br/cgu/pt-br/assuntos/integridade-privada/avaliacao-e-promocao-da-integridade-privada/empresa-pro-etica>.

In 2023, CGU launched the Brazil Pact for Business Integrity, which is an initiative that encourages companies operating in the country to voluntarily assume a public commitment to business integrity. Participation will carry out by signing the membership agreement and completing a self-assessment. The main objectives of the Brazil Pact are to expand the promotion of business integrity, disseminate knowledge on the subject and raise awareness among companies about the relevance of the topic. More information is available at: <https://www.gov.br/cgu/pt-br/assuntos/integridade-privada/pacto-brasil/integridade-empresarial>.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁶. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

⁶ [G20 Anti-Corruption Open Data Principles](#) (2015)

Regarding the Brazilian government, more than 12 thousand open datasets are available including those with information on:

- Budget
- spending
- Revenues
- Procurement processes
- Contracts
- Government credit cards
- Public servants (including individualized salaries)
- Suppliers
- Debarment lists of suppliers and partners
- list of public servants expelled from the administration
- Authorities' agendas
- Public purchases invoices
- Tax exemptions
- Grants
- Per diem
- Traveling
- Real state
- Transfers
- Authorities' curricula
- Welfare transfers to citizens

Brazilian public organizations are required to have a Open Data Plan that must be updated every two years, allowing a flow of new datasets to be constantly available. More than 12 thousand datasets are already offered at the platform [Dados.gov.br](https://dados.gov.br).

In Brazil 6th Action Plan for the Open Government Partnership (OGP) there is a commitment to improve anti corruption data governance. This initiative is helping identify datasets that needs to be prioritized to be opened or improved. It is also helping map the ecosystem of publishers and users.

Also, please note that Brazilian access to information law guarantees the right to request any information in open formats.

Brazil also passed its **National Policy on Public Transparency**, through Decree 11.529/2023, which guarantees the availability of information through its **Transparency Portal**, created in 2004. The Transparency Portal allows data to be accessed through navigation, graphics, downloadable open data and APIs.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The Office of the Comptroller General (CGU) makes available, free of charge, to the federal public administration, the **Integrated Ombudsman and Access to Information Platform - Fala.BR**, to receive reports, whether identified or anonymous, on various subjects, including corruption. Its use is mandatory by all federal public institutions, except public companies that do not receive government funding.

The Fala.BR platform has certain whistleblower protection tools, such as identity pseudonymization and extraction of report summaries. It also allows to track the report processing, identifying who and when the report was accessed. Furthermore, once a report is recorded, it cannot be deleted, guaranteeing the integrity of the information. Fala.BR also has a specific modules for screening reports and for monitoring the processing of these reports, which allows interactions in a safe environment.

The identity of the reporting person is preserved from the moment the report is received. The report is not forwarded to the person being reported. In the event of retaliation against the whistleblower, CGU is the body responsible for investigating the facts.

Thus, Fala.BR is the legal mechanism, which forms an ecosystem to receive and deal with reports of corruption or any other topic, with tools to protect the whistleblower, aiming to strengthen public integrity.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

Brazil has established comprehensive disciplinary frameworks to address acts of corruption and other functional violations committed by public officials. Key legislation, such as Law nº. 8.112/1990, provides a robust structure for enforcing accountability and ensuring remediation.

This detailed framework demonstrates Brazil's commitment to addressing corruption and misconduct among public officials through a structured and fair disciplinary process, ensuring accountability and integrity in the public sector.

Here's an outline of the main components:

1. Legislative Framework

a) Federal Law nº 8.112/1990 (Civil Servants Statute)

- **Scope:** Applies to federal civil servants, outlining rights, duties, and disciplinary measures.
- **Violations:** Defines functional violations including corruption, abuse of power, and other forms of misconduct.
- **Disciplinary Actions:** Establishes penalties ranging from warnings to dismissal, depending on the severity of the violation.

b) Federal Law nº 12,846/2013 (Anticorruption Act)

- **Objective:** Focuses on corporate liability for acts of corruption, extending to public officials who collaborate in corrupt practices.
- **Sanctions:** Includes fines, debarment, and restitution of damages.

2. Disciplinary Process

a) Complaint and Investigation

1. Reporting:

- **Sources:** Violations can be reported by any citizen, civil servant, or through regular audits and inspections carried out by oversight bodies.
- **Channels:** Complaints can be lodged through various channels, including online platforms (FalaBr), in person, or through formal written submissions.

2. Preliminary Investigation:

- **Purpose:** The aim of this initial phase is to determine the validity and severity of the reported violation.
- **Conduct:** The preliminary investigation is generally conducted by a designated internal unit or a specific commission within the relevant public agency.
- **Outcome:** Based on the findings, a decision is made whether to proceed to formal disciplinary proceedings or to dismiss the complaint if it is found to be unsubstantiated.

b) Formal Disciplinary Proceedings

1. Commission Formation:

- **Establishment:** For serious violations, a formal disciplinary commission is constituted. This commission typically includes members who are civil servants with no direct connection to the accused in order to ensure impartiality.

- **Structure:** The commission usually consists of three members, including a chairperson.
2. **Investigation and Hearing:**
 - **Investigation:** The commission conducts a thorough investigation, which may involve gathering documents, interviewing witnesses, and collecting other relevant evidence.
 - **Hearings:** Formal hearings are conducted where both the accuser and the accused can present their cases. The accused has the right to legal representation during these hearings.
 3. **Defense Rights:**
 - **Due Process:** The accused has the right to a fair process, which includes being informed of the charges, having access to the evidence, and the opportunity to present a defense.
 - **Legal Representation:** The accused can have legal counsel or other representatives to assist in his or her defense.
 - **Evidence Presentation:** Both parties can present evidence, call witnesses, and cross-examine witnesses presented by the other side.
 4. **Decision:**
 - **Report and Recommendations:** After concluding the investigation and hearings, the commission compiles a report detailing their findings and recommendations regarding the appropriate disciplinary measures.
 - **Decision Making:** The final decision on the recommended disciplinary action is usually made by a higher authority within the public agency or the relevant oversight body, based on the commission's report.
- c) **Penalties**
- **Range of Penalties:** Depending on the severity of the violation, penalties can range from warnings to suspensions and dismissals. Severe cases, particularly those involving corruption, may result in criminal prosecutions and further legal action.
 - **Restitution and Fines:** In cases involving financial misconduct, officials may be required to retribute.
- d) **Appeal Process**
1. **Administrative Appeals:**
 - **Internal Review:** The accused can appeal the decision within the public agency, where a higher administrative authority will review the case.

- **Procedural Fairness:** The review process ensures that procedural fairness was maintained during the initial proceeding and that the decision was based on substantial evidence.

2. **Judicial Appeals:**

- **Court Appeal:** If administrative appeals are exhausted or deemed unsatisfactory, the accused may seek judicial review. This involves filing a lawsuit in the appropriate courts challenging the legality and fairness of the disciplinary process and decision.
- **Judicial Review:** The courts will review the administrative records, assess compliance to legal standards, and ensure that the rights of the civil servant were protected throughout the process.

e) **Additional Provisions**

- **Training and Prevention:** Regular training programs and workshops on ethics and anti-corruption practices are conducted to educate civil servants on their responsibilities and the consequences of violations.
- **Transparency and Reporting:** Public agencies are required to maintain transparency in their disciplinary processes, including regular reporting and publication of outcomes to deter misconduct and promote accountability.

9. **If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.**

The G20 ACWG could consider exploring how governments can best take advantage of new technologies, such as blockchain, machine learning and big data analytics to prevent and detect corruption. G20 countries could identify opportunities and encourage non-governmental sectors to join in the fight against corruption, by promoting better oversight in public procurement and spending and by using civil societies and private sector's resources, jointly, to better engage the challenges of this task.

Brazil firmly believes that organizing the public administration to uphold public integrity, curb corruption, and ensure trust in government is essential. G20 countries should promote the effective implementation of such measures, including, for example, merit-based recruitment, increased transparency, social accountability, and robust oversight mechanisms.

Additionally, for addressing challenges such as reducing social inequality and improving environmental development it is crucial to pay special attention to integrity practices in public agencies related to environmental and social policies. By promoting ethical practices and accountability, G20 countries can play a pivotal role in creating fairer societies and fostering sustainable development.

CANADA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁷

While Canada does not have a unitary anti-corruption body, Canada's machinery of government maintains a robust framework of legislative and administrative measures to protect and uphold public integrity and public accountability. This includes:

- The Values and Ethics Code for the Public Sector (**Public Sector Code**), which delineates for Canadian public servants the values and expected behaviours that guide decision making and operations. The Public Sector Code was revised and reissued in 2012 to meet the requirements of the Public Servants Disclosure Protection Act (PSDPA), which came into force on April 15, 2007, and which gives federal public sector employees and others a secure and confidential process for disclosing serious wrongdoing in the workplace, as well as protection from acts of reprisal. To ensure a robust regime throughout the public service, the Government of Canada approach to Values and Ethics is currently undergoing a revitalization, encouraging conversations at all levels, and examining training and guidance for all public service employees.
- Measures in the Policy on People Management and the Directive on Conflict of Interest reinforce the integrity of the Canadian public service by minimizing the risks associated with conflict of interest and conflict of duties situations and preventing public servants from improperly benefiting themselves or others after they leave their positions with the government (post employment).
- The **Conflict of Interest and Ethics Commissioner** of The **Parliament of Canada**, who is an independent Officer of the House of Commons responsible for administering the Conflict of Interest Act for public office holders and the Conflict of Interest Code for Members of the House of Commons. The Commissioner is supported by an Office that administers those regimes to manage conflicts of interest and safeguard public trust.
- The **Access to Information Act (ATIA)**, which provides Canadian citizens, permanent residents, and individuals and corporations present in Canada a right to access records under

⁷ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

the control of government institutions, in accordance with the principles that government information should be available to the public, that necessary exceptions to the right of access should be limited and specific, and that decisions on the disclosure of government information should be reviewed independently of government. There are roughly 260 government institutions subject to the ATIA. Bill C-58 received Royal Assent on June 21, 2019, bringing into force important improvements to the openness and transparency of government, including requiring institutions to proactively publish specific information known to be of interest to the public, to provide greater transparency and accountability for the use of public funds including in contracting, grants and contributions, travel and hospitality, as well as briefing material to ministers and deputy heads.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

Note: While we understand the constructive intent of this question, we would like to put forward a word of caution that each of these categories could lend themselves to different interpretations. We have therefore indicated which categories pertain to Canada – according to our own interpretation – which may or may not be consistent with what other G20 have considered in their responses to this question.

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Examples of relevant measures adopted by the Government of Canada to safeguard a culture of integrity, accountability, and transparency in the public administration, include: **Canada's Trust and Transparency Strategy**: Announced in Spring 2024, the strategy consists of two main pillars: Access to Information Action Plan, and; National Action Plan on Open Government. Canada is currently implementing the [2022-24 National Action Plan](#), which includes measures related to accountability, transparency and anti-corruption, such as the establishment of a public and searchable beneficial ownership registry to better respond to financial crimes including money laundering, and mainstreaming open data principles into everyday government practices.

The [Corruption of Foreign Public Officials Act \(CFPOA\)](#): Canada remains vigilant and committed to combatting bribery and corruption through implementing Canada's multilateral anti-bribery commitments and domestic anti-bribery laws, and reporting regularly on implementation. The CFPOA implements the OECD *Convention on Combating Bribery of Foreign Public Officials in International Business Transactions* in Canada. Under these obligations, Canada participates in a regular peer review process of WGB members, and on October 19th (2023) – the OECD's *Working Group on Bribery in International Business Transactions* (WGB) published its Phase 4 Report on Canada's efforts to combat foreign bribery. The Phase 4 report highlighted the progress made by Canada on combatting foreign bribery since Canada's Phase 3 report was released in 2011, including the introduction of several legislative reforms to strengthen the CFPOA. Canada is examining the OECD's findings with a view to strengthening efforts to combat foreign bribery.

The **[Directive on Open Government](#)** maximizes the release of government information and data of business value to support transparency, accountability, citizen engagement, and socio-economic benefits through reuse, subject to applicable restrictions associated with privacy, confidentiality, and security. The **Government of Canada Data Strategy (2023–2026 [Data Strategy for the Federal Public Service - Canada.ca](#))** includes open principles which support trusted and accountable government processes. The strategy also supports advancing digital transformation in the Government of Canada by complementing and enhancing [Canada's Digital Ambition 2022](#) and building off the foundation of the [Policy on Service and Digital](#).

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

In addition to the policies, guidelines, and administrative measures for upholding public integrity and supporting public accountability, the Government of Canada maintains a **legislative and criminal justice tool-box to address crimes under the *United Nations Convention against Corruption (UNCAC)***, such as bribery and the embezzlement of public funds, and laundering of the proceeds of corruption. Under Canada's federal system, Canada's Parliament has exclusive authority to enact criminal law and procedure, notably through the Criminal Code. The Criminal Code contains Canada's core corruption offences, including bribery, frauds on the government, breach of trust, and municipal corruption, among others. The Criminal Code also contains Canada's offence of laundering proceeds of crime. The [*Corruption of Foreign Public Officials Act*](#) implements Canada's obligations under the *OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions*. The provinces have jurisdiction over the administration of justice, which includes investigation and prosecution of Criminal Code offences within their respective jurisdiction, and maintaining courts and prisons in their province. **Canada's provinces** also have jurisdiction over property and civil matters in the province, which includes civil forfeiture. Most provinces have enacted **civil forfeiture legislation**. A notable development at the provincial level in relation to civil forfeiture is the adoption, in 2023, of an unexplained wealth orders (UWOs) regime in the province of British Columbia. Failure to adequately account for the lawful provenance of the property, including failure to respond to a UWO, can serve as a basis for a presumption that property was unlawfully obtained in the context of civil forfeiture proceedings, and can potentially lead to an order of forfeiture. The province of Manitoba has also provided for a form of UWO in its civil forfeiture legislation.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

While Canada does not have a unitary anti-corruption body, Canada's machinery of government maintains a robust framework of **legislative, judicial, regulatory and administrative measures** to protect and uphold public integrity and public accountability across all levels of the Government of Canada – federal, provincial and territorial – and

supports the investigation and prosecution of corruption crimes. **Federal-Provincial cooperation** is crucial across a number of integrity measures and actions, including with respect to asset forfeiture and criminal investigations, as well as to support meeting Canada's international obligations with respect to the international anti-corruption legal frameworks (UNCAC, OECD, OAS).

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

Canada participates in **peer-review exercises** for international treaties that together constitute the international anti-corruption regime. In 2023, Canada undertook peer reviews under the *United Nations Convention against Corruption* (UNCAC), the *OAS Inter-American Convention against Corruption*, and the *OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions*. Canada continues to take significant steps to further deter Canadian companies and persons from paying bribes to foreign public officials in the course of business. As part of these efforts, the Government of Canada has been conducting outreach to enhance awareness and encourage companies to adopt measures that can effectively implement their legal obligations with a zero-tolerance approach to the bribery of foreign public officials.

The Office of the **Auditor General of Canada (OAG)** serves Parliament (Canada's federal legislature) by providing it with objective, fact-based information and expert advice on government programs and activities, gathered through audits. Parliamentarians use OAG reports to oversee government activities and hold the federal government to account for its handling of public funds. The **Auditor General of Canada** is an Officer of Parliament (a civil servant) who carries out work on behalf of Parliament, and who is accountable to Parliament.

5. Please provide examples of measures taken by your country to engage member of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

Canada's commitment to public sector integrity, accountability and the prevention of corruption includes measures to engage public and private sector stakeholders, as well as to build knowledge and support learning. Global Affairs Canada's **Trade Commissioner Service (TCS)** is a network of more than 1,000 Trade Commissioners at offices in Canada and at



diplomatic and consular missions around the world, supporting Canadian companies doing business abroad. Global Affairs Canada provides responsible business conduct (RBC) and anti-corruption training to its Trade Commissioners in order to help companies identify and mitigate bribery risks. Canada's TCS requires Canadian companies to sign an Integrity Declaration when seeking certain types of services abroad, such as trade advocacy. Companies that sign the Integrity Declaration attest that they understand the Government of Canada's RBC expectations, have not been charged, convicted or sanctioned for bribery or corruption, and will not engage in such illegal activities. As of April 2024, over 1,100 Integrity Declarations were in force. Through a dedicated Responsible Business Fund, Canadian missions abroad organize activities promoting RBC and anti-corruption best practices. In 2023-24, missions carried out 33 RBC-related initiatives in 26 Government of Canada missions around the world. All of these efforts help to make Canadian companies aware of, and prepared to deal with, bribery risks if they encounter them when doing business internationally. In coordination with the TCS, the **Royal Canadian Mounted Police (RCMP)** also engages in outreach to raise awareness with private sector entities.

Canada and 50 other countries jointly recommend observance of the ***OECD Guidelines for Multinational Enterprises on Responsible Business Conduct*** to multinational enterprises operating in or from their territories. The Guidelines provide principles and standards covering a wide range of issues and include recommendations on combating bribery and other forms of corruption. Canada maintains a **National Contact Point (NCP)** to promote uptake of the Guidelines. The NCP also has a mandate to assist parties in resolving issues that may arise regarding implementation of the Guidelines.

Through the **Canada School of Public Service (CSPS)**, all newly appointed Canadian public servants take part in a mandatory training course, under Treasury Board of Canada Secretariat guidelines: "Values and Ethics Foundations for Employees". The training explains core values and expected behaviours shared by public servants across Canada [[Values and ethics learning path - CSPS \(cspcs-efpc.gc.ca\)](https://www.cspcs-efpc.gc.ca)]. Topics include understanding the Values and Ethics Code for the Public Sector; identifying and applying values and ethics principles; recognizing conflict of interest, ethical dilemmas and accountability issues.

The **Office of the Conflict of Interest and Ethics Commissioner's Strategic Communications and Engagement Plan** offers educational and outreach opportunities to support regime compliance, publishes quarterly statistical reports, annual reports and investigation reports, and collaborates with counterparts, both in Canada and around the world.

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The [Extractive Sector Transparency Measures Act \(2015\)](#) implements Canada's 2013 G8 Leaders' Summit commitment to raise transparency and reduce corruption in the global oil, gas and mining sectors. The ESTMA requires certain extractive companies that are active in Canada to publicly disclose, annually, specific types of payments made to governments across the globe. As part of the administration of the ESTMA, Natural Resources Canada (NRCan) has developed guidance documents for businesses in the extractive sector to clarify the requirements of the ESTMA. These resources assist entities in determining whether and how the ESTMA's provisions apply to them and set out the mandatory form and manner of reporting to ensure compliance with requirements. Canada was the first jurisdiction to develop official guidance on complex reporting requirements in collaboration with industry, civil society, indigenous representatives and provincial governments; implemented a compliance program that relies on data analytics based on reputable data sources to identify companies that are at highest risk of non-compliance. This includes not only gathering data from ESTMA reports, but also leveraging data from public Canadian securities filings, reputable paid corporate databases, and international corruption indexes; established an ethics policy and related mandatory training for those involved in enforcing the Act. This includes the requirement to report any evidence of bribes or corruption uncovered over the course of a compliance review, and to immediately refer the case to the RCMP and any other relevant law enforcement agency; undertaken significant compliance promotion activities to ensure that stakeholders are aware of the Act's reporting requirements. This includes online webinars, as well as in-person targeted information sessions and participation in oil, gas and mining conferences across Canada, co-hosted with private sector representatives or civil society organizations. The Extractive Industries Transparency Initiative (EITI) sets an international standard in the oil, gas and mining sectors that seeks to increase transparency, deter corruption, and improve governance of natural resources. Canada is an active supporting country in the EITI and plays a leadership role in the initiative based on its implementation of the ESTMA. In February 2024, for the first time, Canada hosted an EITI Board meeting, on the fringes of the Prospectors & Developers Association of Canada (PDAC) Conference in Toronto.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

- The **Office of the Conflict of Interest and Ethics Commissioner** maintains a [public registry](#) of all information about public officials subject to its regimes that the Commissioner is authorized to make public. It is a searchable database accessible to public officials, the media, members of the public, governments, and ethics practitioners around the world.
- Government of Canada agencies are required to **proactively publish information on contracts and amendments** in accordance with Part 2 of the [Access to Information Act](#) and the [Directive on the Management of Procurement](#). These require Ministers' offices and government entities to proactively publish information on contracts with a value of over CAD \$10,000, a contract amendment when it modifies the contract value to exceed CAD \$10,000, and amendments to contracts that increase or decrease the value of the contract by more than CAD \$10,000. The [Guide to the Proactive Publication of Contracts](#) further outlines the types of contract information that are published by departments.
- In addition to open contracting data, Canada also releases the annual [Public Accounts of Canada](#). Published by the **Receiver General of Canada** every fall, this is a three-volume set of documents that provide substantial detail on the government's financial operations over the previous fiscal year.
- [Annual Report on the Public Servants Disclosure Protection Act - Canada.ca](#). This report includes information provided by public sector organizations related to disclosures made according to internal procedures established under the Public Servants Disclosure Protection Act.
- The [Extractive Sector Transparency Measures Act \(ESTMA\)](#) requires companies to submit annual reports containing payments they make to companies across the globe, enabling communities to hold their governments to account for the revenues generated from oil, gas and mining resources. The [ESTMA Data Portal](#), which **Natural Resources Canada** launched in collaboration with **Statistics Canada** in September 2022, increases access to and the searchability of, data reported under the ESTMA. The data portal allows users to search the payment information by entity, payee and project, and it includes summaries of key data points and visualizations. In addition to viewing and analyzing the data within the portal, users can download the complete and up-to-date ESTMA dataset in machine readable, UTF-8 encoded.CSV format for further analysis.
- Section 12 of the **Corruption of Foreign Public Officials Act (CFPOA)** obliges the Minister of Foreign Affairs, the Minister for International Trade, and the Minister of Justice to prepare jointly an Annual Report to Parliament on Canada's implementation of the *OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions* (Anti-Bribery Convention) and the

enforcement of the *Corruption of Foreign Public Officials Act* (CFPOA) within 4 months of the end of each fiscal year, and which is to be tabled in both Houses of Parliament in both official languages by the Minister of Foreign Affairs in the first 15 days on which Parliament is sitting after the Report is completed. The Report is published in both English and French and is publicly available on the website of Global Affairs Canada (GAC).

- English: <https://www.international.gc.ca/transparency-transparence/bribery-corruption/2022-2023.aspx?lang=eng>
- French: <https://www.international.gc.ca/transparency-transparence/bribery-corruption/2022-2023.aspx?lang=fra>

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

- The **Office of the Conflict of Interest and Ethics Commissioner** makes public all [reports of investigations](#) conducted under the Conflict of Interest Act and Conflict of Interest Code for Members of the House of Commons. The reports are tabled in the House of Commons and made public on its website.
- The **Public Servants Disclosure Protection Act (PSDPA)** gives federal public sector employees and others a secure and confidential process for disclosing serious wrongdoing in the workplace, as well as protection from acts of reprisal. It is part of the Government of Canada's ongoing commitment to promoting ethical practices in the public sector. Employees have a choice of three secure and confidential channels for making a protected disclosure. Within their organization, employees may make a protected disclosure to their supervisor or their organization's designated Senior Officer for Disclosure. Employees may also make a protected disclosure to the independent Public Sector Integrity Commissioner, as may employees whose organization does not have a Senior Officer for Disclosure. Employees, or employees whose organization does not have a Senior Officer for Disclosure, do not have to use the internal disclosure process in their organization before going to the Integrity Commissioner. [[Public servants disclosure protection - Canada.ca](#)].

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

Consistent with being a party to international treaties such as the **OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions**, Canada has laws that criminalize activities involving domestic or foreign corruption as well as money laundering. These laws facilitate cooperation with other states to combat corruption, such as providing assistance with the investigation and prosecution of crimes of corruption. Canadian missions help make Canadian companies and individuals abroad aware of CFPOA, which criminalizes both the bribery of a foreign public official and the maintaining or destruction of books and records that facilitate or hide the bribing of a foreign public official. Canada's missions abroad are provided instructions on the steps that should be taken when a Canadian company or individual is alleged to have bribed a foreign public official or committed other bribery-related offences. Canada's missions are charged with conveying relevant information about Canadian law enforcement in accordance with Canadian law and established procedures. To be eligible for Government of Canada trade advocacy support abroad, a Canadian company must sign an Integrity Declaration that attests it has not been convicted or sanctioned for bribery or corruption, will not engage in such illegal activity and has discussed the issue of corruption in the market with a trade commissioner. The Declaration confirms that the company is adhering to its own compliance regime, will comply with the CFPOA and that the company is aware of the Government's expectations that it operate in a manner consistent with RBC best practices.

The Office of the Conflict of Interest and Ethics Commissioner seeks to ensure full compliance with the Conflict of Interest Code for Members of the House of Commons and the Conflict of Interest Act. Under the Code, the Commissioner can investigate possible contraventions and recommend that the House of Commons impose sanctions. Under the Act, the Commissioner can investigate possible contraventions, impose [administrative monetary penalties](#) of up to \$500 for not meeting certain reporting requirements within set deadlines, and order a public office holder to take any measure to comply with the Act.

While the [Immigration and Refugee Protection Act](#) does not have a specific inadmissibility for corrupt individuals, a foreign national may be ineligible to obtain a visa/electronic travel authorization, or to enter Canada for a number of reasons. Activities of corrupt oligarchs and government officials may be captured under the "serious criminality," "criminality," or "organized criminality" provisions of the Act."

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.



International organizations with their broad engagement with states through review processes and partnerships, including technical assistance, are well placed to advise states on good practices in these areas. Other international initiatives, including but not limited to the Open Government Partnership and the Extractive Industries Transparency Initiative, and civil society organizations also provide leadership and potential for G20 partnership in this space.

Rather than prioritizing the development of a bespoke G20 initiative, the ACWG should consider how it can leverage and support relevant initiatives and workstreams already underway.

CHINA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁸

China has undertaken several strategic measures to align its public administration with the *G20 High-Level Principles on Organizing Against Corruption*, with a focus on both preventive actions and the innovative use of technology to foster a culture of integrity and mitigate corruption risks.

Preventive Measures

Legal and Institutional Frameworks: China has strengthened its anti-corruption laws and regulations, promulgated and implemented the *Supervision Law*, providing a robust legal foundation to combat corruption. The establishment of the National Commission of Supervision (NCS) in 2018, merging various anti-corruption bodies, has centralized and enhanced anti-corruption efforts. The Communist Party of China (CPC) has also reinforced its internal disciplinary mechanisms to ensure that party members adhere to strict ethical standards.

Education and Training: Education and training programs emphasizing the importance of integrity and ethical behavior are provided for public officials on a regular basis. These programs aim to instill a culture of integrity within the public administration.

Innovative Deployment of Technology

E-Government Platforms: The development of e-government platforms has increased transparency and reduced opportunities for corruption by facilitating the efficient and transparent processing of public services and transactions, minimizing direct interactions between officials and the citizens, which are often susceptible to corrupt practices.

Online Reporting Systems: China has implemented online systems for reporting corruption, enabling citizens to easily report corrupt activities. These platforms also have whistle-blower protection mechanisms, encouraging more public participation in anti-corruption efforts.

⁸ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

By integrating these preventive measures and leveraging technology, China aims to strengthen the integrity of its public administration and effectively address corruption risks, in line with the principles outlined by the G20.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

China has embraced technology and established e-government platforms at different levels, releasing data and public affairs-related information, including those on public spending on a regular basis, in a bid to increase openness and transparency across public administrations. When recruiting public officials, the ethical record and performance will also be one of the most important criteria for different agencies to make the final decision. In spite of these, challenges still exist. Given the fact that a great many of Chinese citizens devote themselves to their farming lands and are not that well-educated, their awareness against corruption are less acute than the well-educated ones, which reserves them from

participating in public supervision over the government. This also explains, why China, through combined measures, puts education and training related to anti-corruption high on its agenda.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

While combating corruption, China has strengthened the top-level design of the supervision system from a holistic and strategic perspective, defined the scope of power, and regulated, restricted and supervised the exercise of power in accordance with disciplines and laws. Power has been put in the cage of institutions, to eradicate the breeding grounds for corruption.

The national supervisory system has witnessed deep reform. Institutions with anti-corruption functions including the administrative supervisory organs, corruption prevention agencies and anti-duty-related-crime function in the procuratorial organs were pooled together to establish dedicated supervisory organs at all levels. The establishment of the NCS and local supervisory commissions has effectively solved the problem of the dispersion and functional overlapping of anti-corruption forces in the past.

Supervisory commissions dispatch supervisory bodies and commissioners to organs of the CPC, administrative departments and state-owned enterprises at the same level. These dispatched bodies are under the direct leadership and administration of and report to the supervisory commissions. They shall, within the scope of power authorized, supervise the performance of public officials in relevant organs in accordance with law. A centralized, unified, and efficient national supervisory system with Chinese characteristics has been established, achieving a full coverage of public servants exercising public power.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

Challenges:

The merging of different bodies means intertwinement and adjustment of working models, which always takes time and tremendous efforts to get accustomed with. After the establishment of a centralized, unified, and efficient national supervisory system, a question arises that who supervise those anti-corruption and supervision officials. To solve

the issue, supervisory commissions have established a special internal supervisory agency to oversee the supervisory staff's performance of duties and compliance with the law, and carried out more intense education and warning programs with the aim to build a loyal, integrated and accountable team.

Achievements:

In its fight against corruption, China has taken measures to ensure that no place has been out of bounds, no ground left unturned, and no tolerance shown for corruption. A combination of measures have been taken to "take out tigers", "swat flies" and "hunt down foxes" with unprecedented intensity. All these have won wide support from the people.

"Take out tigers" emphasizes punishing corrupt leading officials, especially high-ranking ones. From the Party's 18th National Congress in 2012 to its 20th National Congress in 2022, China's discipline inspection and supervision organs have investigated and punished more than 4.5 million persons, including nearly 600 senior officials.

"Swat flies" highlights the necessity to address misconduct and corruption that occur at people's doorsteps. From the Party's 18th National Congress in 2012 to its 20th National Congress in 2022, China has investigated more than 650,000 cases of corruption and misconduct in areas related to people's welfare, including education, medical care, pension and social security, among others.

"Hunt down foxes" refers to the pursuit of corrupt offenders and recovery of stolen assets. China has continued to carry out the "Sky Net Operation", and strengthen international judicial and law enforcement cooperation. It has brought back fugitives by means of extradition, repatriation and by persuading them to surrender, and recovered stolen assets which have been transferred abroad through mutual legal assistance and confiscation of illegal proceeds. From 2014 to 2022, China brought back more than 10,000 fugitives from over 120 countries and regions, and recovered more than RMB 44 billion worth of illegal proceeds.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

China's inspection system is a pivotal mechanism for identifying and addressing issues such as corruption, misconduct, and bureaucratic inefficiency within the CPC and

government institutions. This system has become a cornerstone of China's efforts to ensure party discipline and integrity.

Inspections are carried out at the central, provincial, municipal, and regional levels on a regular basis. Inspection teams review the integrity record of the agencies and institutions inspected by such means as checking their financial records, listening to the opinions of their employees, and evaluating their implementation of key policies and directives issued by the central government through data analysis. This inspection mechanism serves to monitor the adherence to anti-corruption measures, promote clean governance among party members and public officials, ensure compliance with party discipline.

The inspection system has uncovered numerous cases of corruption and misconduct, leading to significant disciplinary actions against high-ranking officials and lower-level ones alike. It has helped to reinforce party discipline and governance standards across all levels of the CPC and government institutions. By publicizing inspection findings and corrective actions, the system has increased transparency and accountability within the party and government, thereby improving public trust.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

China, aware of the important role private sector plays in the fight against corruption, attaches importance to enhancing integrity of both public and private sectors at the same time. We have carried out integrity education and cross-border anti-corruption governance targeted at Chinese enterprises. Training has also been carried out together with the World Bank and UNODC, with a focus on enhancing integrity in cross-border business activities. We continue to launch Clean Silk Road initiatives. In 2019, at the Thematic Forum on Clean Silk Road of the second Belt and Road Forum for International Cooperation (BRF), representatives of the NCS of China, together with those of 14 countries and international organizations, as well as representatives of the business community and academia, launched the *Beijing Initiative for the Clean Silk Road*. In 2021, all central enterprises in China have established integrity and compliance management commissions. In 2023, China held the Thematic Forum on Clean Silk Road as an important side event of the third BRF and released the *High-Level Principles on Belt and Road Integrity Building*, with the support of nearly 30 partner countries.

China devotes major efforts to promoting the building of a culture of integrity, advocating the moral values honoring integrity and disgracing corruption. Attention has

been paid to carrying on the culture of integrity in the fine traditions of Chinese nation and presenting the rich connotations of the integrity culture by means of literature and art, films and TV series, calligraphy and painting exhibitions, and ads for public good. Rich in content and varied in form, these cultural activities are popular among the people and help them gain a more thorough understanding of China's anti-corruption-related policies and rules.

China also attaches importance to education in integrity among the youth by offering such courses in many primary and secondary schools, and universities. Meanwhile, full use is made of extracurricular activities as summer and winter camps for primary and high school students, and social practices and campus cultural building for university students to carry out education on integrity, so as to foster among the youth the fine moral values of being integrated, honest and law-abiding as well as the sense of the rule of law.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁹. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

China has taken significant steps to enhance transparency and accountability through the use of open data in its anti-corruption efforts. *Regulations of the People's Republic of China on Disclosure of Government Information*, promulgated in 2007, was revised in 2019, with more in-depth proactive disclosure of information at a larger scope and optimized procedures for application for disclosure.

Such data is available including government-related information, data related to public administration, financial transactions, and procurement processes on official websites of relevant agencies. The official website of the NCS releases detailed reports on corruption cases, disciplinary actions, anti-corruption policies, and guidelines, making it easier for the public to access and review anti-corruption efforts.

All these have empowered citizens to participate actively in monitoring government activities. Public disclosure of information also helps hold officials accountable and deters corrupt behavior by increasing the risk of exposure, serving for the goal of China to create a more transparent, accountable, and corruption-resistant public administration.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

⁹ [G20 Anti-Corruption Open Data Principles](#) (2015)

The Constitution of China endows citizens with the rights to criticize, advise, appeal, lodge lawsuit against or impeach state organs and state functionaries. In China, the channel is unimpeded for citizens to be involved in the combat against corruption. Governments at all levels in China have set up special organs to handle letters and calls of complaints as well as opinions, suggestions and accusations from the people. Discipline inspection and supervisory organs at all levels have all established the offence reporting system, opened up offence reporting hotlines and set up offence reporting websites to take reports of misconduct and complaints from the people. Generally speaking, report can be made by the public when finding out corruption-related clues almost at anytime and everywhere, both through traditional channels including letters, visits, Internet and phone calls and social media such as WeChat, among others.

The relevant departments, according to laws and Party discipline, investigate or transfer the clues of reported cases to departments concerned. The state attaches great importance to protecting the legitimate rights and interests of the whistle-blowers while encouraging people to report on cases of corruption. Clear stipulations on protecting whistle-blowers are provided in the *Criminal Law*, *Criminal Procedure Law* and intra-Party regulations of the CPC, ruling that the information about the whistle-blowers must be kept confidential; disclosure of an whistle-blowers identification is strictly banned; and punishment will be meted to anyone who disclose an whistle-blowers identification and conditions.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

As the vast majority of civil servants are CPC members, the Central Commission for Discipline Inspection of the CPC and the NCS work together and share the same offices and staff, carrying out discipline inspection, supervision and the anti-corruption work related to all CPC members and public officials. CPC members need to abide by the Party discipline, while the *Supervision Law* acts as a robust legal foundation to combat corruption of all persons exercising public power, may they be Party members or not.

In order to ensure the effective exercise of the power of the supervisory organs, the *Supervision Law* grants them full supervisory authority and stipulates strict supervisory procedures.

After performing statutory approval procedures, the supervisory organs may take measures such as interview, interrogation, questioning, inquiry, freezing, retrieving, sealing, seizure, search, inspection and examination, appraisal, and detention. If the

supervisory organs need to take measures such as technical investigation, restriction on exit, and arrest, they shall go through statutory approval procedures and entrust relevant authorities to implement such measures in accordance with relevant regulations.

Supervision organs accept in accordance with the law reports and accusations about the subject of supervision failing to perform their legal duties in accordance with law, maintain clean practice in public office, and uphold moral integrity violating provisions on exercising official power with impartiality, as well as duty-related malfeasance and crimes. They shall handle the cases based on the clues through such means as interview, sending inquiry letters, preliminary verification, pending investigation, and case settlement. Preliminary verification shall be carried out in accordance with law for verifiable duty-related malfeasance and crimes. When preliminary verification results show that the subject of supervision is suspected of duty-related malfeasance and crimes and should be held accountable, the supervisory organs shall file a case for investigation, collect evidence, and verify the facts of duty-related malfeasance and crimes.

Based on the investigation results, the supervisory organs shall handle the cases in accordance with law following a multi-layer method. Specifically, for public servants with minor duty-related malfeasance, the supervisory organs shall conduct reminding talks, criticism and education, order for self-criticism, or admonition, followed by disciplinary sanctions where necessary. For public officials who violate laws, the supervisory organs shall, in accordance with the *Law of the People's Republic of China on Administrative Penalties for Civil Servants*, impose administrative penalties such as disciplinary warning, record of demerit, record of grave demerit, demotion, removal from public official and dismissal. For duty-related crimes, the supervisory organs shall prepare and transfer the prosecution statement, together with the case files and evidence, to the people's procuratorates for review and public prosecution.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

First, to increase peer learning and capacity building. Training and information exchange sessions can be held for G20 members to better understand each other's legal frameworks, work procedures and coordination mechanisms, in particular those related to public administration. Creating a centralized repository of best practices and successful anti-corruption measures from member countries can provide valuable insights and models for others to emulate. This repository should be regularly updated and made accessible to all member countries.

Second, to strengthen international cooperation. Corruption often involves cross-border elements, necessitating international cooperation. The ACWG should enhance mechanisms for cross-border collaboration, including streamlining processes for mutual legal assistance in corruption cases, ensuring timely and effective cooperation and facilitating joint investigations and information sharing among member countries to tackle transnational corruption.

FRANCE

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.¹⁰

The [High Authority for Transparency in Public Life](#) is an independent administrative authority, created by the [laws of 11th October 2013](#), whose role is to guarantee the probity of public action and transparency in the public sphere. In accordance with principle 2 of the G20 2023 High-Level Principles on Promoting Integrity, its [independance](#) is guaranteed by its administrative autonomy and the functioning of its executive Board, composed of 13 members coming from the various French jurisdictions, appointed for a non-renewable, non-revocable 6-year mandate, which adopts all the institution's decisions. To combat the risks of corruption and promote a culture of integrity, the High Authority has four main missions:

- i) To control French public officials' declarations of assets and interests (18,000 public officials) to detect illicit enrichment and prevent conflicts of interest ;
- ii) To control revolving-door movements between the public and private sectors by 15 000 civil servants and relevant public officials ;
- iii) To counsel public officials and administrations on ethics issues ;
- iv) To regulate lobbying (approximately 3000 lobbyists are registered in the [registry of lobbyists](#) held by the High Authority).

The High Authority has become a reference institution for the prevention of conflicts of interest in public life, and a privileged partner of public officials, elected and senior civil servants on questions of ethics. It supports public officials and lobbyists on a daily basis in respecting their ethical obligations. It actively works to disseminate a culture of integrity in the public sphere (e.g.: publication of an [ethics guide](#)), to make certain practices more transparent, to change mentalities and to raise awareness among public officials of the importance of adopting ethical behaviour.

¹⁰ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

Besides, France has significantly reinforced its anticorruption framework in the last 10 years, which plays an important role to implement the G20 high-level principles.

The law of 9th December 2016 related to transparency, fight against corruption and modernization of economic life, known as the “Sapin 2” law, has created a comprehensive compliance system related to the prevention, detection, and reporting of corruption: public entities have to implement this system and may be subject to an audit from the French Anticorruption Agency (AFA). AFA has been created by the same law with a clear mandate: accompany and control the entities in the prevention and detection of breaches to probity.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Since 2013, the government has adopted several laws relating to transparency in public life and the fight against corruption.

i) The laws of 11th October 2013 related to the transparency in public life created the High Authority for transparency in public life, responsible for the promotion of integrity and exemplarity of public officials. The legislator subsequently entrusted the High Authority with new missions. The 2013 laws also led to the creation of the National Financial Prosecutor's Office (PNF) and the Central Office for the Fight against Corruption and Financial and Tax Offenses (OCLCIFE).

ii) In 2016, the “Sapin 2 law” entrusted the High Authority with the mission of regulating lobbying. The law also created the French Anti-Corruption Agency (AFA), which monitors the quality of the anti-corruption programmes of public authorities and companies with more than 500 employees, by checking the existence and relevance of the following elements : i) a risk map in the form of regularly updated documentation designed to identify, analyze and prioritize the corruption risks of exposure of the public entity; ii) a code of conduct defining and illustrating the different types of behavior to be proscribed as being likely to characterize and/or to lead to and/or to facilitate breaches to probity ; iii) a training system for managers and staff most exposed to the risks of corruption and breaches to probity in general, as well as a sensitization program for all staff members ; iv) procedures for assessing the situation of all third-party the entity may have contractual relationship with (suppliers, contractors in the context of public procurement, recipients of public subsidies...); v) an internal alert system designed to enable the collection of reports from employees concerning the existence of conduct or situations contrary to the entity’s code of conduct (this comprises an internal whistleblower system, with a clear and transparent written procedure communicated to all staff and a dedicated public officer) ; vi) accounting control procedures designed to ensure that books, records and accounts are not used to conceal corruption or related offences ; vii) a disciplinary system allowing the entity to sanction a public servant who breaches the code; the sanctions have to be known in advance (stated in the code of conduct for instance) and proportionate to the facts (established after an internal investigation). Should the entity have reason to believe such facts may constitute corruption or related offenses, the elements have to be transmitted to the prosecutor (according to article 40 of the penal procedure Code) ; viii) an internal control and evaluation system for the measures implemented.

iii) In 2017, the law for confidence in political life formalised the competence of the High Authority to verify any situation likely to constitute a conflict of interest during a change of Government.

iv) In 2019, the public service transformation act significantly broadened the scope of competence of the High Authority in terms of controlling revolving-door movements

between the public and private sectors. Nearly 15,000 public officials and agents exercising strategic functions are now controlled, and more than 1,700 opinions relating to professional mobility have been issued over the last three years.

For several years, the High Authority has identified obstacles in the exercise of its missions and has made several proposals. Among these, the main proposals are:

- i) providing the High Authority, whose missions are increasing, with reinforced resources. To guarantee more effective controls, it must see its workforce increase and be able to have appropriate means of control.
- ii) providing the High Authority with its own power of administrative sanctions in the event of breaches of the reporting obligations of public officials entrusted to a sanctions commission.
- iii) making the regulation of lobbying more effective by simplifying the threshold triggering a registration obligation and extending the obligation to declare activities to communications initiated by public officials.

Regarding the measures to control the quality of public spending, please see the attached document (annex n°1).

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

The High Authority for transparency in public life, the French Anti-Corruption Agency (AFA), the National Financial Prosecutor's Office (PNF), the Cour des comptes, the Central Office for the Fight against Corruption and Financial and Tax Offenses (OCLCIFE), Intelligence processing and action against clandestine financial circuits (TRACFIN) and others administrations working on anti-corruption issues such as the General Directorate of Administration and Civil Service (DGAFP), the General Secretariat for European Affairs, the Ministry of Europe and Foreign Affairs, the Ministry of Home Affairs, the Ministry of Justice and the Ministry of Economy cooperate with each other as part of a sustained interdepartmental dialogue.

Following a joint meeting held during 2023 between the High Authority and AFA, awareness-raising measures on the detection and avoidance of risks of integrity violations

for high functions of the executive, were integrated into the draft multi-annual national combat plan against corruption 2024-2027, awaiting political validation. On 10th April 2024, the Group of States against Corruption (GRECO) published the [second compliance report of France's fifth evaluation round](#). GRECO recognised the good collaboration between the High Authority and the AFA and welcomed that its recommendation “*that the French Anti-Corruption Agency and the High Authority for Transparency in Public Life strengthen their co-operation in their work pertaining to persons holding top executive functions*” has been dealt with in a satisfactory manner.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

AFA’s audits consist of ensuring and verifying the existence, quality and effectiveness of the anti-corruption measures deployed by the entities which are controlled. The audits cover not only the existence of the anti-corruption system, but also its relevance and its effective and efficient implementation. In the course of these audits, AFA’s inspectors have noticed a great variety in the level of maturity of the compliance system within the entities.

This is linked with several factors, among which the size of the entity and its human resources and financial means, but also the modalities of its internal governance. There are around 40 000 public entities subject to the law: therefore, AFA cannot control them all nor accompany them all. As a reply to this challenge, and as an addition to the recommendations, AFA elaborates and publishes practical guides that are specific to either a sector (public procurement for instance), a topic (gift and invitation policy, for instance) or a category of public actor (regional local authorities, sports federations, for instance). All these elements combined (the audits and their recommendations, the recommendations, the practical guides) have proven to be very efficient and strong improvements in the implementation of the measures, as well as an increased awareness has been observed over the past few years.

As for the High Authority for Transparency in Public Life, it cooperates closely with the French tax authority and has direct access to some databases in order to monitor the accuracy of the declarations it receives. It would be in favour of reinforcing its controls by exercising a direct right of communication with banking or financial establishments, insurance or reinsurance companies, administrations, communities territorial authorities and any person entrusted with a public service mission.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

A method has been elaborated by the Anti-Corruption Agency to help public entites to assess their own risks. Indeed, corruption risk exposure is specific to each entity, according to its legal structure, its size, its public service missions, its activities (public procurement, subventions, authorization), its budget, its human resources, etc. Therefore, the methodology strongly insist on the involvement of public agents at every hierarchical levels, so as to benefit from their expertise of their field as well as fostering ownership. A six-step methodology is detailed in the recommendations ([V2 - Recommandations 2020 AP.pdf](#) (agence-francaise-anticorruption.gouv.fr), and then the practical guides bring the analysis further according to the sector or actor targeting.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

France has adopted anticorruption national strategies since 2020. The next strategy, which will cover 2024-2027, is the result of a coordinated work involving all ministries and relevant authorities, and will include many measures implying the public sector.

Additionally, as indicated for the previous questions, recommendations and practical guides have been elaborated to foster the implementation of the mandatory measures and to promote a shared approach to the prevention and detection of corruption in the public sector.

The 8 measures of Sapin 2 law (described above) are mandatory for private actors as well (companies that have a yearly turnover of 100 million euros or more and 500 employees or more), and those private actors are also subject to AFA's audit. The recommendations target them as well, and several guides have been elaborated for them. Even if small and medium enterprises are not subject to the law, outreach activities (including a guide) target them as well, in order to enlarge the dissemination of the culture of integrity.

AFA also conducts training sessions and several outreach activities (serious game...).

In order to allow for the proper appropriation of ethical reflexes and to disseminate a culture of integrity, the High Authority implements numerous actions (publications, presentations and trainings, development of educational tools) for public officials, administrations and ethics officers. In 2023, the High Authority significantly strengthened

its efforts in terms of teaching and awareness, with 35 external presentations at universities and schools (National Institute of Public Service, Sciences Po, National School for the Judiciary), and in front of elected and non-elected officials. The High Authority publishes a lot of information to support public officials and interest representatives to comply with their obligations. E.g.: [the declarant's guide](#), [the ethics' guide](#), [the lobbying hub](#). The High Authority regularly organises webinars to support lobbyists in their activity's declaration. It has also been a pioneer on the issue of foreign influence. At the request of the High Authority, the Organisation for Economic Co-operation and Development (OECD) published in April 2024 a [report](#) which identifies concrete actions to make legitimate foreign influence activities more transparent, discourage foreign interference activities through deceptive or covert lobbying, and ensure that the control of movement of public officials between the public and private sectors takes better account of this risk. Ten years after its creation, the High Authority is well identified at the international and particularly at the European level, being considered a model and a reference in its field of competence. The High Authority also carries out administrative cooperation missions in the countries which request it, as it did in Vietnam in October 2023 and in North Macedonia in November 2023.

5. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles¹¹. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

France, a fervent supporter of the Open Government Partnership, is implementing a three-year action plan ([Plan Action National 2024-2026 \(modernisation.gouv.fr\)](#)), aimed at speeding up the provision of public data.

France has published multiple datasets relevant with regard to the G20 Anti-Corruption Open Data Principles on its official open data portal, [data.gouv.fr](#).

As for public money management, the French state collects and gives access to numerous datasets providing insights on public accounts (https://www.data.gouv.fr/fr/pages/donnees_comptes-publics/). Those informations includes accounting balances, aggregates, individual accounts of public entities, redistribution of financial resources to public bodies, financial and fiscal cooperation between local authorities, local tax census, public procurement, budget laws and reports on public accounts. In addition, a specific open dataset informs of yearly public expenses

¹¹ [G20 Anti-Corruption Open Data Principles](#) (2015)

by types and purposes (<https://www.data.gouv.fr/fr/datasets/plf-2024-depenses-2024-selon-nomenclatures-destination-et-nature/>).

Since the beginning of the year 2023, all the audits carried out by the Supreme Audit Institution are now public and published online on its website. This "open by default" policy is a genuine commitment by the French SAI to open data. Moreover, whenever possible (some datas are protected by secrecy), the "Cour des comptes" publishes the dataset used for the audit. These datasets are available online in a reusable format (ex : Les finances publiques locales 2023 – Fascicule 1 | Cour des comptes (ccomptes.fr). The "Cour des comptes" has also published more than 230 datasets on the national open data platform (Cour des comptes - data.gouv.fr).

For public procurement contracts, the publication of the awarding of those contracts has been made mandatory by law since 2019. Those data are obligated to follow a precisely defined structure, to ensure the clarity and comparability of those informations. Those data are published in a consolidated version on data.gouv.fr (<https://www.data.gouv.fr/fr/datasets/donnees-essentielles-de-la-commande-publique-fichiers-consolides/>).

Other types of relevant data for the fight against corruption includes the datasets related to the action of independent supervisory authorities such as the French Agency against Corruption (<https://www.data.gouv.fr/fr/datasets/tableau-de-bord-afa-format-widget/>) and the High Authority for the Transparency of Public Life (<https://www.data.gouv.fr/fr/organizations/haute-autorite-pour-la-transparence-de-la-vie-publique/#/datasets>). Regarding open data, the High Authority publishes on its website declarations of public officials, data from lobbyists and ethics opinions in a format that can be easily used by citizens.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

Under article 40 paragraph 2 of the Code of Criminal Procedure, any public official who, in the course of his or her duties, becomes aware of a crime (such as corruption) is required to notify the public prosecutor without delay and to forward all relevant information, reports and documents to the public prosecutor. The interested party may also report the same facts to the administrative authorities.

Moreover, the Sapin 2 law establishes a framework for the protection of whistleblowers. Public entities have to establish appropriate procedures for the collection of whistleblowing reports made by members of their staff or by external and occasional collaborators. They have to ensure that the procedure is transparent and known by all staff members and that personal data are protected. The internal whistleblowing system applies to both fact that may constitute corruption or a related offence, and situations contrary to the code of conduct of the entity. The protection of whistleblowers in France has then been reinforced by the Warsmann Act of March 21th, 2022, which transposed the European Directive of October 23th, 2019 (broadening the definition of whistleblowers, creating a new status for the entourage of whistleblowers, simplifying reporting channels, reinforcing protection measures).

The characteristics of an effective internal whistleblowing system are specified in AFA's recommendations. The entity has to define the procedures for handling the alerts:

- the contact person functionally designated to receive the alerts within the organization and, if different, the contact person in charge of processing them;
- the measures taken to guarantee the confidentiality of the identity of the author, of the facts which are the subject of the alert and of the persons referred to, including when the processing of the alert requires communication with third parties;
- the terms and conditions under which the author of the alert provides, where appropriate, information or documents in support of the alert;
- in the event of an internal investigation, the professional information and documents likely to be used in this context;
- the measures taken to acknowledge receipt of the alert to the author, the admissibility of the alert, the time required to process it, and the information related to possible actions undertaken;
- if no action has been taken on the alert, the measures taken to destroy, within two months of the closure of the checks, the elements in the file that make it possible to identify the author of the alert and the persons implicated;
- if automated processing of alerts is implemented, the measures taken to ensure compliance with data protection standards.

The effectiveness in practice of the internal whistleblowing systems implemented by public and economic players is subject to AFA controls.

In addition, AFA has been designated as an external reporting channel for offences related to breaches against probity in general. Depending on the nature and precision of the facts reported, these reports will be sent to the public prosecutor's office (or to no further action in the absence of substantiated and consistent elements). In practice, individuals report to

the AFA, by postal or electronic mail, situations that they consider to constitute a breach of probity or of the anti-corruption compliance obligation provided for in Articles 3 and 17 of the Law of December 9, 2016. These reports give rise to a response from the AFA to its author (if they are identifiable).

Extensive public communication has been developed to raise awareness of the existence of these reporting possibilities. A guide on the orientation and protection of whistleblowers, concerning all situations (and not only reports linked to corruption), has been published by the “Défenseur des Droits” since July 2017 ([Guide du lanceur d’alerte - 2023 \(defenseurdesdroits.fr\)](https://www.defenseurdesdroits.fr/)).

Last but not least, a new reporting platform on the website of the Supreme Audit Institution allows confidential reports to persons who are aware of serious irregularities or situations detrimental to the finances of public bodies.

From 6 September 2022 to 31 April 2023, *i.e.* in less than eight months, 899 alerts were made.

8. If applicable, please provide an overview of your country’s disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

1) Breaches by civil servants of their ethical obligations:

Disciplinary sanctions: Article L 530-1 of the General Civil Service Code states that any misconduct by a civil servant in the performance or in connection with the performance of his duties exposes him to disciplinary sanctions without prejudice, where applicable, to the penalties provided for by criminal law.

Violation of one or more of the ethical obligations set out in the General Civil Service Code, such as dignity, impartiality, integrity and probity, constitutes a disciplinary offence.

Specific sanctions applicable in the event of departure for the private sector: if the public servant does not inform his hierarchical authority before taking up his private activity or if he does not comply with the opinion issued by the High Authority for the Transparency in Public Life, in particular an opinion of incompatibility or the reservations of an opinion of compatibility, he is liable to the following sanctions:

- o He may be subject to disciplinary proceedings,
- o A contract employee may not be recruited by the administration for a period of three years from the date of notification of the opinion issued by the High Authority for

Transparency in Public Life, or from the date of commencement of private activity in the absence of referral to the hierarchical authority,

o The contract held by the employee is terminated without notice and without compensation on the date of notification of the opinion issued by the Haute autorité pour la transparence de la vie publique.

2) The criminal penalties applicable to the offence of unlawful taking of interest:

These are provided for in article 432-12 of the Criminal Code for public officials in office and in article 432-13 of the same code for public officials who have ceased their duties and for the three years following such cessation. The penalty can be up to five years' imprisonment and a fine of €500,000, which can be increased to double the proceeds of the offence.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

The G20 ACWG should encourage to :

- develop a comprehensive strategy expressing a political support at the highest level ;
- strengthen cooperation between authorities involved in prevention and fight against corruption;
- ensure that the resources for prevention and fight against corruption, especially human resources, are consistent with the mandates of authorities and services.

ANNEX PROVIDED BY FRANCE TO THE QUESTIONNAIRE:

OVERVIEW OF THE ROLE OF THE SUPREME AUDIT INSTITUTION IN MONITORING QUALITY OF PUBLIC SPENDING

According to Article 15 of the Declaration of Human and Citizen Rights: "Society has the right to hold any public official accountable of its administration". This is the motto of the French "Cour des comptes" and of the "Chambres regionales et territoriales des comptes".

Created to ensure a sound management and a proper use of public funds, through the accountability of public accountants and other public officials, and to inform citizens of the good or bad use of public funds, they are naturally in capacity to deter fraud and corruption and to detect risks or cases. Recent innovations and reforms strengthen this role.

I. The audit activity

Through their periodic or random organic audits, and their recommendations whose application is monitored, the financial jurisdictions encourage to strengthen governance: about ¾ of recommendations are fully or partially implemented. Their ability to refer cases of serious breaches to financial rules to the Litigation chamber (cf. *infra*) is also a deterrent to misconducts.

The Financial jurisdictions assess the internal audit in the French public sector. The quality of internal audit conditions the annual certification exercise of the State accounts (and possible reservations). The *Cour des comptes* also conducts a certification exercise of the major local communities and of the Social Security accounts.

The Cour des comptes now conducts ongoing audits for some major and sensitive projects. For example, it's monitoring, with regular public reports, two most important projects with a special sensitivity and/or risk - because of emergency, exceptional financial procedures, or because of exceptional resources and expenditures: the reconstruction of the cathedral Notre-Dame de Paris, which was partly destroyed by the fire in 2019 and has benefited from very important donations, from great patrons but also from individuals from all over the world. The aim is to guarantee to citizens and donors a sound and transparent governance and to avoid any deviation in the use of funds. The other example is 2024 Olympic and Paralympic Games. For this exceptional event, the Parliament entrusted, by a special law, the *Cour des comptes* with an ongoing and warning monitoring of the different public and private entities using public funds to organise Olympic Games.

The audits of financial jurisdictions may also be specifically performed to prevent or detect fraud and breaches to probity. In particular, they audit the tools for internal control and prevention of fraud and other serious infringements. A "*Fraud detection and prevention guide*" is, for this purpose, available to the audit teams since 2022.

The Cour des comptes evaluates public systems or policies to control adequacy of the financial, human and legal resources devoted to these policies and their effectiveness in achieving intended outcomes. **For a few years, the Cour des comptes issued reports about policies and frameworks aiming to fight fraud and corruption.** For example, the following public schemes were audited :

- fight against fraud to mandatory contributions (taxes and social contributions) ;
- fight against fraud to social benefits ;
- fight against financial crime ;
- fight against counterfeiting ;
- customs department action against frauds and traffics ;
- fight against money laundering.

By disclosing the insufficient resources allocated to certain authorities or investigative services, the deficit of coordination between departments, and sometimes inadequate legal tools, and by issuing recommendations, the *Cour des comptes* raises the alarm and warns the Government, the Parliament and the citizens and helps to enhance the frameworks of these policies.

Finally, in 2024, The *Cour des comptes* launches an evaluation of France's comprehensive anti-corruption system.

II. The jurisdictional activity

Through its jurisdictional activity, the Cour des comptes detects and directly punishes infringement to financial rules and breaches to probity. This function is deeply reformed since 2023, harmonizing the system of liability of public accountants and managers and aiming to strengthen it.

It enables to sanction breaches of rules by issuing enforceable judgements Audits and accounts controls may end up in reports possibly pointing out suspected legal serious irregularities (breach of a requirement or a financial rule; irregular commitment of credits; mismanagement with a financial prejudice; management de facto; the offence being aggravated in the case of an undue advantage conferred, directly or indirectly, on others or oneself). In such case, a different magistrate conducts new investigations, and the case is submitted to a judgement issued by a separate, collegial body, the Litigation chamber. This process is close to judicial process, with the initiative of prosecution by a General prosecutor (or financial prosecutors in regional chambers), specific procedures of contradiction and collegiality, and three levels of decisions: Litigation chamber, Financial Court of appeal, and a cassation judge (the Conseil d'Etat).

The penalties are monetary: the fine is indexed on remuneration and amount proportionate to the seriousness of offence. The maximum fine is six months' pay, but for only formal infringement maximum fine, it's one month' pay.

This activity and these infringements offer a broader range of responses to misconducts and breaches to probity: the ability to sanction breaches of rules that are not cases of proven corruption, but show a serious negligence or a lack of probity, is a very mighty deterrent for public managers, and a relevant alternative to the "all-penal", the probability of criminal prosecution being lower and therefore less dissuasive.

Of course, in case of suspected bribery, illegal taking of interest, favouritism or embezzlement, which are offences under the Penal code, the General Prosecutor refers the case to a Public prosecutor – the National financial Prosecutor for the more important or complex cases.

Sometimes the two types of offences (under Financial Jurisdictions Code and under Penal Code) may be suspected. A sound cooperation allows to conduct investigations in the both sides.

Because of their organization and structure as courts and their proximity with judicial/criminal public prosecutors, French financial jurisdictions communicate easily with the authorities in charge of preventing or sanctioning fraud in public finance.

III. The increasing involvement of citizens

The information of the citizens is constitutive of the financial jurisdictions concerning the proper use of public money, as a corollary of accountability: Annual Public Report, published since 1832 and summarizing the financial jurisdiction's work -the most attractive and the most widely commented by national and regional press - as many of other reports, public hearings by the Parliament (49 hearings in 2022), a website receiving many visits, a visitors' record during the European Heritage Days, occasion to answer questions that over the years have been more technical on the role of the Cour.

In addition, and as part of a series of internal reforms, the Cour des comptes has implemented innovations promoting the involvement of citizens.

All the reports of the Cour and CRTC are now available on the Cour website, except in case of secrets protected by law.

A citizens' consultation platform is now open to everybody and makes it possible to gather opinions but also proposals for control. In the first consultation (2022) the answers focused largely on the economy and public finances as well as environmental issues. The regularity of the public purchase is the subject of numerous comments and proposals, but also tax or social fraud. These topics are included in some of the controls decided upon following this consultation. The first reports issued from this consultation were published : one focuses on the State's use of the intellectual benefits of consulting firms, criticized because its cost and its lack of transparency, the second focuses on public fundings to hunting societies, which are considered as a mighty lobby, and the third assesses the policy of equality between women and men. The second consultation took place in September 2023, and one of the most present topics concerns the fight against corruption, conflicts of interest, and the transparency of public life.

A new reporting platform allows confidential reports to persons who are aware of irregularities or situations detrimental to the finances of public bodies of a certain gravity (as users, agents, providers, public service collaborators, NGOs, etc.) is accessible via the website of the Cour des comptes, and managed by the General Prosecutor's office. From 6 September 2022 to 31 April 2023, i.e. in less than eight months, 899 alerts were made (compared to a hundred per year before the platform).

GERMANY

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.¹²

Germany has several laws, policies, and regulations that promote accountability, transparency and integrity within the public sector and at all levels of government. The brochure “Rules on Integrity” published by the Federal Ministry of the Interior and Community provides an overview of the most relevant provisions and recommendations on corruption prevention for Germany’s federal administration. https://www.bmi.bund.de/SharedDocs/downloads/EN/publikationen/2014/rules-on-integrity.pdf;jsessionid=405E244F82514EA210FBA8169D41C34E.live882?_blob=publicationFile&v=4

Futhermore, the annual report on the implementation of the Federal Government Directive concerning the Prevention of Corruption in the Federal Administration is publicly accessible. In 2021, it contained information collected from a total of 560,899 employees from 963 agencies.

Integrity Reports:

<https://www.bmi.bund.de/EN/topics/administrative-reform/corruption-prevention/integrity-node.html>

The Federal Government issued its first Directive concerning the Prevention of Corruption in the Federal Administration in 1998; the current version is dated 30 June 2004. The Directive covers the major aspects of a preventive strategy, such as identifying areas of administrative activity especially vulnerable to corruption, designating a contact person, raising awareness among employees and creating principles for awarding contracts.

The Directive also includes a code of conduct for federal employees and guidelines for supervisors and executives. The code of conduct is targeted at employees and explains the principles of transparent and honest conduct. The guidelines show supervisors and executives what action they must take to minimize the risk of corruption in their area of responsibility.

¹² The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

Following its entry into force, the Directive raised a number of practical questions. As a result, it proved helpful to make the answers available to all employees in the form of recommendations, circulars or administration regulations.

These include the Recommendations on Preventing Corruption in the Federal Administration, the Circular on the Ban on Accepting Rewards or Gifts in the Federal Administration and the General Administrative Regulation to Promote Activities by the Federal Government through Contributions from the Private Sector.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Below are illustrative examples of relevant measures adopted by Germany:

Integrity policy or strategy: The Federal Government first published its Directive concerning the Prevention of Corruption in the Federal Administration in 1998; the current version is dated 30 June 2004. The Directive covers the major aspects of a preventive strategy, such as identifying areas of administrative activity especially vulnerable to corruption, designating a contact person,

raising awareness among employees and creating principles for awarding contracts. The Directive also contains a code of conduct for federal employees and guidelines for supervisors and executives. The code of conduct is targeted at employees and explains the principles of transparent and honest conduct. The guidelines show supervisors and executives what action they must take to minimize the risk of corruption in their area of influence.

Corruption risk management system: See Answer to Point 4.

Open data Policy: The Federal Government's Open Data Strategy

(https://www.bmi.bund.de/SharedDocs/downloads/DE/publikationen/themen/moderne-verwaltung/open-data-strategie-der-bundesregierung.pdf;jsessionid=4DDEF56D4A729B3365D81810D988361A.live871?_blob=publicationFile&v=5)

Open government initiatives: In 2016, Germany's participation in the Open Government Partnership (OGP) was announced at the initiative's annual summit, marking an important step for Open Government in Germany. Incorporating the new concept of OGP into traditional public administration is a long process. Every two years, national action plans will be developed in cooperation with civil society.

<https://www.open-government-deutschland.de/resource/blob/1567548/2216312/16ce8eade8c0662c85ccd56d9ea7f5c5/vierter-nap-data.pdf?download=1>

Merit based recruitment system/ remuneration policy: The principle of merit is enshrined in Article 33 para. 2 of the Basic Law and further spelled out in relevant legislation (see, e.g., section 9 of the Federal Civil Servants Act according to which selection criteria are aptitude, qualifications and professional achievement).

Control and quality of public spending: Spending reviews in the federal budget <https://www.bundesfinanzministerium.de/Web/EN/Issues/Public-Finances/Spending-Reviews/spending-reviews.html>

Bundesrechnungshof (BRH): The Bundesrechnungshof is a supreme federal authority which audits the entire federal financial management. The BRH reports on major findings to parliament and the public, e.g. in form of an annual report. It thus supports parliament in effectively scrutinizing government action and budget implementation. Furthermore, it provides advice to parliament and the government on the basis of audit findings.

Transparency policy: Germany has many transparency regulations in various legal areas. One illustrative example is the Freedom of Information Act (Informationsfreiheitsgesetz). Under this Act, every citizen is unconditionally entitled to gain access to official information from the authorities of the federal government, provided there are no reasons for an exception and no overriding specific legal provisions.

Furthermore, the recent Act Introducing a Lobbying Register for the Representation of Special Interests vis-à-vis the German Bundestag and the Federal Government of 16 April 2021 (Lobbying

Register Act – Lobbyregistergesetz) came into effect on 1 January 2022. All natural persons and organisations must register in the Lobbying Register who make contact with members of the Bundestag or of the Federal Government in order to influence political processes, or who commission such activities on their own behalf, if their activity exceeds a materiality threshold defined in the Act and if none of the exceptions provided for in the Act applies. There is also a newly established executive footprint to show the extent to which interest groups and commissioned third parties have made a significant contribution to the content of a draft law or regulation.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

Germany has several authorities responsible for the prevention of corruption. At the federal level, the Federal Ministry of the Interior and Community is responsible for common rules on anti-corruption and integrity for the federal administration. All the federal ministries and subordinate authorities are responsible for the implementation. The Federal Court of Auditors is a supreme federal authority, which is auditing, advising and reporting, also in the field of integrity. Beside special anti-corruption measures the service law for civil servants covers for example rules regarding side activities, dealing with gifts, post-employment and cooling off periods to prevent conflicts of interest.

The 16 federal states have their own integrity systems which are similar to the federal one. There is a regular exchange between federal and state level. Courts of Auditors at the federal states level have as well a preventive role in monitoring the public spending..

As to the repression of corruption, Germany has also a decentralised approach. The sixteen federal states are in charge of the investigation and prosecution of corruption offences across Germany. Some federal states have specialised police and prosecution offices on corruption in place. The Federal Criminal Police Office plays a role in the information-exchange between the international level and the local level as well as among police offices at the federal states level.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

Future Challenges: -

Achievements: -

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

In all federal agencies, measures to identify areas of activity which are especially vulnerable to corruption have to be carried out at regular intervals and as warranted by circumstances.. The results of the risk analysis have to be used to determine any changes in organization, procedures or personnel assignments.

Staff members for areas of activity especially vulnerable to corruption shall be selected with particular care. In general, the duration of staff assignments in areas especially vulnerable to corruption has to be limited; as a rule, it should not exceed a period of five years. If an assignment must be extended beyond this period, the reasons have to be recorded for the file. Staff members working in or transferred to areas especially vulnerable to corruption should be given additional, job-specific instruction at regular intervals.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

Public Sector:

- Basic and advanced training on corruption prevention for public officials, awareness raising among public officials
- Contact persons for corruption prevention
- brochure “Rules on Integrity” published by the Federal Ministry of the Interior and Community provides an overview of the most relevant legal provisions and recommendations on corruption prevention for the German federal administration
- Federal Government Directive concerning the Prevention of Corruption in the Federal Administration
- Anti-Corruption Code of Conduct (Annex 1 to the Directive)
- Guidelines for Supervisors and Heads of Public Authorities/Agencies
- Recommendations for Prevention of Corruption in the Federal Administration
- Circular on the Ban on Accepting Rewards or Gifts
- General Administrative Regulation on Sponsoring
- General Administrative Regulation on the Use of Persons not Employed in the Public Service (External Persons) in the Federal Administration

Private Sector:

- The German Federal Ministry for Economic Affairs and Climate Protection and the Federal Ministry of Justice jointly published a vademecum entitled Avoiding Corruption – Advice for German Companies Operating Abroad (in German): (https://www.bmwk.de/Redaktion/DE/Publikationen/Wirtschaft/korruption-vermeiden.pdf?__blob=publicationFile&v=1)
- German Corporate Governance Codex: The Codex contains principles, recommendations and suggestions for the management and supervisory boards of German listed companies, which are recognized nationally and internationally as standards of good and responsible corporate governance. (<https://www.bundesanzeiger.de/pub/publication/5BB23xZmFfjVdBZsrcB/content/5BB23xZmFfjVdBZsrcB/BAanz%20AT%2027.06.2022%20B1.pdf?inline>) (in German)
- Germany is an adherent to the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (OECD Guidelines), the most comprehensive international standard on responsible business conduct. The OECD Guidelines cover a wide range of topics, including corruption. They were updated in 2023. In this context, the corruption chapter has been strengthened and extended. The OECD Guidelines are recommendations by governments on responsible business conduct, and the German government expects from multinational enterprises operating in or from Germany to act according to the OECD Guidelines. The German National Contact Point for the OECD Guidelines informs about the guidelines and provides a non-judicial grievance mechanism in case of complaints. (<https://mneguidelines.oecd.org/mneguidelines/>) (<https://www.bmwk.de/Redaktion/EN/Dossier/national-contact-point-ncp.html>)

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles¹³. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Annual integrity report: In order to create the greatest possible transparency, an annual integrity report must be submitted to the German parliament, which provides detailed information on the implementation of preventive measures in the more than 900 federal agencies. This report is published and is accessible to everyone.

(<https://www.bmi.bund.de/EN/topics/administrative-reform/corruption-prevention/integrity-node.html>)

¹³ [G20 Anti-Corruption Open Data Principles](#) (2015)

Open data Policy: Since 2018, authorities of the direct federal administration have been obliged to publish electronically stored data as open data. In principle, all data of an authority that is not protected by impediments must be made available.

The Federal Government's Open Data Strategy (in German):

https://www.bmi.bund.de/SharedDocs/downloads/DE/publikationen/themen/moderne-verwaltung/open-data-strategie-der-bundesregierung.pdf;jsessionid=4DDEF56D4A729B3365D81810D988361A.live871?_blob=publicationFile&v=5

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

-A **Contact person for corruption prevention (Federal Ministries)**: serving as a contact person for agency staff and management, if necessary without having to go through official channels, along with private persons

-**Whistleblower Protection Act (Hinweisgeberschutzgesetz)** The Whistleblower Protection Act transposes the provisions of the EU Whistleblower Directive into German law with the aim of protecting people who have gained knowledge of breaches including anti-corruption offences in the course of their professional activities and report these from reprisals

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

Federal and state civil servants are subject to special regulations and obligations that arise from their status within the framework of their civil service relationship. These duties are essentially governed, for the Federal Government by the Federal Civil Service Act, and, for the Federal States by the Civil Servants Status Act.

These duties include that civil servants must dedicate themselves to their profession with full personal commitment and carry out the duties assigned to them unselfishly and to the best of their conscience.

If there are sufficient factual indications to justify the suspicion of misconduct, the superior has a duty to initiate disciplinary proceeding.

In this case different disciplinary legislations apply depending on whether it is a federal civil servant or a civil servant of a federal state.

The following disciplinary measure can be imposed against the civil servants under Federal Disciplinary Act:

- reprimand,
- fine,
- reduction of remuneration,
- demotion and
- dismissal from service (or for retired civil servants withdrawal of pension).

Whether and which disciplinary measure is imposed depends on the severity of the breach of duty and the degree of loss of trust. The overall personality of the civil servant must also be taken into account.

Irrespective of this, a civil service relationship ends by law, if, in parallel criminal proceedings, a court imposes a prison sentence of at least one year or, in the case of some serious offenses, at least six months.

Since an amendment to federal disciplinary law on April 1, 2024, all disciplinary decision can be taken by the administrative authority itself. Court proceedings are no longer required in advance for the most severe status-relevant disciplinary measures such as dismissal from service or withdrawal of pension. Notwithstanding, subsequent legal protection, remains in place.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

We support the strengthening of public integrity through the G20 ACWG at the international level, taking into account national circumstances and particularities of countries. Any reporting obligations under the G20 ACWG should be effective, useful and proportionate to the administrative burden, taking into account and incorporating the results of other international reporting obligations.

INDIA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.¹⁴

- In India there exists a robust administrative structure of different institutions functioning at the federal and the state levels that are involved in the fight against corruption.
- Various legislation exists in India to prevent and investigate corruption including the Companies Act, 2013, Bharatiya Nyaya Sanhita, 2023 and the Prevention of Corruption Act, 1988, The Prevention of Money Laundering Act, 2002 etc. The Public Interest Disclosure and Protection of Informers Resolution, 2004, envisages a mechanism by which a complainant can blow a whistle by lodging a complaint and also seek protection against his victimisation for doing so. The Central Vigilance Commission is the designated agency to receive complaints from whistle blowers under the PIDPI Resolution.
- At the federal level, there exists the Central Vigilance Commission as an overarching integrity body exercising superintendence over the Central Bureau of Investigation on the police side. The Enforcement Directorate deals with matters related to money laundering. The Lokpal of India serves as an ombudsman working against corruption in India. There exists a similar structure at the state level with Anti-Corruption Branches and Lokayuktas, etc.
- In India, there further exists a system whereby there are officers posted in all Ministries / Departments / Organizations that within the jurisdiction of the Central Government that are tasked with ensuring integrity. These officers ensure that all organizations have a strong and independent set up and serves as advisors to the management to ensure that the organization functions with integrity while also reporting to the Central Vigilance Commission. Through the set up of Chief Vigilance Officers, the anti corruption bodies have a link with all the Ministries and Organizations of the Central Government. The functioning of these institutions are further governed by a number of different rules and policies on different areas such as processing of investigation reports, accountability to the public through transparency polices such as Right to Information, etc.

¹⁴ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

- The Government undertakes different measures to bring about a culture of integrity. The Central Vigilance Commission as an integrity and oversight institution encourages different stakeholders to collectively participate in anti-corruption measures. Commission's endeavor is to foster an environment that instils a sense of integrity amongst the citizens of the country, with the active support and participation of the citizens and social institutions. The Commission has strived to promote ethics through education of students and youth, observance of vigilance awareness weeks, process simplification to reduce discretion and interface with public servants, focus on training and skill development and awarding exemplary punishment in all cases of proven misconduct to create deterrence. The CVC has worked to create a people's movement against corruption through an e-pledge to be voluntarily taken by the citizens and organizations. As an initiative to bring about a message of anti corruption to all the citizens of the country, Government of India observes Vigilance Awareness Week every year. Vigilance Awareness Week is an outreach programme that strives to bring awareness to everyone about the perils of corruption. Every year, a theme is chosen and all Ministries, Public Sector Banks and other government organizations are encouraged to hold seminars, public meetings with local bodies, competitions at school and college levels, etc on the topic of ethics and integrity. The integrity pledge has been taken by 18,881,016 citizens and 308,792 organizations.
- During the examination of vigilance cases, it is sometimes seen that there are gaps in governance that has allowed malpractices to occur. As a proactive measure, organizations are encouraged to develop systemic improvements. These systemic improvement measures are then compiled in the Annual Report of the Central Vigilance Commission which is then tabled before the Parliament. Further, a booklet on best practices is also published to disseminate information regarding positive steps being taken across different institutions to everyone interested.
- Easy reporting instances of corruption by public authorities has been a matter of interest and importance. In this instance, a centralized portal has been developed in which any citizen can report any instance of wrongdoing by Central Government Authorities. The portal also allows for the citizen to have access regarding any developments in the representation. Since its inception, over forty thousand representations have been received in the portal.
- As a means to ensure transparency and competitiveness to bring about greater productivity and effectiveness of government organizations, the concept of Integrity Pact has been developed in India. The Integrity Pact essentially envisages an agreement between the prospective vendors/bidders and the buyer, committing the persons/officials of both sides, not to resort to any corrupt practices in any aspect/stage of the contract. Integrity Pact is implemented through a panel of Independent External

Monitors (IEM), who are nominated by the Commission from amongst the panel maintained by it, and appointed by the respective organization.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

- Direct Benefit Transfer scheme (DBT) is a scheme envisaged by Government of India taking into consideration the need to ensure accurate targeting of beneficiaries and reduce duplication and associated malpractices in the delivery of welfare schemes.
- Government eMarketplace is an online portal for making procurement on common user goods and services by Government offices with minimal human interface.
- To bring in greater transparency and greater involvement of the stakeholders, M/o Corporate Affairs (MCA) framed a policy for pre-legislative consultation and for comprehensive review of rules/regulations which has been effective from 01.01.2024. The policy aims towards carrying out public consultations both at the time of framing original rules and regulations and at the time of review. Further, it is to be noted that on 12 March

2024, MCA invited public comments on the Report of the Committee on Digital Competition Law (CDCL) on Digital Competition Law and Draft Bill on Digital Competition Law.

- MCA has taken numerous initiatives towards digitalization, involvement of technology and e-governance including, establishment of Central Processing Centre (CPC), Centre for Processing Accelerated Corporate Exit (C-PACE) and Central Registration Centre (CRC) for centralizing the regulatory compliances requiring no physical interactions.

- The MCA exemplifies this commitment to transparency through its MCA21 online portal. Various stakeholders and the general public can easily access comprehensive company-related information with a few clicks. The Ministry's focus on administering the Companies Act, 2013, underscores its dedication to regulating corporate sector activities in compliance with legal frameworks. Moreover, the Ministry has taken several steps towards e-filing such as the launch of MCA21 Version 3.0 for web based regulatory filings, SPICe+ and AGILE PRO-S for allowing companies to automatically get DIN and enrolled for PAN, TAN, EPFO, ESIC, Professional Tax Number and Shop and Establishment Number for some states, Bank accounts etc.

- Central/ State Governments/Organizations have their own well defined institutional framework to ensure the ethical behaviour and maintaining integrity by the officials under their control through Oath of Allegiance, Service/ Conduct Rules and Canons of Financial Propriety. As per service conduct rules, civil servants/ public officials to maintain a very high standard of conduct and behaviour so that he/she earns the trust of the people and is emulated by his/her peers and subordinates. Central Civil Services (Conduct) Rules, 1964 were notified by Government of India way back in 1964 with a view to maintaining integrity in public Services by way of laying down the detailed Code of Conduct for Central Government employees prescribing the expected standard of the Central Government employees, Prohibition of Sexual Harassment of Women at Workplace, Political neutrality, restriction regarding demonstration/ strikes, criticism of Government policies, restriction regarding receiving of gifts, private trade or employment, disclosure of property, etc. This has further been amended in 2014, inter alia, incorporating the expected standards of the civil services and provide for accountability of civil servants to ensure good governance and better delivery of services to citizens, including refraining from doing anything which is or may be contrary to any law, rules, regulations and established practices. As per this amendment, a Civil Servant is required, inter alia, to maintain high ethical standards and honesty; maintain political neutrality; maintain accountability and transparency; act with fairness and impartiality and not discriminate against anyone, particularly the poor and the under-privileged sections of the society and thus it can be said emphatically that India, as a State has been endeavouring to establish effective practices aimed at the prevention of corruption and also to fight corruption.

Further, for making the compliance of these rules effective, Government of India has notified Central Civil Services (Classification, Control and Appeal) Rules, 1965. In case a public servant fails to comply with the provisions of Conduct Rules, he/she is liable to be proceeded against for disciplinary action which could result in imposition of penalties upto dismissal from public service. Even after superannuation, his pension or gratuity, or both, can be withhold or withdrawn as per Central Civil Service (Pension) Rules, 2021.

- India has a rules framework for Asset Declaration as a way to identify possible risks. Immovable Property Return declarations, etc. are covered under the Central Civil Services (Conduct) Rules, 1964, and the All India Services (Conduct) Rules, 1968, for government employees.

- Section 44 of the Lokpal and Lokayuktas Act, 2013 provides that every public servant referred to in Section 2(1)(o) read with Section 14(1) of the Act shall make a declaration of his assets and liabilities to the competent authority. (https://dopt.gov.in/sites/default/files/407_16_2016-AVD-IV-LP-01122016A.pdf).

- UPSC is a Constitutional body established under Article 315 of the Constitution of India. Its mandate, inter alia, includes making recruitment by conduct of competitive examinations as well as selection through interviews, advising on the suitability of officers for appointment on promotion and transfer-on-deputation, advising the Government on all matters relating to methods of recruitment to various services, framing & amendment of Recruitment Rules, disciplinary cases relating to various Civil Services and advising the Government on any matter referred to the Commission by the President of India.

While discharging its functions, the Commission adheres to the principles of equity, justice and fair play. Selection of candidates to various posts through examination, by direct recruitment, deputation and promotion is based on the principles of merit enshrined in the Service Rules, Recruitment Rules of the relevant services/posts.

Filling up of any civil post/after its creation involves following steps :

- i. Formulation of Recruitment Rules/Service Rules;
- ii. Selection process – Selection can be through three modes:
 - (a) By Examination/recruitment test followed by personality test.
 - (b) By promotion//deputation for which Departmental Promotion Committee/ Selection Committee Meeting is conducted.
 - (c) By Induction of officers of State Civil Services/ Non-Civil Services to All India Services (Indian Administrative Services/ Indian Police Services/Indian Foreign Services).

Further, Rule 3 of AIS(Conduct) Rules, 1968 enunciates code of conduct for All India Service offices.

- To improve the pay structure of Central Government employees better, more competent and talented people could be attracted for governance, Central Pay Commissions are instituted by Department of Expenditure (Ministry of Finance), Government of India. As on date seven Pay Commissions have already been constituted for this purpose. At present the pay structure of Central Government employees is governed by the Levels in Pay Matrix scales of pay etc. contained in Central Civil Services (Revised Pay) Rules, 2016 notified by Department of Expenditure (Ministry of Finance), Government of India after consideration of Report of the Seventh Central Pay Commission. The instructions on various allowances to be given to Central Government employees have also been issued notified by Department of Expenditure or with their express approval.

- Central Govt. employees are granted an annual increase through an annual increment as per Pay Matrix notified by DoE. Annual Increment is about 3% of the Basic Pay drawn by the employee. Further, at the time of promotion to next higher level/post, the officer is placed in the relevant level/pay scale in the Pay Matrix. Grant of annual increment and fixation of pay on promotion are related by Central Civil Services (Revised Pay) Rules and Fundamental Rules and Supplementary Rules.

- Existing e-procurement measures have mitigated scope for corruption in public procurement Government e-Market place where common user goods and services can be procured. GeM is dynamic, self-sustaining and user-friendly portal for making procurement by Government offices. Government e-Marketplace (GeM – gem.gov.in) is a very important step of the Government with the aim to transform the way in which procurement of goods and services is done by the Government Ministries and Departments, Public Sector Undertakings and other apex autonomous bodies of the Central Government. It provides data on various transactions, including purchase orders and contracts, ensuring a transparent procurement process.

India has a Corruption Risk Management Framework in place with several measures to assess and mitigate corruption risks. Ministries/departments/organizations have been identified where certain officers have not been allowed to continue beyond their tenure, thereby eliminating corruption risk.

The Central Vigilance Commission, issues guidelines from time to time directing organizations covered under its advisory jurisdiction to identify sensitive posts and ensure periodic rotational transfer of officials working in such posts.

The Controller General of Accounts (Department of Expenditure) lay out guidelines for Central Civil Ministries/Departments to adopt a Risk based internal audit approach. With the help of internal audits, in conjunction with implementing agencies, corruption risk in governance projects, schemes and activities is identified and managed. This is referred to as the Risk based internal audit approach.



Source: Internal Audit Handbook for Central Civil Ministries/Departments;
https://cga.nic.in/writereaddata/file/INTERNALAUDITHANDBOOK_pdf.pdf

Public Sector Enterprises (PSEs) are required to implement risk management frameworks, including regular internal audits and assessments of corruption risk in key processes.

At the core of India's transparency policy is The National Data Sharing and Accessibility Policy (NDSAP), notified on 17th March 2012, which established the Open Government Data (OGD) Platform (<https://data.gov.in>) to publish datasets in accordance with the policy. This platform provides public access to government data and information, enhancing transparency, accountability, and reducing corruption. By making official statistics, government spending, and legislative details available, citizens can better hold the government accountable. Open data ensures that governments remain responsive and honest, leading to more effective policies for society, the economy, and the environment, and helping to ensure inclusivity for all. The Platform has been set-up and managed by the National Informatics Centre (NIC). As on 12th September, 2022 OGD India has 5,85,921 dataset resources, 12,917 catalogs contributed by more than 250 Ministry/Departments, 2,791 Visualizations created, 1,72,696 Application Programming Interfaces (APIs) created, 570 Chief Data Officers. Datasets on OGD has 32.15 million times viewed and 9.45 million times downloaded. More than 1,71,830 APIs are available for users

The Indian Government has implemented various mechanisms to enhance oversight and accountability in public expenditure, including rigorous budgeting processes, regular audits by the Comptroller and Auditor General (CAG), and the establishment of committees to monitor financial performance.

CAG of India is an authority instituted vide Article 148 of the Constitution of India. The prime responsibility of this authority is to audit the receipts and expenditures of the State Governments and the Union Government in India including those of the entities and corporations financed by the Government. Through its audits and reports, the CAG helps identify instances of financial mismanagement, corruption, and inefficiencies in public spending.⁹

Huge money is incurred/invested by the Government organizations in various social developmental activities and creation of infrastructures. Therefore, Canons of Financial Propriety have been laid down in General Financial Rules (GFR), to ensure integrity of the decision making/spending authority in financial matters. The General Financial Rules (GFR) regulate public spending by ensuring transparency, accountability, and cost-effectiveness through standardized procurement and expenditure processes. It controls over-spending,

promotes outcome-based budgeting, and mandates audits and evaluations. GFR enhances efficiency, ensures resource utilization, and promotes quality by enforcing budgetary discipline and best financial practices. Measures like Government e-Marketplace (GeM) have helped improve the accountability and integrity in public procurement by encouraging e-tendering and e-procurement. The Public Financial Management System (PFMS) ensures transparency, accountability, and real-time tracking of government spending. It monitors fund flow, prevents misallocation, ensures timely payments, and integrates with the treasury.

Additionally, implementation of e-office aims to achieve a simplified, responsive, effective, and transparent working of all Government Offices. E-Office is based on processes and procedures laid out in the Central Secretariat Manual of Office Procedures (CSMoP). Implementation of e-Office has expedited transformation towards a Digital Secretariat in the Central Government. Almost all the Central Ministries/Departments are using e-Office and have migrated to e-Office version 7.0.

Further, an online system for grievance redress, called Centralized Public Grievance Redress and Monitoring System (CPGRAMS) has been designed. CPGRAMS facilitates forwarding of public grievances received online from the citizens to both the Central Government Ministries/Departments/Organizations as well as the State Governments concerned. The offline grievances are digitized, uploaded on CPGRAMS and forwarded online through the Central Ministries/Departments/Organizations concerned. When a grievance is lodged it is acknowledged online or by post and a unique registration number is given to each grievance. The grievance may be tracked on the PG portal using view status link and after providing unique registration number. Once the grievance is redressed the call center gets in touch with the complainant and finds out if he is satisfied with the redressal. If the citizen is not satisfied with the reply the citizen will have to lodge a fresh grievance drawing reference to the closed grievance, and call for details. This ensures transparency.

Training Division of Department of Personnel and Training is responsible for coordinating the implementation of National Training Policy which was adopted in April 1996. The Department also sponsors a number of training programmes on a variety of subjects for different categories of Central and State Government employees. Training Division also develops and undertakes capacity building initiatives under special packages for different levels of State Government officials. Training Division provides assistance for upgradation of the training infrastructure of State Government Training Institutions. It is responsible for the development of resource persons as trainers in different skills of training and maintains a database of trainers. It facilitates the development of training material and also coordinates

with Training Institutions all over the country. The Training Division organizes a number of long term training programmes in public policy in leading management institutes in India for the officers of the Central and State Services. The foreign training scheme for the Central and State Government Officers, other than selection, is administered by the Training Division. A new scheme of mandatory Mid-Career Training for IAS officers is also being administered by the Training Division

India has a comprehensive pre-employment screening, background investigations and risk analysis for recruitment processes. A large numbers of officials are appointed in Government of India through transparent selection process conducted by recruiting agencies like Union Public Service Commission or Staff Selection Commission. Once, the list of successful candidates are recommended by these agencies as per existing provisions, the appointing authorities undertake an exercise of verification—of the character and antecedents of the candidates before formal appointment orders are issued.

This verification is generally carried out by seeking details of the candidates through the police stations related to the addresses which are mentioned in the attestation form of the candidates. Such requests are sent through the State Governments to the local police authorities who ascertain the antecedents of candidates and give the verification report through the same channel. The appointment of the officer is kept provisional until the verification is completed. If the verification confirms that facts given by the candidate were not correct, then the appointing authority shall cancel the appointment letter and shall undertake other criminal/civil action as deemed fit.

Two major training institutions directly under the administrative control of the Department are the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie and the Institute of Secretariat Training and Management (ISTM), JNU Campus, New Delhi. The former is mainly responsible for providing induction training to recruits to the Indian Administrative Service and other All India Services and Central Services. The Institute of Secretariat Training and Management provides induction as well as in-service training to members of the Central Secretariat Service. The Indian Institute of Public Administration, New Delhi which is an autonomous organization, is also being funded partly by the Training Division.

The Consolidated Guidelines on Rotational Transfer Policy for Officers of Central Secretariat. It ensures officers are rotated periodically. It prevents long-term incumbency, especially in sensitive positions, while categorizing posts to balance expertise and minimize conflicts of interest.

The Central Vigilance Commission, issues guidelines from time to time directing organizations covered under its advisory jurisdiction to identify sensitive posts and ensure periodic rotational transfer of officials working in such posts.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

- India has a coordinated and coherent system across the public administration in the form of Central Vigilance Commission (CVC). CVC is an apex governmental body in India established in 1964, is responsible for promoting integrity, transparency, and accountability in the country's public administration.

- The CVC is governed by the CVC Act, 2003, which confers adequate independence and functional autonomy to the Commission in line with Article 6 and Article 36 of the United Nations Convention Against Corruption whereby ratifying countries need to ensure an independent preventive anti-corruption authority in their countries.

- CVC in India collaborates with various agencies and stakeholders in a coordinated and coherent manner to combat corruption and promote integrity in governance. It exercises superintendence over the Central Bureau of Investigation (CBI) regarding corruption investigations and works closely with State Vigilance Commissions to ensure consistency in vigilance practices nationwide. It coordinates with law enforcement agencies to facilitate the investigation and prosecution of corruption cases, while also providing guidance and oversight to government departments and public sector organizations on vigilance matters. Additionally, it also engages with anti-corruption organizations, civil society groups, and international partners to raise awareness, share best practices, and strengthen global cooperation in combating corruption.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

Lack of awareness among the public about vigilance mechanisms further undermine the CVC's efforts to garner widespread support for its initiatives. Additionally, the gaps in coordination and cooperation among different agencies and stakeholders can also impede the exchange of information and joint efforts in combating corruption. Overall, addressing these impediments requires concerted efforts from all stakeholders to strengthen

institutional mechanisms, enhance transparency, and foster a culture of integrity and accountability in governance.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

The Central Vigilance Commission identifies key areas where corruption risks are prevalent based on prevailing investigations and advises the executing authorities to develop guidelines and systems that would reduce the possibility of such risks in the future.

There are various acts dealing with preventive and curative measures to desist unhealthy practices. Some of which are listed hereunder:

- i. Indian Penal Code, 1860
- ii. The Prevention of Corruption Act, 1988 (as amended in 2018).
- iii. The Delhi Special Police Establishment Act, 1946
- iv. The Prevention of Money-Laundering Act, 2002
- v. Lokpal and Lokayuktas Act 2013
- vi. Central Vigilance Commission Act, 2003
- vii. Securities and Exchange Board of India Act
- viii. The Representation of the Peoples Act 1951 has built-in provisions which speak of disqualification in instances of corrupt practices. There is a specific provision [s. 6] which provides for disqualification of an elected representative of the people upon his conviction. The election expenses of a candidate are also monitored through independent auditors.
- ix. Right to Information Act, 2005 has been enacted to provide right to seek information from any public authority and to bring transparency in the functioning of all public offices. Under Right to Information Act any person including a Civil Society/NGO can seek information. This law empowers Indian citizens to seek any accessible information from a Public Authority and makes the Government and its functionaries more accountable and responsible. Under the provisions of the Act, any citizen may request information from a “public authority” which is required to reply expeditiously or within 30 days. The Act also requires every public authority to computerize their records for wide dissemination and to proactively publish certain categories of information for easy citizen access. This Act provides citizens with a mechanism to control public spending.

The Prevention of Corruption Act, 1988 (PC Act) was enacted with an intent to make the existing anti-corruption laws more effective by widening their coverage and by strengthening their provisions. The Prevention of Corruption Act, 1988 was revisited and amended in 2018 to make suitable amendments to keep pace with the changing times and to harmonize it with the tenets of the Convention. It aims to keep serious and ordinarily faced corruption concerns in check, making bribes to a public servant and bribery by a commercial organisation an offence. Vide The Prevention of Corruption (Amendment) Act, 2018 provisions relating to keeping corruption in check have been widened in scope, especially with bribe-givers being directly covered in the ambit. Similarly, protection of persons who give bribe under coercion and provision of speedy trials ensure increasingly effective enforcement. It also sends a signal to organisations to keep in place robust compliance procedures, having in place antibribery guidelines as 'adequate procedures' to prevent such conduct would be their valid defense. Therefore, strengthening their compliance policies, procedures and anti-bribery policies is the best bet for organisations through the rigors of a well defined anti-bribery and anticorruption policy, periodical risk assessment, training and internal compliance audit.

Existing e-procurement measures have mitigated scope for corruption in public procurement Government e-Market place where common user goods and services can be procured. GeM is dynamic, self sustaining and user friendly portal for making procurement by Government offices. Public procurement forms a very important part of Government activity and reform in public procurement is one of the top priorities of the Government. Government e-Marketplace (GeM – gem. gov.in) is a very important step of the Government with the aim to transform the way in which procurement of goods and services is done by the Government Ministries and Departments, Public Sector Undertakings and other apex autonomous bodies of the Central Government.

Systemic improvements and reforms to provide transparent citizen-friendly services and reduce corruption. These, inter-alia, include:

- (i) Disbursement of welfare benefits directly to the citizens under various schemes of the Government in a transparent manner through the Direct Benefit Transfer initiative.
- (ii) Implementation of E-tendering in public procurements.
- (iii) Introduction of e-Governance and simplification of procedure and systems.
- (iv) Introduction of Government procurement through the Government e-Marketplace (GeM)

- (v) An online “Probity Portal” operationalized since 2017 under which various Ministries/ Departments, autonomous organizations and public sector banks, etc. enter information regarding review under FR 56(j), cases for sanction for prosecution, implementation of rotational transfer policy and disciplinary proceedings, etc.
- (vi) GeM online platform has been introduced to improve transparency and prevent corruption in the public procurement process.
- (vii) The Department of Expenditure, Ministry of Finance, Government of India has issued comprehensive guidelines on 01.07.2022 (updated upto June, 2022) through Manual for Procurement of Consultancy & Other Services, Manual for Procurement of Works and on 16.08.2024 through Manual for Procurement of Goods, Second Edition, 2024, updating all the instructions on procurement issued by Department of Expenditure from time to time.

Discontinuation of interviews in recruitment of Group ‘B’ (Non-Gazetted) and Group ‘C’ posts in Government of India. Invocation of FR-56(j) and AIS (DCRB) Rules, 1958 for prematurely retiring officials whose performance has been reviewed and found unsatisfactory. The All India Services (Disciplinary and Appeal) rules and Central Civil Services (Classification, Control and Appeal) Rules have been amended to provide strict timelines in the procedure related to disciplinary proceedings. Issuance of instructions by the Central Vigilance Commission (CVC) asking the organizations to adopt integrity pact in major procurement activities and to ensure effective and expeditious investigation wherever any irregularity/ misconduct is noticed.

The institution of Lokpal has been operationalized by appointment of a Chairperson and eight Members, including four judicial Members. Lokpal is statutorily mandated to directly receive and independently process complaints as regards alleged offences against public servants under the Prevention of Corruption Act, 1988.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

- Integrity in public-private relationships is essential for fostering trust and ensuring effective collaboration between the government and private sector entities in India. Over the last decade, India has systematically rolled out a PPP program for the delivery of high-priority public utilities and infrastructure. The PPP model combines the accountability

mechanisms and domain expertise of the public sector with the efficiency, cost effectiveness and customer-centric approach of the private sector. As the country continues to embrace public-private partnerships (PPPs) to drive infrastructure development, innovation, and service delivery, maintaining high standards of integrity is crucial. This involves transparent procurement processes, fair competition, and adherence to ethical guidelines to prevent conflicts of interest and corruption. The Indian government has established regulatory frameworks and oversight bodies to monitor and enforce integrity in these relationships. Additionally, policies are in place to promote accountability and ensure that private partners uphold their commitments while aligning with public objectives. Strengthening integrity in public-private relationships not only enhances the efficiency of projects but also builds public confidence and contributes to sustainable economic growth.

- MCA deals with 'fraud', which for the purpose of Section 447 of Companies Act, 2013 is defined as "fraud in relation to affairs of a company or any body corporate, includes any act, omission, concealment of any fact or abuse of position committed by any person or any other person with the connivance in any manner, with intent to deceive, to gain undue advantage from, or to injure the interests of, the company or its shareholders or its creditors or any other person, whether or not there is any wrongful gain or wrongful loss;" This is the corruption involving the private sector that the MCA deals with. However, we have no objection with the wording as India is already signatory of UNCAC. Some of the initiatives taken by ministries are as follows:
 - The Institute of Chartered Accountant of India (ICAI), The Institute of Company Secretaries (ICSI), The Institute of Cost Accountants of India (ICMAI), regularly organise programs to disseminate knowledge among the students, members, institutions and public regarding all aspects of corporate governance including combatting fraud. Further, the professional institutes as mentioned here, also issue ethical guidelines for their members to follow while performing their professional roles.
 - Professional institutes of MCA have also signed various MOUs with overseas institutes such as Maldives, UK, Egypt etc. to establish mutual cooperation for the advancement of accounting knowledge, professional and intellectual development.
 - Moreover, they conduct Conclaves on Corporate Governance to amplify the significance of corporate governance systems and practices which attracts a diverse audience of various stakeholders, including investors, founders, CEOs, and board members from across industries. Indian Institute of Corporate Affairs (IICA), an autonomous institute under MCA, keeps conducting several capacity building programmes related to corporate governance on a regular basis for corporates, public and professionals.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles¹⁵. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Open data, encompassing government data and information, serves as a crucial tool in bolstering transparency, fostering accountability, and mitigating corruption. When citizens have access to official statistics, government expenditures, and legislative details, they can effectively hold the government accountable. Open data cultivates government vigilance, responsiveness, and integrity, resulting in more effective policies across various domains, including society, the economy, and the environment, while ensuring inclusivity.

The Ministry of Corporate Affairs exemplifies this commitment to transparency through its MCA21 online portal. Various stakeholders and the general public can easily access comprehensive company-related information with a few clicks. The Ministry's focus on administering the Companies Act, 2013, underscores its dedication to regulating corporate sector activities in compliance with legal frameworks.

The Right to Information (RTI) parallels open data as they share the same objectives: wider availability of public information. Upholding the legal right of citizens to access information held by public bodies, RTI enforces that all government information is public information and should only be withheld for legitimate reasons such as national security, personal privacy, or public order. It grants citizens the legal rights to access information held by public bodies. It provides practical regime of right to information for citizens to secure access to information under the control of public authorities, in order to promote transparency and accountability in the working of every public authority.

The Central Vigilance Commission regularly publishes reports and information on completed investigations, recommendations, and disciplinary actions.

India publishes public procurement data through the **Central Public Procurement Portal (CPPP)** and **Government e-Marketplace (GeM)**.

- **Central Public Procurement Portal (CPPP)**: This portal is the primary platform for all public procurement activities conducted by central government entities. It provides detailed information on tenders, bids, contracts awarded, and related procurement processes. You can access this data [here \(eProcure\)](#) ([eProcure](#)).

¹⁵ [G20 Anti-Corruption Open Data Principles](#) (2015)

Government e-Marketplace (GeM): This platform is designed to facilitate the online procurement of goods and services by government agencies, public sector units (PSUs), and departments. It offers data on various transactions, including purchase orders and contracts, ensuring a transparent procurement process. More information is available on the [GeM website\(eProcure\)\(eProcure\)](#).

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The fight against corruption is multifaceted, with oversight mechanisms playing a pivotal role. At the forefront of this battle is the vigilance administration, tasked with overseeing the inquiry, investigation, and prosecution of corruption cases. The primary authorities involved in these efforts include the Central Vigilance Commission (CVC), the Central Bureau of Investigation (CBI), and the state AntiCorruption Bureau (ACB). Additionally, cases involving money laundering by public servants fall under the purview of the Directorate of Enforcement and the Financial Intelligence Unit, both operating within the Ministry of Finance.

Vigilance, characterized by watchfulness and alertness, is an integral function within any organization, akin to other management functions such as finance, personnel, operations, marketing, and contracts. An effective vigilance setup ensures the efficient functioning of all organizational segments. Vigilance administration encompasses both preventive and punitive measures against corruption. This includes detecting irregularities, analyzing their underlying causes, implementing systemic improvements to prevent recurrence, and holding accountable those public servants responsible for misconduct through appropriate punitive actions.

8. If applicable, please provide an overview of your country’s disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

In addressing acts of corruption or other functional violations committed by public officials, the disciplinary frameworks in our country are comprehensive and multifaceted. The responsibility for anti-corruption measures within the Central Government is distributed among several key entities:

- (i) The Central Vigilance Commission (CVC) plays a crucial role in overseeing vigilance administration and investigating corruption cases.

(ii) The Administrative Vigilance Division (AVD) within the Department of Personnel & Training is tasked with coordinating vigilance activities across various government departments and agencies.

(iii) The Central Bureau of Investigation (CBI) is responsible for conducting thorough investigations into cases of corruption and related offenses.

(iv) Vigilance units are established within Ministries, Departments of the Government of India, Central Public Sector Enterprises, and other autonomous organizations to proactively identify and address instances of corruption.

(v) Disciplinary authorities are empowered to take appropriate action against public officials found guilty of corruption or other misconduct.

(vi) Supervisory officers play a crucial role in ensuring compliance with anticorruption measures and providing oversight to prevent and address corruption within their respective domains.

Collectively, these entities form a robust framework for addressing acts of corruption and ensuring accountability among public officials. Measures for remediation and accountability are integral components of this framework, aimed at upholding integrity and transparency in the functioning of government institutions.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

To fortify public integrity and counter corruption, organizing public administration is pivotal. Measures include fostering transparency, merit-based recruitment, and robust oversight. Enhancing accountability through whistleblower protection and ethics training is essential. Streamlining procedures and reducing discretion can minimize corruption opportunities. Moreover, citizen engagement mechanisms bolster transparency and trust. These strategies collectively strengthen governance, ensuring public institutions uphold integrity and operate effectively.

INDONESIA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.¹⁶

Indonesia has several laws, policies, and regulations that regulate and promote integrity, transparency and accountability within the public sector, including:

- [Law No. 30 of 2014 on Government Administration](#)
- Law No. 5 of 2014 as amended by [Law No. 20 of 2023 on State Civil Apparatus](#)
- [Law No. 14 of 2008 on Public Information Disclosure](#)
- [Law No. 25 of 2009 on Public Services](#)
- etc.

These legal frameworks set the standard for the management of the public administration and code of conduct of public officials to ensure transparency and accountability in public sector. The institutional framework in public officials Management system comprises of a division of authority between the Ministry of Administrative and Bureaucratic Reform, Public Service Commission (KASN), State Administration Agency (LAN) and Public Service Agency (BKN).

In terms of corruption prevention, Corruption Eradication Commission (KPK) conduct a [Public Integrity Survey/Survei Penilaian Integritas \(SPI\)](#) to measure integrity level as well as mitigate corruption risk in public institution. The SPI results are used to inform policy throughout government. The KPK and Ministry of Administrative and Bureaucratic Reform use the SPI to work with relevant institutions on developing recommendations regarding corruption prevention.

Under the monitoring mandate, the KPK also conducts [studies on the implementation of government programs in various sectors](#). The studies use the Corruption Risk Assessment (CRA) methodology and are conducted at all stages of the program, from planning to evaluation and monitoring. The results of the SPI are also used as one of the bases for

¹⁶ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

conducting studies aimed at identifying corruption risks in the implementation of government programs and providing recommendations for improvements to eliminate corruption risks.

To promote a culture of integrity in public institutions, the government provides training and capacity building for public officials. The State Administration Agency (LAN) conducts education and training for public officials. LAN has an authority to conduct research, review management policy of state civil apparatus, and conduct education and training for civil servants/public officials, including integrity topic.

The KPK, through its specialized unit, the Directorate of Anti-Corruption Education and Learning Directorate, organizes integrated integrity training, education and certification for ministries and other public institutions to improve the anti-corruption culture.

Some of these activities include:

1. PAKU INTEGRITAS, a program to strengthen the anti-corruption behavior of high-level officials such as ministers, officials one level below the ministerial level, and regional government leaders.
1. PRESTASI is an integrity reflection and training for middle level officials who hold a position 2-3 levels below ministerial level in ministries and institutions.
2. Certification of Integrity Officers and Anti-Corruption Trainers (API-PAKSI)
3. Training for Internal Auditors in Regional Government (APIP)
4. E-learning for integrity and anti-corruption topics such as anti-corruption basics, bribery, investigative audit, etc. In the national level,

Indonesia also has [the National Strategy of Corruption Prevention \(Stranas PK\)](#). Stranas PK manages by the National team consisting of 6 agencies (Corruption Eradication Commission, Ministry of Administrative and Bureaucratic Reform, Ministry of Home Affairs, Ministry of National Development Planning, The Executive Office of the President, that coordinates, synchronizes, monitors and evaluates the implementation of Stranas PK action plan across ministries, agencies, local governments and other Stakeholders. The action plan focus on 3 priorities: licensing and trade administration, state finance, and law enforcement and bureaucratic reform. This action plan is carried out jointly by all national ministries and local governments and with the support from relevant stakeholders, including Civil Society Organizations.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Integrity policy or strategy & Corruption risk management system

Please see answer no. 1

In addition, during the implementation of the KPK's Corruption Risk Assessment / System Study, there were challenges in obtaining certain data/information from relevant ministries/agencies. Although the KPK is mandated to conduct the study, the data collection is still voluntary.

Open data policy, Transparency policy, and Open government initiatives

Indonesia adopt transparency and open data policy through enactment of several Law and regulation including [Law No. 14 of 2008 on Public Information Disclosure](#). Indonesia have a dedicated commission regarding public information, namely, Central Information Commission (KIP). the KIP is mandated to implement the Public Information Disclosure Law and its implementing regulations, establish technical guidelines for Public Information service standards and resolve Public Information Disputes through Mediation and/or Non-Litigation Adjudication.

Indonesia is one of the eight founding nations of a global platform which advocates for open governance, the Open Government Partnership (OGP). As a member of the OGP, Indonesia regularly drafts and evaluate the Open Government Indonesia National Action Plan (OGI NAP) to accommodate open government commitments in Indonesia. Until now, Indonesia has successfully published six OGI NAPs starting from 2011 and the OGI NAP's have been updated every once in two years. From the six OGI NAPs documents that have been published, Indonesia successfully drafted 159 Commitments comprising of various strategic issues, such as Open Contracting, Data Governance, Civic Space, Access to Justice, Citizen Empowerment and Inclusivity, and Social Accountability. Furthermore, [the 7th OGI NAP 2023-2024](#) comprises of six strategic issues which will be carried out, namely: (1) Anti-corruption and Budget Transparency, (2) Civic Space and Democracy, (3) Inclusive Public Services, (4) Access to Justice, (5) Gender, Disability, and Social Inclusion, (6) Energy, Environment, and Natural Resources.

Merit-based recruitment system

The institutional framework in public officials Management system comprises of a division of authority between the Ministry of Administrative and Bureaucratic Reform, Public Service Commission (KASN), State Administration Agency (LAN) and Public Service Agency (BKN).

The BKN is responsible for the recruitment process of the civil servant / public official. However, The KASN ensures that recruitment is on the basis of merit, runs transparent and in accordance with competencies and qualifications. KASN also monitors and evaluates the implementation of policies and management of public official to ensure that the Merit System is practiced and supervise the implementation of principles, code of ethics and code of conduct of public official.

Objective remuneration policy

The objective remuneration policy in Indonesia is regulated in the Law No. 5 of 2014 as amended by [Law No. 20 of 2023 on State Civil Apparatus](#). This Law amended the previous relevant Law which is Law No. 8 of 1974 on the Principles of Civil Service as amended by the Law No. 43 of 1999. The Ministry of Administrative and Bureaucracy Reform has the authority to formulate and enact policies on the empowerment of state apparatus and bureaucratic reform, However, the authority responsible for approving and establishing the state apparatus' pay scales is the Ministry of Finance.

The grading system of the salary was established considering several principles inter alia:

- The Government shall pay a fair and decent salary to civil servants and also ensure the welfare of civil servants.
- The salary shall be paid in accordance to the workloads, responsibilities, and risks of the job.
- The salary scale is determined based on the value of the position, which is assessed from the detailed description of the job that outlines all expected duties and responsibilities, in order to create fairness among civil servants (internal equity).
- In line with the efforts to create equality between civil servants salary and private sector salary (external equity) based on the normal cost of living standard.
- The ratio between the highest grades of civil servants with the lowest grade are proportionally arranged.
- Able to motivate civil servants to enhance their performance.

Control and quality of public spending

According to [Law No. 15 of 2006](#) on the Audit Board of the Republic of Indonesia, the Audit Board (BPK) is responsible for auditing financial statements of government institutions including central and regional governments, state-owned enterprises, and other entities that receive state funds. The audits are aimed at ensuring accountability, transparency and quality of public funds.

The BPK operates in collaboration with other audit entities to ensure comprehensive and effective oversight of public finance such as:

- Internal Audit Units within various government institutions including local governments. These units are responsible for conducting internal audits within their respective organizations. The BPK works in coordination with these internal audit units by exchanging information, providing guidance, and conducting joint audits if necessary
- Financial and Development Supervisory Agency (BPKP): The BPKP is an independent government agency responsible for conducting financial and development audits. It primarily focuses on auditing development projects and programs funded by the state budget. The BPK and the BPKP work together to ensure comprehensive audits of all government institutions, including central and regional governments, state-owned enterprises, and other entities receiving state funds.
- BPK Indonesia collaborates and coordinates with public accounting firms that audit public funds and internal auditors to avoid duplication of efforts and ensure the exchange of relevant information. BPK may request assistance from public accounting firms and internal auditors during its audits to gather additional insights or validate findings.

- BPK also evaluates public accounting firms conducting audits of state-owned enterprises in accordance with their compliance with the State Finance Audit Standard.

Integrity in Public-Private Relationship

KPK through its Directorate of Anti-corruption for Private Entity conduct several programs to promote integrity in private sector in Indonesia. One of the programs, namely Regional Advocacy Committee (KAD) is actively facilitating a dialog and coordination between public and private actors to discuss and solving some issues (for example: licensing, lack of regulation, etc) occurs in the regional level. The member of KAD itself consist of public and private sector element in the regional area in Indonesia

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

Indonesia has a National Strategy of Corruption Prevention (Stranas PK). This strategic approach involves many relevant public administrations, government agencies, state-owned enterprises as well as other related stakeholders. The National Strategy currently focuses on three areas, namely licensing and trade administration, state finances, and law enforcement and bureaucratic reform, and then translates the focus into an action plan that is evaluated and reformulated every two years. This action plan is implemented jointly by all national ministries and local governments and with the support of relevant stakeholders, including civil society organizations.

Stranas PK is managed by the national team consisting of 6 agencies (Corruption Eradication Commission, Ministry of Administrative and Bureaucratic Reform, Ministry of Interior, Ministry of National Development Planning, The Executive Office of the President) that coordinates, synchronizes, monitors and evaluates the implementation of Stranas PK Action Plan across ministries, agencies, local governments and other stakeholders.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

During the implementation of the National Strategy Action Plan, some challenges are identified, for example:

- Action Plan on Beneficial Ownership Transparency, some challenges including technical ICT issue across ministries in relation to integrated BO database, also commitment and dissemination issues to encourage notaries/private sector actors all over Indonesia to report the legitimate BO information. However, Indonesia continues to strengthen its BO transparency regime and we currently have a BO database platform managed by the Ministry of Law and Human Rights.

Action plan on the improvement of port management in Indonesia, some challenges including resistance from some parties to apply system digitalization and simplify the licensing process in the port management. A process simplification of port services has been implemented in 14 seaports in Indonesia. This also applies to several licensing process and payment system. The aim is to improve the efficiency of port services and prevent corruption, including bribery. As a result, in September 2022, according to the report of the United Nations Conference on Trade and Development (UNCTAD), Indonesia is included in the top ten best countries for the port performance.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

Under the monitoring mandate in Article 9 of Law No. 19 of 2019 on the Corruption Eradication Commission (KPK), the KPK conducts [studies on the implementation of government programs in various sectors](#). The studies use the Corruption Risk Assessment (CRA) methodology and are conducted at all stages, from planning to evaluation and monitoring of the program. The result of the study is a set of recommendations for the relevant agencies to improve governance/administration as well as to prevent any potential or loopholes of corruption.

The KPK also monitors the implementation of KPK recommendations by relevant government agencies. For example, for local governments, the result of corruption prevention efforts can be monitored through the [Monitoring Center of Prevention \(MCP\) platform](#). The MCP focuses on monitoring 7 areas, namely Regional State planning and budgeting, procurement of goods and services, licensing, internal control, management of state apparatus, local taxes, and local asset management. For the central government, the monitoring of the implementation of the recommendations is carried out periodically according to the results of the study, which vary from sector to sector.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

To develop specific integrity competencies in the private sector, Indonesia, through the KPK's Certification Unit (LSP-KPK), provides training that allows eligible participants to be certified as integrity officers. Those who receive such certification are then expected to help their company build a culture of integrity and encourage others to act with integrity.

The KPK conducts a tailored training program called "PAKU Integritas" (Strengthening Anti-Corruption Knowledge and Integrity of Public Officials), which aims to encourage government ministers, heads of government agencies, provincial government chief executives, and senior public officials (echelon 1) to take the lead in preventing corruption in their offices. The KPK also provides "PELOPOR" training for candidates to become anti-corruption trainers, as well as tailor-made anti-corruption training programs for the private sector and state-owned enterprises.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles¹⁷. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Indonesia has adopted several strategies and implementation mechanisms to ensure the effective publication of this data, aiming to promote transparency and combat corruption. The government of Indonesia enacted laws and regulations requiring the disclosure of specific types of data. For example, [Law No. 14 of 2008 on Public Information Disclosure](#) mandates public access to government data and information.

- **Types of Information:**

Public bodies must categorize information into four types:

- a. Information that must be published periodically.
- b. Information that must be available at all times.
- c. Information that must be provided upon request.
- d. Information that is exempted from disclosure. Certain information can be withheld if its disclosure could harm national defense and security, public order, or personal

¹⁷ [G20 Anti-Corruption Open Data Principles](#) (2015)

privacy, or if it is related to trade secrets, intellectual property, and confidential correspondence.

- **Data Published:** Various types of government data, including budgets, spending, and policy documents.
- **Mechanism:** The act mandates that government agencies provide public access to information and establishes procedures for requesting and obtaining information. The implementation is overseen by the Central Information Commission (Komisi Informasi Pusat).

1. **Government Budgets and Spending**

- **Available Data:** Annual national and regional budgets (APBN and APBD), detailed expenditure reports, and financial audits.
- **Publication Strategies:** The Indonesian Ministry of Finance and regional finance offices publish budget documents and expenditure reports on their official websites. The Sistem Informasi Keuangan Daerah (Regional Financial Information System) provides detailed local government financial data.

2. **Public Procurement**

- **Available Data:** Information on government procurement processes and awarded contracts.
- **Publication Strategies:** Indonesia has implemented the Layanan Pengadaan Secara Elektronik (LPSE), an e-procurement system that provides real-time access to procurement data. The system aims to enhance transparency and accountability in government procurement.

3. **Beneficial Ownership**

- **Available Data:** Information on the beneficial owners of legal persons.
- **Publication Strategies:** Indonesia has established a beneficial ownership registry as part of its anti-money laundering and counter-terrorism financing efforts. The registry is managed by the Ministry of Law and Human Rights, and the data is made accessible to relevant authorities and the public under certain conditions.

4. **Anti-Corruption Legal Frameworks**

- **Available Data:** Laws, regulations, guidelines, and enforcement actions related to anti-corruption.

- **Publication Strategies:** Legal frameworks and enforcement actions are published on government websites, such as the official websites of the Corruption Eradication Commission (KPK). These sites provide access to laws, regulations, case details, and enforcement statistics.

5. Open Data Portals

Indonesia has established open data portals, such as data.go.id, where a wide range of government data is published in machine-readable formats. These portals facilitate easy access and analysis by the public, researchers, and civil society organisations.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

There are several channels for reporting corruption allegation to KPK

- Online Reporting through the KPK's online complaint service, namely: KPK Whistleblower System (KWS). The reporting person can fill out an online form with detailed information about the corruption case, including the who, what, when, where, and how of the incident.
- Other channels is sending the report through email, phone, and mail. It is also possible for the reporting person to have an in person reporting to KPK Office.
- KPK guarantees the confidentiality of report and whistle blower identity. It is also possible to report to KPK, anonymously.

The procedure for receipt and treatment of reports.

All reports received will be reviewed to verify offenses or alleged corruption crimes and whether it falls under the authority of KPK. The analyst team will collect information, conduct inquiry and conduct in-depth analysis to gather more evidence. After minimum evidence is obtained, the case will be submitted to the Directorate of Initial Investigation for Case Building. If the evidence is insufficient to be followed up for initial investigation stage, then the report will be closed or archived. KPK will send a formal letter to inform the reporting person that his/her report is closed or followed up for further investigation

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

Government Regulation No. 94 of 2021, issued by the Indonesian government, pertains to civil servant discipline. This regulation outlines the rights and responsibilities of civil servants, as well as the procedures and sanctions for disciplinary violations.

The regulation emphasizes the importance of maintaining high ethical standards and integrity in public service. It seeks to promote transparency, accountability, and public trust in the government.

To prevent corruption in the public administration, all public officials are prohibited to:

- a. abuse their authority for personal gain,
- b. owning, selling, buying, mortgaging, renting or lending state assets, documents, or movable or immovable goods, documents, or securities.
- c. Received gift or gratification related to his/her position
- d. have any financial or material interest related with their duties/tasks.
- e. solicit any favor or monetary value from any person in carrying out their duties, etc

Types of Violations: Violations are categorized into minor, moderate, and severe, each with corresponding sanctions.

1. Minor Violations: Sanctions for minor violations may include verbal or written warnings.
2. Moderate Violations: Sanctions for moderate violations can include demotion, postponement of salary increases, or postponement of promotions.

Severe Violations: Severe violations can result in dismissal, salary reduction, or reassignment to a lower position

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

1. Strengthen transparency and integrity of public administration through the implementation of e government system. The G20 ACWG could promote the use of technology in leveraging technology for anti-corruption efforts through sharing session between G20 members. The use of digital platform can reduce opportunities for corruption by minimizing direct interaction between officials and the public.
2. Promote the adoption of comprehensive anti-corruption programs within the private sector, including codes of conduct, training, and compliance measures

ITALY

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.¹⁸

Italy has undertaken a series of strategic measures aimed at combating corruption and promoting integrity in public administration based on a preventive approach, aimed at complementing the traditional repressive one.

These efforts encompass legislative reforms, institutional strengthening, and awareness-raising initiatives.

The pillars of the Italian anticorruption legal and institutional framework are:

- a) Codes of Conduct for public employees;
 - b) Planning [the Anticorruption Plans now embedded in the Integrated Activity and Organisation Plans (P.I.A.O.), constituting section 2.3 “Corruption risks and transparency”];
 - c) capacity building (SNA, Guardia di Finanza and Ministry of Enterprises and Made in Italy).
- A) The Codes of Conduct for public employees are regulated by D.P.R. n. 62/2013¹⁹, recently reformed by D.P.R. n. 81 of 2023²⁰.

Anticorruption measures are contained in the Integrated Activity and Organisation Plan (P.I.A.O.), section 2.3 “corruption risks and transparency” (published on the institutional website

[https://www.giustizia.it/giustizia/page/it/codice di comportamento del personale](https://www.giustizia.it/giustizia/page/it/codice%20di%20comportamento%20del%20personale)),

which is drawn up by the Officer Responsible for Transparency and for the Prevention of Corruption, as well as in the Code of Conduct for Ministry of Justice staff, adopted by Ministerial Decree of 18 October 2023 (published on the institutional website [https://www.giustizia.it/giustizia/page/it/codice di comportamento del personale](https://www.giustizia.it/giustizia/page/it/codice%20di%20comportamento%20del%20personale)).

¹⁸ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

¹⁹ Regolamento recante codice di comportamento dei dipendenti pubblici, a norma dell'articolo 54 del decreto legislativo 30 marzo 2001, n. 165.

²⁰ Regolamento concernente modifiche al decreto del Presidente della Repubblica 16 aprile 2013, n. 62, recante: “Codice di comportamento dei dipendenti pubblici, a norma dell'articolo 54 del decreto legislativo 30 marzo 2001, n. 165”.

A specific set of laws (l. n. 190/2012; d.lgs. n. 33/2013; d.lgs. n. 39/2013) has also been issued in view of the prevention of corruption and the promotion of transparency and accountability.

In particular, Italy has also incorporated the European Union directive on whistle-blower protection into its domestic legislation: legislative Decree 24/2003 has in fact transposed the EU Directive into Italian law, providing legal safeguards for individuals reporting corruption and wrongdoing.

A recent update of the national code of conduct for public employees, as outlined in Decree 81/2023, reflects Italy's commitment to reinforcing ethical standards and accountability within the public sector.

B) The comprehensive Italian anticorruption and public integrity system involves many institutional actors playing their relevant role to assure the highest standards of transparency, openness and public integrity.

In this respect, the National Anti-Corruption Authority (ANAC) is one of the institutions that underlines how activities and initiatives promote of a culture of integrity and address corruption risks in the Italian public administration, as envisaged in the G20 High-Level Principles on Organizing against Corruption.

The prevention of corruption and integrity system in Italy is based on a model that provides for planning and control activities, both at a centralized national level - through the National Anticorruption Plan (NAP) issued by ANAC - and at a decentralized, local level, through the specific integrity plans adopted by each public administration, with a “cascade” planning model that affects all levels of government. The NAP is a programmatic three years tool subjected to an annual update with the inclusion of indicators and targets in order to make the prevention of corruption strategic objectives measurable. The integrity plan adopted by each public administration identifies, according to the NAP, the organisational aspects and specific risks of corruption in each administration and the necessary measures to prevent them and to foster integrity. In order to be effective, the integrity plans must also contain adequate measuring indicators and appropriate targets, and should be coordinated with other programming tools, as well as the budget, in order to ensure the financial sustainability of the interventions.

After the first NAP, which has been issued ten years ago, and during the first years of implementation of this system, the integrity plans tended to be composed by mainly descriptive documents, with integrity and prevention of corruption objectives that were generic and difficult to measure. Over time, the quality of these plans and of the organisational measures has progressively improved, but ANAC has always recommended to further focus on the evaluation of the initiatives implemented.

For this reason, ANAC devoted part of the last NAP (released in January 2023) to the strengthening of the tools to monitor the efficiency and the effectiveness of anticorruption and organisational measures.

At micro level, ANAC highlighted that public administrations, in implementing anticorruption policies and organisational approaches, must define which processes have to be mapped in a standardized way. The processes that typically need to be drawn are those in which financial resources are managed, as well as those linked to performance goals and processes otherwise exposed to significant corruption risks (for this reason, risk analysis is mandatory for public procurement, recruitment, grants, concessions and authorizations areas, other than processes with a large level of discretion or with significant socio-economic impacts). Once these processes have been identified, public administrations have to proceed with the identification of the tangible anticorruption objectives. ANAC, according to a “management by objectives approach”, stressed that the targets have to be few, sustainable, concrete, useful, and not redundant. For each anticorruption objective have to be established an accountable subject, implementation times, indicators and targets (expected values) useful for their monitoring and evaluating. Moreover, ANAC always suggests involving stakeholders and civil society in the evaluation of anticorruption and integrity initiatives. In this regard, it can be very useful to open channels for listening to stakeholders and conduct surveys, focus groups, interviews, etc. to detect potential aspects that may have not been assessed or considered relevant by the administrations.

C) Moreover, considering the crucial role of training, as a specific anticorruption measure, a relevant example is offered by the National School of Administration, as it offers both general and specific training activities, providing public officials with practical skills and knowledge to identify, prevent, and address corrupt practices and ethical dilemma effectively.

Furthermore, the Guardia di Finanza annually adopts its own three-year plan for the prevention of corruption and transparency, prepared by the Head of Corruption Prevention and Transparency and approved by the Minister for the Economy and Finance.

This document, drawn up in compliance with the relevant regulatory provisions and in accordance with the indications provided by the National Anticorruption Authority, describes the strategy adopted and implemented by the Corps to prevent the occurrence of deviant conduct and corruptive acts, which is implemented through the adoption and application of multiple measures. These measures can be crosscutting (they apply to all the Organisation’s work processes) and specific (they affect, instead, individual work processes, which are tailor-made for them).

With regard to horizontal or general prevention measures, activities like staff rotation, training in corruption prevention, preventing the occurrence of possible conflicts of interest, and compliance with transparency provisions are particularly relevant.

With regard, however, to specific measures:

- the Corps, at the outcome of a periodic and punctual analysis activity, identifies, for each work process, the level of exposure to the risk of corruption and, consequently, adopts the most suitable and appropriate corrective measures aimed at preventing the occurrence of disruptive and deviant conduct;
- they are all set out in a special annex to the Three-year Plan for transparency and prevention of corruption (Italian acronym: P.T.P.C.T.): the Risk Register;
- in many cases, they have long been summarised in provisions of internal law, which are also constantly updated.

The aforementioned Plan is sent to all members by e-mail and is published on the Corps' Internet and intranet sites (<https://www.gdf.gov.it/it/amministrazione-trasparente/altri-contenuti/prevenzione-della-corruzione/piano-triennale-per-la-prevenzione-della-corruzione-e-della-trasparenza-ptpct>).

Finally, with specific reference to the use of technology, the Guardia di Finanza has long launched a number of projects aimed at the further digitalisation of the organisational work processes. This one, in addition to increasing the effectiveness and efficiency of the Institution's action, makes the activities of the individual operators better traceable and, consequently, contributes to reducing the already limited risk of the occurrence of corruptive phenomena.

The Ministry of Enterprises and Made in Italy is also called to strengthen the prevention of corruption and the promotion of transparency "through an inclusive and open method" towards businesses, citizens, ministry employees and all stakeholders who can provide a progressive contribution improvement to the existing anticorruption system. The strategy for the three-year period 2024-26 will be based on a progressive strengthening of the corruption prevention system through the ever-increasing involvement of businesses, citizens and Ministry staff, with particular reference to the simplification/digitalization of the procedures within the competence of the Administration and the extension of transparency.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy

- Transparency policy**
- Open government initiatives**
- Merit-based recruitment system**
- Objective remuneration policy**
- Control and quality of public spending**
- Integrity in Public-Private Relationship**
- Other**

1.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Measures taken in this regard include some undertaken by FIU, Guardia Di Finanza, the National School of Administration and the Ministry of Justice.

As for the “Control and quality of public spending”, the Italian AML-CFT system needs to be emphasized, as it includes also some public bodies within the entities obliged to report suspicious transactions to the national Financial Intelligence Unit (FIU). These are the public administration offices responsible for carrying out specific administrative procedures (public tenders and contracts, public funding, real estate and trade), considered to be in a privileged position to identify, and therefore prevent, illicit phenomena.

In particular, the current AML-CFT legislation states “in order to allow financial analyses about possible cases of money laundering and terrorist financing, the (above mentioned) public administrations communicate to the FIU data and information concerning suspicious transactions of which they become aware in exercising their institutional activity”. An effective contribution from these types of public administrations can bring to the FIU’s attention operational contexts, often linked to corruption cases that cannot be fully detected by other reporting categories. The involvement of the public administrations in the AML-CFT system is justified by considering the relationships that the public offices, in the pursuit of the public interest, maintain with subjects whose modus operandi may present anomalies, generate suspicion of involvement in illicit activities, and reveal the intention to influence the administrative activity. Furthermore, the same administrations often have to manage financial resources that may be attractive to criminals, constitute the basis of distractive or corruptive phenomena, and therefore represent the basis for money laundering activities. Public entities are therefore asked by the Italian law to intercept any attempt at illicit

infiltration in the administrative activity, conveying to the national FIU the anomalies or suspicions of which they become aware.

With regard to the measures implemented by the Guardia di Finanza, a few need to be underlined:

a. integrity policy or strategy:

- (1) during the first three quarters of 2023, more than 8 thousand military personnel were transferred or changed assignments. To the above data must be added the rotations and changes within patrols, which are routinely arranged between personnel belonging to the same division or department;
- (2) in addition to the relevant internal provisions issued by the Corps Headquarters, such as the Code of Ethics of the Guardia di Finanza, the members are also subject to the discipline dictated by the Code of Military Organisation (Legislative Decree no. 66/2010²¹) and by the Consolidated Law of the regulatory provisions on military organisation (Presidential Decree no. 90/2010²²).

According to the aforementioned provisions, each member must keep his/her superiors informed of all events in which he/she is involved that may affect the service or jeopardise its performance;

b. corruption risk management system: reference is made to the content of the answer to question 1;

c. transparency policies: compliance with the provisions on transparency, the publication requirements inherent to the Corps, the correct observance of which is monitored, are set out in a special map, constantly updated and annexed to the P.T.P.C.T., within which the manager responsible for each fulfilment is identified;

d. merit-based recruitment system: it should be noted that it is possible to join the Corps by taking part in public examination through its call for participation published on the specific portal <https://concorsi.gdf.gov.it>.

The notices of competition, which are open indiscriminately and without percentage limitation to male and female candidates, expressly state, *inter alia*, the participation requirements, the tests to be taken, the additional and preferential qualifications that may be assessed, and the procedures for drawing up merit lists.

The competition selection boards, whose members certify the absence of conflict of interest with regard to candidates, establish the relevant assessment criteria before each competition test, which are published on the aforementioned portal. Any exclusion from the competition is formalised by an administrative act that is notified to the candidate and that the candidate may appeal against in the form and in the manner expressly indicated in the competition notices;

²¹ "Codice dell'Ordinamento militare".

²² "Testo Unico delle disposizioni regolamentari in materia di ordinamento militare".

- e. objective remuneration policy: it should be noted that the pay of members is established by law and may vary, mainly, based on seniority and career advancement. The periodic evaluation to which each military member is subject does not affect the salary, unlike the function actually performed, which may determine the entitlement to additional ‘accessory’ allowances related to actual employment;
- f. control and quality of public spending: it should be noted that the division entrusted with the performance of tasks of an administrative-accounting nature and with the management of the sums allocated to each expenditure item, for the performance of the activities entrusted to it, are subject to the constant control of the Highest Body, carried out, *inter alia*, through the supervision of the accounts by means of the interrogation of the accounting records and, on a sample basis, of the titles, documents and electronic files with special applications;

As for the Ministry of Enterprises and Made in Italy, relevant measures have been implemented concerning:

- a. protection of employees who report offenses (*Whistleblowing*);
- b. rotation of managers and staff;
- c. staff training/awareness on transparency and anti-corruption issues;
- d. management of conflicts of interest;
- e. *pantouflage* management;
- f. new Code of Conduct;
- g. anti-fraud strategy for the implementation of the PNRR;
- h. monitoring of relationships between the Administration and external parties;
- i. supervision regarding transparency and anti-corruption towards controlled, supervised and participated subjects.

Furthermore, the National School of Administration, as a proud member of the Italian Open Government Partnership community, and of the Open Government Forum (<https://open.gov.it/partecipa/community-ogp-italia/forum-governo-aperto>), actively contributed to the implementation of the 5th National Action Plan for Open Government (<https://open.gov.it/governo-aperto/piano-nazionale/5nap>). In this capacity, SNA assumed responsibility for two key commitments:

- the establishment of a “Community of practice of anticorruption officers”, a collaborative platform bringing together anticorruption officers and facilitating knowledge sharing, best practices, and collective efforts to combat corruption effectively.
- the creation of a specific training path concerning the crucial issue of whistleblowers protection.

The Community of Practice (<https://sna.gov.it/home/attivita/comunita-di-pratica/comunita-di-pratica-per-rpct/>) serves as a remarkable model of fruitful cooperation between public

administration and civil society: as a matter of fact, civil society organizations (which took part to the co-creation process of the 5th National Action Plan) significantly contributed to the establishment of this Community of practice and their continued involvement remains pivotal in shaping and proposing contents.

To raise awareness and outreach, this Community of practice provides participants (through a digital platform) with the possibility to cooperate, share experiences and information, and discuss ethical dilemmas.

Additionally, the Community offers a series of workshops facilitated by experts, academics and civil society organizations representatives. These workshops, often structured as dialogues between a PA and an OSC representative, take a practical approach to individuating or creating good practices in the field of corruption prevention. The outcomes of these workshops are documented in a digital, open access volume (available here: <https://sna.gov.it/home/attivita/comunita-di-pratica/comunita-di-pratica-per-rpct/in-evidenza-rpct/>), and last December also the first good practices have been published, covering topics such as whistleblowing protection (<https://sna.gov.it/home/attivita/comunita-di-pratica/comunita-di-pratica-per-rpct/buone-pratiche/whistleblowing-buone-pratiche/>) and anti-money laundering (<https://sna.gov.it/home/attivita/comunita-di-pratica/comunita-di-pratica-per-rpct/buone-pratiche/doveri-antiriciclaggio-della-pubblica-amministrazione/>). The latter was developed in cooperation with the Financial Intelligence Unit.

In the Community of Practice, a forward-thinking training approach is taking shape. Here, anticorruption officials are viewed not merely as recipients of specialized training, but as primary facilitators for change. Their active role in shaping and driving anticorruption efforts is pivotal. By empowering these officials, the community aims to foster a culture of integrity and drive meaningful impact in the fight against corruption.

Activities are continuing in 2024, and in coordination with the Sixth National Plan for Open Government (currently under the co-creation process), new training path and new activities will be carried on, for example on the issues of conflict of interest and of transparency and integrity of decision-making processes.

Indeed, the National School of Administration recognizes the importance of open government as a crucial tool in preventing corruption and promoting transparency and accountability within the public administration. In line with this recognition, the SNA has expanded its training activities to include specific modules on open government (https://paf.sna.gov.it/scheda_corso.html?cid=3104). More specifically, the SNA is raising awareness among public officials about the principles and benefits of open government. This includes promoting transparency, citizen participation, and collaboration in government decision-making processes. Above all, SNA is integrating open government training into its leadership development programs for new “dirigenti” (senior executives) of the public

administration. By equipping leaders with the knowledge and skills to promote open government principles, the SNA is fostering a new generation of leaders committed to transparency and integrity.

In order to ensure the efficiency and transparency of its actions and prevent the illicit dispersion of resources and public money, the Ministry of Justice, on its end, entrusts its anti-corruption strategy to planning instruments, in line with Law no. 190 of 2012.

The Corruption Prevention Plan - incorporated in section 2.3 of the P.I.A.O. - is the tool through which the Administration defines and formulates its corruption prevention strategy, identifying the areas of risk in relation to its specific nature, mapping processes, assessing the possible corruption risks that may occur therein and identifying the measures aimed at neutralising or reducing such risks.

The prior identification of organisational measures makes it possible to contain the risk of the exercise of administrative power that does not pursue the public purpose, failing to comply with the fundamental constitutional principles of efficiency and impartiality.

The corruption prevention network, taking into account the organisational structure of the Ministry of Justice, has adopted a pyramid structure, with the Officer Responsible for Transparency and Corruption Prevention (C.C.P.R.) at the top, followed by contact persons of each ministerial division, who carry out continuous information and monitoring activities on the implementation of the measures. The contact persons, in turn, rely on working groups and coordinate their activities.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

ANAC, established in execution of article 6 of the UNCAC, is the key player in prevention of corruption in Italy according to law No. 190/2012, the so-called “Severino law”, which outlines the overall structure and introduces, inter alia, the obligation to adopt anti-corruption plans for all public administrations.

The prevention of corruption and integrity system in Italy, coordinated and supervised by ANAC, is based on a model that provides for planning and control activities both at a centralized national level - through the National Anti-corruption Plan (NAP) issued by ANAC - and at a decentralized, local level, through the specific integrity plans adopted by each public administration, with a “cascade” planning model that affects all levels of government. ANAC cooperates with other relevant institutional actors involved in the anticorruption system, both in bilateral and multilateral.

Among various activities of cooperation, it is remarkable, in particular, the “inter-institutional anticorruption coordination table” where a number of Italian institutions and other stakeholders, under the coordination of the Italian Ministry of Foreign Affairs and International Cooperation, share initiatives and materials for international and national common initiatives in the field.

The legislative framework is complemented by the aforementioned legislative decrees (which were adopted on the basis of delegated powers contained therein): Legislative Decree no. 39 of 2013 on incompatibility and ineligibility, the regulation governing the code of conduct for public employees (Presidential Decree no. 62 of 2013), as well as Legislative Decree no. 33 of 2013, the so-called “Transparency Decree” (as amended by Legislative Decree no. 97 of 2016 reforming the provisions on administrative transparency).

Other regulatory measures that have complemented the anti-corruption system include Decree Law no. 90 of 2014, which abolished the Authority for Public Contracts (AVCP), transferring its functions and personnel to the National Anti-Corruption Authority, which was reformed and more clearly placed in charge of transparency and anti-corruption functions.

In addition to this, due to the highly innovative scope of the public procurement system, there is the new Public Contracts Code set out in Legislative Decree no. 36 of 31 March 2023, which, like the National Recovery and Resilience Plan (NRRP), aims at the digitalization of the entire public procurement process, as well as Legislative Decree no. 24 of 10 March 2023, on the “Implementation of Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law and on the protection of persons who report breaches of national laws”.

The legislative framework is completed by the determinations of the National Anti-Corruption Authority, which are contained in National Anti-Corruption Plans. They are guiding acts through which the Authority coordinates the implementation of strategies for preventing and combating corruption and illegality in the public administration (Article 1(4) (a), Law no. 190 of 2012).

A technical panel was established for the review of the legislation on administrative liability of legal entities, companies, and associations, including those without legal personality, currently governed by Legislative Decree no. 231 of June 8, 2001. The objective of this working group is to overcome specific critical aspects within the current regulatory framework concerning the liability of entities by availing itself of experts selected from individuals with recognized expertise and experience in corporate governance, from the legal profession, the corporate business sector, and associations, including those without legal personality, with a view to pursuing a concrete legislative reform.

The National Anti-Corruption Authority urges the Public Administrations to adopt their own code of conduct, supplementing the prescriptions summarised in the code already in force

for public employees (approved by Presidential Decree no. 62 of 2013 and updated by Presidential Decree no. 81, on 13 June 2023), with the aim of defining the ethically and legally appropriate arrangements for the performance of public functions.

Nevertheless, the behavioural indications dictated in the aforementioned decree are not binding for members of the Guardia di Finanza, who are subject, as highlighted above, to the discipline dictated by the Code of Military Organisation (Legislative Decree no. 66 of 15 March 2010) and by the Consolidated Law of the regulatory provisions (Presidential Decree no. 90 of 2010).

However, the Corps has its own Code of Ethics and internal directives periodically remind its compliance.

Italy contributed significantly to anti-corruption efforts in several international fora and conducted a series of capacity-building programmes. It also made concerted efforts to strengthen its promotion of an integrity system within its public and private sector relationship.

A case in point is the establishment of an Inter-institutional Anti-Corruption Coordination Table at the Ministry of Foreign Affairs and International Cooperation. It brings together governmental bodies and judicial and police authorities involved in the fight against corruption, as well as civil society organisations and the private sector. It aims to “translate innovative proposals that have emerged in multilateral fora and national contexts into regulatory and organisational measures to strengthen the effectiveness of the judicial response to corruption”. The Inter-Institutional Table also works “to ensure adequate coordination of Italy’s participation in the anti-corruption strategies of international organisations in country evaluation exercises”. The role of the Inter-Institutional Table is primarily one of coordination. However, it also contributes to raising awareness and promoting exchanges.

For these reasons, the Table has been defined as a *good practice* by the UNCAC Report of the Second Evaluation Cycle on Italy, in 2019.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

As already mentioned, the adopted system is characterised by a function of administrative prevention, which complements the traditional repressive approach.

Indeed, in this context, the notion of administrative corruption is broader than the “criminal” notion and can be essentially attributed to maladministration.

To this end, corruption can be referred to in relation to relevant situations that are broader than the criminal offence, encompassing not only the entire range of offences against public

administration, but also situations where, regardless of the criminal relevance, a malfunctioning of the administration due to the use of the functions assigned for private purposes becomes apparent.

This operational mode, thus, becomes a great opportunity for the country as it makes it possible to prevent cases of corruption and, more generally, unethical conduct. It works both through the prior identification of activity areas with greater criticalities and subsequent adoption of appropriate measures to curb the risk of corruption, and also through the development, updating and implementation of specific and appropriate organisational measures that are suitable for preventing the occurrence of the risk of corruption.

However, some difficulties were encountered in staff training: the data clearly shows the difficulty in intercepting the training needs of staff who only took part in 10% of the provided training hours, a figure only partially attributable to a higher average age than that of the remaining part of the staff.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

Measuring corruption, identifying red flags, early warnings and risk indicators is the prerequisite for knowing corruption phenomena and establishing preventive and repressive policies.

Corruption risks are mapped annually in the PIAO, in the *ad hoc* section dedicated to the prevention of corruption, which, in its “planning tool” function, aims to prevent corruption phenomena and, more broadly, unethical conduct, through the development, updating and implementation of specific and adequate organisational measures that are suitable for preventing corruption risks.

By outlining the rules for the administration, this section aims to curb corruption in terms of prevention and to implement the culture of legality, honesty, merit-based appreciation, knowledge and compliance with the rules.

The aim is to prevent corruption through the prior identification of the areas of activity with higher criticalities and the subsequent adoption of appropriate measures to prevent the occurrence of the corruption risk.

ANAC, on its side, has long been coordinating the project “Measuring the Risk of Corruption at Territorial Level and Promoting Transparency” – funded under the EU “National Operational Program on Governance and Institutional Capacity” - involving several other institutions, universities and experts (see law n. 190/2012).

In general terms, the main purpose of the project is to provide objective indicators to detect risks of corruption at the territorial level and to support prevention, integrity and

transparency policies overcoming the limits of the statistical measurement of corruption currently available, mainly based on perceptive indicators. Nonetheless, the production of risk indicators of a quantitative nature is an important contribution not only in terms of increasing the scientific knowledge of the phenomenon but for designing and evaluating contrast initiatives such as the ones contained in the anti-corruption plans.

As part of the Project, ANAC is working to integrate as many data sources as possible, to design methodologies for calculation and validation of indicators, to involve as many institutional, academic, research, NGOs and other relevant actors to work together on the production and subsequent use of data and indicators. So far, have been developed and calculated seventeen risk indicators using data related public procurement and fifty context indicator using data related to criminality, environment, labor market, social capital, local economy.

On the one hand, the results of the project are organized in a web portal, with data, dashboards, bibliographies, infographics, media materials related to the topic of corruption risk measurement. The publication of such indicators on a dedicated interface tool on the Web allows that they are widely usable by different categories of stakeholders. On the other hand, by monitoring the trend of the indicators over time, it will also be possible to obtain useful information on the effectiveness of anti-corruption policies and strategies.

Concerning the strategy and measures specifically adopted by the Guardia di Finanza, in addition to what was mentioned in the answer to question 1, the activity of analysing and assessing the corruptive risk processes of the Corps is carried out using a qualitative method that is better suited to the Organisation's specificities and allows it to make the most of the knowledge, in the field of combating corruptive phenomena, at its disposal.

The analysis has led to defining the various phases that make up the work processes, the risky events to which they are potentially subject, as well as:

- the likelihood of their occurrence, by means of all the information elements of an objective nature (e.g. corruption events that have already occurred, reports received by the Administration, press reports) and a subjective nature, considering the environmental contexts and any reason that has led of the operators' action, as well as, above all, the level of discretion that characterises the relevant phase under analysis;
- the impact they may have, both internal and external to the organisation, taking into account the related consequences, concerning the quality and continuity of the administrative action, the economic and legal fields, the reputation and the institutional credibility.

With regard to the system outlined so far, however, it should be emphasised that the Administration's objective is to aim at eliminating the corruptive risk, identifying the most suitable corrective measures and methods to prevent it, while recognising that it is difficult to reduce it to zero.

That said, the prevention measures are appropriately designed and tailored, acting on the so-called “enabling factors”, i.e. organisational conditions that may facilitate deviant behaviour, provided that the organisation preparing them must consider their validity also in the control and monitoring phase.

The Risk Register annexed to the Three-year plan for transparency and prevention of corruption summarises all the above-mentioned risk analysis of the Guardia di Finanza’s work processes, broken down by areas, and the relevant prevention measures (<file:///C:/Users/v045323/Downloads/All.%203%20-%20Registro%20dei%20rischi.pdf>).

The monitoring activity of the general and specific measures is carried out by the RPCT through, on the one hand, constant dialogue with the Responsibility Centers (in particular during the periodic meetings, which take place every two months within the “network of referents”) and, on the other hand, with the final signing of the monitoring form by the CoR top management.

To sum up, the risk management cycle is played at two levels: within each public administration, with the monitoring activities and reports produced by the Integrity Officers on the prevention of corruption and transparency; and overall concerning the national strategy of ANAC, since the NAP is updated every year based on the results of the oversight activity and risk analysis.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

A highly significant measure to prevent corruption, instrumental in promoting integrity and fostering a culture of legality in every area of public activity, is transparency, whose relevant obligations are contained in Legislative Decree no. 33 of 2013 and are fulfilled by means of publication on the institutional website in the dedicated section “Transparent Administration”.

Another measure is the definition of appropriate procedures for selecting and training employees to work in sectors particularly exposed to corruption. This is one of the tasks assigned by Law no. 190/2012 (Article 1 (9)(b)) to the Officer Responsible for Transparency and Corruption prevention.

The P.I.A.O. provides for the implementation of appropriate training activities for all employees, aimed at updating skills and conduct in relation to ethics and legality.

Training plays a pivotal role in capacity building and in promoting a culture of integrity.

As the primary stakeholder responsible for training Italian civil servants, the National School of Administration serves as the main provider of training services in the field of corruption prevention.

Training activities at the National School of Administration are dedicated to enhancing ethical awareness among public officials and spreading a culture of integrity.

Integrity culture entails more than merely explaining the legal framework to civil servants or sharing notions and information. It involves equipping them with the tools to fully comprehend the corruptive phenomenon, enabling them to identify and navigate the ethical dilemmas they may encounter in their professional life.

Indeed, developing integrity skills is crucial for ensuring that civil servants are equipped to make decisions based on ethical principles and in pursuit of the public interest.

As to the SNA training offer, see for instance the general course on corruption prevention²³ (https://paf.sna.gov.it/scheda_corso.html?cid=3210), the course on specific instruments and measures for corruption prevention including reference to whistleblowing, international corruption, management of confiscated assets, and criminal law²⁴ (https://paf.sna.gov.it/scheda_corso.html?cid=3245), the courses on specific risk areas (https://paf.sna.gov.it/scheda_corso.html?cid=3239).

Furthermore, specific training in the field of anti-money laundering is also offered in collaboration with the Financial Intelligence Unit (https://paf.sna.gov.it/scheda_corso.html?cid=3248).

In 2023, a new Degree in Corruption Prevention has also been inserted in the SNA didactical offer (https://paf.sna.gov.it/scheda_corso.html?cid=3249).

Moreover, SNA provides also workshops and seminars expressly dedicated to ethics and compliance, offering participants insights into ethical decision-making processes, codes of conduct enforcement, and best practices in ensuring compliance with legal and ethical standards (https://paf.sna.gov.it/scheda_corso.html?cid=3247).

Furthermore, SNA has augmented its traditional training programs to address contemporary challenges related to corruption prevention and integrity promotion within public administration, taking into due consideration also the challenges presented by Artificial Intelligence (https://paf.sna.gov.it/scheda_corso.html?cid=3146).

To enhance learning effectiveness, the SNA incorporates case studies and practical simulations into its training programs. Participants analyze real-life scenarios, engage in role-playing exercises, and develop strategies for tackling corruption risks in various administrative contexts.

Recognizing the evolving nature of corruption risks and regulatory frameworks, the SNA emphasizes the importance of continuous professional development for public officials.

²³ “Prevenzione e contrasto alla corruzione nelle PA: dalla legge 190/2012 al PNRR”.

²⁴ “Strumenti e strategie di prevenzione della corruzione”.

Through refresher courses, seminars, and conferences, the SNA ensures that anticorruption training remains up-to-date and responsive to emerging challenges and trends.

ANAC also provides specific training and capacity building activities, both at national level (in coordination with the Italian School for Administration, Universities, and other institutions) and at international level with homologous authorities/agencies.

The Code of Conduct also represents one of the main measures to prevent corruption, as it is capable of mitigating types of conduct at risk of corruption, encouraging the spread of conduct inspired by legality throughout the municipal organisation.

Among the key measures for promoting a culture of integrity and accountability is “staff rotation”, as regulated by Law no. 190/2012 (ordinary rotation), as well as the so-called extraordinary rotation, provided for in Article 16(1)(1-quarter), of Legislative Decree no. 165 of March 30, 2001, as a subsequent measure following the occurrence of corrupt activities. The measures also include conflict of interest provisions set out in Article 6-*bis* of Law no. 241/1990, as introduced by Article 1(41) of Law no. 190/2012, according to which the person in charge of the procedure, the Head of the Office competent to adopt a final measure and the Heads of the offices competent to adopt procedural acts are required to abstain in cases of conflict of interest, even potential ones. These individuals have a duty to report any conflict of interest situation.

Equally significant is the institution of “*pantouflage*”, as regulated by Law no. 190/2012, which integrated Article 53 of Legislative Decree no. 165/2001 with a new paragraph (16-*ter*) to mitigate the risk of corruption associated with the employment of public employees after the termination of their service. Specifically, the provision prohibits employees who, in the last three years of service, have exercised authoritative or negotiating powers on behalf of public administrations from engaging in any professional or work-related activity with private entities that were the recipients of the public administration’s activities, exercised through the same powers, for three years following the termination of their public employment. Any contracts or assignments made in violation of this prohibition are null and void. Private parties that violate this ban are barred from contracting with public administrations for the following three years and are required to return any remuneration received and identified as related to such contracts or assignments.

The risk assessed by this provision is that during their period of service, employees might deliberately create advantageous work situations by exploiting their position and power within the administration, subsequently obtaining employment or collaboration contracts with businesses or private individuals they have come into contact with. Therefore, the provision restricts the employee’s negotiating freedom for a specified period after the end of their service to eliminate the “benefit” of any fraudulent agreements.

From the ANAC perspective, initiatives to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and

capacity-building programs and dissemination of policies and practices are the core of its mission and approaches.

All regulation acts issued by ANAC in the field of anticorruption, integrity, transparency, conflict of interest, whistleblowing, public procurement are provided respecting consultation and participation mechanisms. Consultation mechanisms are *ex-ante* (with targeted groups) and *ex-post* open to all stakeholders and citizens. Participation and co-design process are direct and are conducted in the context of the Italian Open Government plan.

Taking into account that public administrations' AML collaboration still remains extremely limited, in recent years the Italian FIU has carried out an intense awareness-raising action: in April 2018 it issued specific provisions containing organizational indications and anomaly indicators for the correct evaluation of suspected cases; it also held meetings and training initiatives for the benefit of individual entities and carried out numerous institutional communication activities culminating in the publication, in 2022, of a Paper which reports, among other things, several case studies.

In its latest National Anti-Corruption Plan for 2022-24, the Italian Anticorruption Authority underlined how the measures to prevent money-laundering and terrorist financing that public administrations are required to adopt, like the anti-corruption measures, are to be understood as a "tool for creating public value", being aimed at addressing the risk that the administration comes into contact with subjects involved in criminal activities.

Furthermore, to promote an integrated approach to prevention and to the protection of legality, the FIU, in collaboration with the National School of Administration, is working to raise the public sector's awareness with training initiatives and meetings regarding the risks, the suspicious elements to be communicated to the FIU, organizational and operational aspects, which culminated in the creation of the aforementioned "Community of practice". The Community, that is an Italian best practice in the context of the "Open Government Partnership activities", has become a virtual place for discussion among the administrations, exchange of experiences, and the identification and dissemination of best practices. In particular, the FIU, in collaboration with the National School of Administration, and the Department of Public Function, conducted interviews with some public entities involved in the Community, in order to identify the "enabling factors" that make it possible to detect emerging money laundering risks within administrative procedures and to activate internal communication chains aimed at analyzing suspicious transactions and sending the related communications to the FIU.

In addition, it should be noted that the Guardia di Finanza provides annually diversified and multiple training activities on corruption prevention for all its members, at all levels, operating in all areas of institutional interest for risk of corruption, such as, among others:

operational activities in general, procurement, services, supplies, personnel recruitment and progression (for example, in 2023, about 5,000 personnel were trained).

The Ministry of Enterprises and Made in Italy will furthermore implement initiatives to involve businesses and citizens in the various sectors of intervention of the Ministry. It will also strengthen the prevention of corruption and promotion of transparency, through an inclusive and open method, promoting interventions to make administrative processes more effective and streamlined.

Moreover, staff training/awareness-raising activities on the issues of transparency and anti-corruption have been a central point of the Ministry's activity for several years. In 2023, training courses were provided on the topic for a total of more than 5,000 hours: it is essential to insist on this aspect to combat corruption phenomena and strengthen public integrity

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles²⁵. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

ANAC considers data, data-driven policies and digitization as the most powerful levers to implement its mission and to involve other stakeholders in the fight against corruption. Digital technologies and big data offers new tools to promote transparency, simplification and compliance at the same time.

This awareness was gained through the experience in the regulation of public procurement sector in Italy, where data-driven regulation was exploited.

In fact, since the very beginning of its activities, to monitor public procurement and to ensure transparency in the awarding of contracts, ANAC developed and managed the National Data Base of Public Contracts (BDNCP), which has become a key asset for its work and one of the most important data infrastructure of the country.

BDNCP collects and integrates data concerning public procurement in Italy, setting a unique reference data source for the public contract market, standardizing the data collected on the life cycle of public contracts and, in the last years, offering the public procurement information as open data. Data come from contracting authorities through a digitalized system open to interoperability between Public Administrations.

Starting from September 2020, the whole set of information on public procurement contained in BDNCP is available in Open Data: this is an important result, because openness facilitates public use of a database of strategic interest to the country and enables a better

²⁵ [G20 Anti-Corruption Open Data Principles](#) (2015)

data-driven control by stakeholders even more today, in a phase of full implementation of the National recovery and resilience plan (NRRP) and of use of huge public funds. The availability and transparency of public procurement data, but more in general, about public spending, allows an inclusive approach to the prevention of corruption.

To help citizens to exploit this asset, ANAC made available a self-service analysis dashboard for guided access to public procurement open data and a portal with a set of corruption risk indicators that bring together not only public procurement data but also other pieces of information to better analyze the phenomenon.

Among other digitalization projects, ANAC is working to develop the National Platform for transparency and the digital dossier for the economic operators in public procurement. The first is an innovative and smart platform that will be a “one-stop shop” to foster transparency and integrity policies and practices of the public system, aimed at both simplifying transparency obligations and improving the participation of stakeholders (institutions’ representatives, NGOs, activists, journalists, citizens) in the prevention of corruption. The other is a powerful instrument to guarantee the once-only principle of data/document release by companies participating to tenders.

Specifically, the application and procedural rules on the data to be published for the purposes of preventing corruption, as well as the scope of the regulatory provisions on the subject, are defined by regulatory acts issued by ANAC.

The complete list of publication obligations is set out in ANAC Resolution no. 1310 of 28 December 2016: “First guidelines containing indications on the implementation of the obligations of publicity, transparency and dissemination of information contained in Legislative Decree No. 33/2013 as amended by Legislative Decree No. 97/2016”, as well as in Annex no. 9 to the National Anticorruption Plan 2022.

The data to be published are summarised according to the “binding” model - i.e. in compliance with the format annexed to Legislative Decree No. 33 of 2013 - on which the “Transparent Administration” section of the institutional websites of public administrations must be structured. The duration of the publication is usually five years, starting from 1 January of the year following that from which the obligation to display begins, without prejudice to the different terms provided by the legislation for specific obligations.

The list of publication obligations concerning the Guardia di Finanza in detail is set out in a special chart attached to the three-year Plan for the Prevention of Corruption and Transparency.

The table in question indicates, *inter alia*, the central/local contacts for the publication and updating of the required data and information (file:///C:/Users/v045323/Downloads/All.%204%20-%20Mappa%20ricognitiva%20(4).pdf).

In addition, all relevant data from the Ministry of Enterprises and Made in Italy is made available to the public through the “transparent administration” area of its institutional website.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

Legality and the development of a culture of integrity are complemented by the legislation on conflicts of interest and cases of incompatibility, as well as by the provisions on staff rotation and on the protection of whistleblowers.

The protection of the whistleblower, like other measures, legal institutions and principles that characterise the current system of corruption prevention, was introduced into the national legal system by Law no. 190 of 2012, which provided for the inclusion, within Legislative Decree no. 165/2001, laying down “General rules on the organisation of work in public administrations”, of Article 54 *bis*, entitled “protection of public employees who report breaches”.

This provision, which has been amended several times by the Legislature, was recently repealed with the entry into force of Legislative Decree No. 24 of 10 March 2023 (“Implementation of Directive (EU) 2019/1937 of the European Parliament and of the Council of October 23, 2019, on the protection of persons who report breaches of Union law and laying down provisions on the protection of persons who report breaches of national laws”), which outlined a comprehensive and clear regulatory framework concerning the protection of persons who report breaches of Union law and national regulatory provisions. The new legislation has also a wider and more general scope than before, including not only public organizations but also all companies with at least 50 employees in the private sector, irrespective of the nature of their activities (by 2023). The legislative decree, in line with Article 2, paragraph 2 of the Directive, extends the reporting power to the violations of national law in addition to the violations of EU law in certain sectors.

The violations of national or European Union regulatory provisions which harm the public interest or the integrity of the public administration, of which the whistleblower has become aware in his/her working context and can report are, in particular:

- administrative, accounting, civil or criminal offences;
- offenses relating to public procurement, financial markets, terrorist financing, security and compliance products, transport safety, environmental protection, nuclear safety, food safety, public health, consumer protection, protection of privacy and protection of personal data and security of networks and information systems.

They can access the "whistleblowing" IT application for acquisition and management, in compliance with the confidentiality guarantees provided for by current legislation, thanks to the use of specific cryptographic technologies.

In terms of protected individuals, the new regulation applies not only to whistleblowers covering the position of employees, self-employed workers, shareholders and board members, but it applies also to volunteers and trainees and all the individuals connected to the whistleblower, such as colleagues, relatives and any legal entity associated with the whistleblower. In addition, reports can be submitted:

- a) when the working relationship has not yet begun, if the information on violations have been acquired during the selection process or in other pre-contractual phases;
- b) during the trial period and,
- c) after the termination of the employment relationship, if information about the violations were acquired during the employment relationship.

The aforementioned decree and resolution no. 311 of 12 July 2023 define in detail the objective and subjective scope of application of the rules in question, as well as the reporting channels that can be used and their characteristics.

In this regard, the whistleblower (who is subject, of course, to the obligations associated with the performance of certain functions) has the option of choosing between a complaint to the judicial authorities and a report. However, where he opts for the second hypothesis, he must comply with the following order of priority:

- internal channel: submission of the report to the Head of Corruption Prevention and Transparency of the Administration to which the person concerned belongs or request for a meeting to expose the facts reported;
- external channel: submission of the report to the National Anti-Corruption Authority, only upon the occurrence of conditions laid down by law;
- public disclosure: power to put information on violations in the public domain, but only in exceptional situations, specifically identified by law.

Indeed, public disclosure is allowed, under strict conditions (art.15), for the whistleblower to benefit from the protection provided for by the decree: when a previous internal and external reporting has been made and adequate follow-up was not given within the terms provided therein; or when the report has not been made because the whistleblower had reasonable grounds to believe that the violation may represent an imminent or obvious danger to the public interest (for example: emergency situation or risk of irreversible damage); or, again, when the reporting person has reasonable grounds to believe that internal or external reporting may involve a risk of retaliation or may be ineffective given the circumstances of the case (for example, the risk that evidence may be concealed or destroyed; that an authority is colluding with the infringer or involved in the infringement).

It is also established, as a general principle, that information on infringements cannot be used or disclosed, except to follow up on them, where necessary and the identity of the whistleblower cannot be revealed or divulged without her/his express consent to persons other than those competent to receive or follow up on the report.

It's fundamental to highlight that PA are required to establish confidential reporting channels, allowing whistleblowers to report concerns internally within their organization. These channels are designed to ensure anonymity and protect the identity of the whistleblower.

Thus, in cases where internal reporting is not feasible or effective, or there is a high risk of damage or retaliation, the decree provides the possibility for whistleblowers to report externally (art. 5 and art. 6) to the National Anticorruption Authority, that must acknowledge the receipt of the report to the reporting person within seven days of that receipt and provide feedback within three months (art. 8).

In addition, the Ministry of Justice's internal reporting channel, in compliance with the provisions of Article 4 of the Whistleblowing Decree (Legislative Decree no. 24 of March 10, 2023), ensures the confidentiality of the identity of the whistleblower, the involved person, and any other person mentioned in the report, as well as the content of the report and related documentation. The management of the reporting channel is entrusted to the Officer Responsible for Transparency and Corruption Prevention and the process of managing and receiving reports is carried out through an automated IT application for filling in, sending, and receiving reports of unlawful conduct. It also enables the Responsible Officer to communicate confidentially with the whistleblower to gather additional information useful for the investigation.

Once the whistleblower has completed the report on the dedicated platform (<https://whistleblowing.giustizia.it>, also accessible from the "tools" section "whistleblowing" subsection on the justice website), s/he receives a "report code" (known as Key Code). This code can be used to check the status of the report and interact with the Responsible Officer.

In managing the reports, the Officer is supported by the Whistleblower Protection Working Group. This group, composed of professionals from various ministerial departments, carries out the necessary preliminary investigation activity necessary to assess the report received exclusively by the Responsible Officer.

The legislative decree acknowledges the importance of the Italian NGOs that provide legal and psychological support of whistleblowers. ANAC will sign MoUs with those entities in an effort to coordinate their work with ANAC's activities towards provide information to whistleblowers and training to public and private sector employees.

In terms of protection from retaliation, the legislative decree re-affirms the principle of the reversal of the burden of proof: the employer shall give evidence that the alleged retaliatory actions or omissions have no casual connections with the reporting activity.

In line with the powers already exercised, ANAC shall apply administrative sanctions when it ascertains that:

- 1) retaliation has occurred;
- 2) the reporting activity has been obstructed or an attempt has been made to obstruct it;
- 3) the obligation of confidentiality has been violated;
- 4) reporting channels have not been established, or reporting procedures have not been adopted or that the adoption of such procedures does not comply with those referred to in the legislation;
- 5) the verification and analysis of the reports received has not been carried out.

The Italian Council of Ministers has approved the legislative decree transposing EU Directive 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law and laying down provisions concerning the protection of persons who report breaches of national laws.

The whistleblowers protection has been extended to who report violations of national and European regulations to the authority: the protection of whistleblowers in addition to civil servants will also cover collaborators, consultants, volunteers or trainees, as well as work colleagues of the reporting person who have a regular relationship with him/her. Furthermore, the boundary of what is considered retaliation against the whistleblower is extended.

Art. 18 of decree 24/2023 also recognizes the role of Civil society organizations in supporting whistleblowers in the reporting process by offering comprehensive and free of charge information and advice.

Overall, the legislative decree 24/2023 represents a significant step forward in strengthening whistleblower protections in Italy, promoting transparency, accountability, and integrity across public and private sectors.

As for the FIU, regarding the communications of suspicious transactions to be sent to the national FIU by specific public administrations, they also aim at detecting and communicating illicit behaviors and contexts often linked to corruption.

In the field of administrative liability, everybody can report corruption cases to the public prosecutor. His identity can't be revealed (art. 52 Code of accounting justice – d.lgs. n. 174/2016).

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

As for preventive anti-corruption policies and practices, the Italian legislative framework includes: Legislative Decree no. 165 of 2001²⁶, as well as the Code of Conduct for public employees, both the national Code (contained in Presidential Decree no. 62 of 2013) and the Administration's code (Ministerial Decree of October 18, 2023).

In the exercise of their functions, public employees are subject to five forms of liability: civil, criminal, administrative-accounting, disciplinary, and, if they are managers, managerial liability as well.

The determination of each type of liability is assigned to ordinary courts, the Court of Auditors, administrative courts, as well as to the competent Disciplinary Offices of the Administration.

Recently, disciplinary procedures have been implemented against persons in public administration when found to be involved in corruption. This aim is furthered by the provisions of Legislative Decree n. 116 of 20 June 2016 concerning disciplinary dismissal as implemented by Art. 17.1, lett. S) of the aforementioned "Madia Law". In consideration of the contents of the measure currently in the form of a Legislative Decree, these disciplinary measures regarding senior administrative officials should also work toward this objective. Pursuant to the mandate as per Art. 11 of the "Madia Law", the decree also regards the hypothesized responsibilities of senior officials within the ambit of their duties (art. 4-6).

The Presidential Decree n. 62/2013 contains rules and provisions that in general terms contribute to contrast the phenomenon of bribery. The code defines the standard of conduct of due diligence, loyalty, impartiality and proper conduct public officials have to comply with. The code establishes general principles of conduct, replying those ones settled within the Constitution and specifying them, for instance by addressing the duty of abstention in case of conflicts of interest. The code also outlines the issues of gratuities, establishing a general principle according to which public officials are not allowed to receive gratuities due to the risk of corruption of the public function they exercise. The codes also establish that public officials have to fully comply with the anti-corruption plan adopted by the public administration he belongs to as well as with the transparency legal framework.

The violation of the provision settled by the code, moreover, is a basis for disciplinary measures against the public official who has breached it. The public bodies have to adopt specific codes of conduct for their own sake, in compliance with the Constitutional provision and the National code of conduct for public officials. The code includes a section dedicated to senior civil servants.

All these codes have specific juridical consequences, i.e. the application of disciplinary sanctions.

²⁶ "Testo unico del pubblico impiego".

The National Anti-corruption Law, Article 1, p. 44, establishes that each public body shall define its own code of conduct, according to the general principles of the Code issued by the Presidential Decree n. 62/2013 and the guidelines of the ANAC, with an open procedure for participation after obtaining the mandatory opinion of its own independent evaluation body. The code of conduct of each public administration supplements and sets out in more detail the Code of conduct. Further specific incompatibilities or cases of conflict of interest, related to the activities and organization of the public body, can be added.

The same law establishes that the Authority defines guidelines and uniform standard form of the codes of conduct, related to the different typologies of public administrations and individual sectors of activities. The managers responsible for each structure, the internal control structures and the disciplinary offices oversee the application of the codes of conduct. The ANAC monitors compliance with the obligation of the adoption of the codes of conduct and the procedures of the Authority are established in the own regulatory acts on the supervisory and sanction powers.

For the above reasons, it appears clear the role of ANAC, being involved in the whole coordination process. ANAC mainly exercises its control on concrete cases and it has the power of imposing sanctions whereas the codes of conduct have not been adopted and therefore implemented. Furthermore, the Authority specified that the implementation of codes of conduct which merely reproduce the general contents of Presidential Decree n. 62/2013 has to be considered as a failure to adopt the measures.

Sanctions applied shall respect the principle of proportionality and be based on a gradual approach. They are contained in laws, regulations, collective agreements and may provide from the simple disciplinary reprimand up to the dismissal without notice. It is on the office dedicated to disciplinary proceedings of the administration itself to deal with the issue, supported by the supervision of the Department of Public Service. ANAC is not involved in this sense.

Sanctions are defined by the Consolidated Law on Public Employment (Legislative Decree 165/2001) and by the National Collective Labour Contracts.

The National Collective Labour Contracts provide for the following types of sanctions that apply according to the principle of proportionality with the violation committed:

- a. verbal or written reprimand;
- b. fine of equal amount variable up to a maximum of four hours of salary;
- c. suspension from the service without salary for up to ten days;
- d. suspension from the service without salary from a minimum of 11 days up to a maximum of 6 months (from the 11th day, payment of 50% of the salary);
- e. dismissal with or without notice.

Pursuant to art. 55 *bis*, paragraph 4 of the Legislative Decree 165/2001, public administrations are required to transmit data relating to the sanctioning procedures

activated to the “Inspectorate for the public administration”. The information received is collected in a database which shows, for each administration, the number of proceedings initiated, those suspended due to pending criminal proceedings, those concluded and those archived, as well as the sanctions applied, divided into minor penalties (lower than the suspension from the service), suspension up to 10 days, suspension over 10 days and dismissal.

Pursuant to article 42 of the Code, appropriate measures shall be taken by the awarding authorities to prevent and resolve any conflict of interest in the awarding procedures in order to avoid any distortion of competition as well as ensure equal treatment between tenderers. Whoever find themselves in a situation of conflict of interest must inform the awarding authorities and abstain from participating in the awarding procedure, thereby avoiding incurrance of disciplinary responsibility.

According to the laws regarding administrative liability and the functions of the Corte dei Conti (r.d. n. 1214/1934; l. n. 20/1994; d.lgs. n. 174/2016), such violations, besides their possible criminal relevance, oblige their author to restore the damage occurred to public resources, if the illicit conducts have been malicious or affected by gross negligence.

The new disciplinary procedure has the aim of raising the level of efficiency of public offices, as well as combating both poor productivity and absenteeism.

The Head of the facility is responsible for less serious disciplinary infractions, for which the imposition of a verbal reprimand is foreseen.

For all those cases of disciplinary importance for which the imposition of sanctions of a higher level than a verbal reprimand is envisaged, the Structure Manager must proceed to report the facts to the Disciplinary Procedures Office.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

As recent analyses of criminal threats indicate that corruption is often linked to and facilitates organized crime and money-laundering, continuously evolving into new liquid forms, it is evident that it necessitates a coordinated international response.

As such, corruption poses a significant obstacle to security and prosperity, constituting a theft of the future well-being of new generations, especially the most marginalized. The adverse economic, political and social consequences of corruption call for sharing good practices on preventing and fighting corruption at an international and regional level.

For these reasons, technical assistance is a key feature for engagement and cooperation towards addressing gaps in the anti-corruption framework. The need for timely, sustainable, gender responsive, adequate and effective international technical assistance has been widely recognized.

In this context, international technical assistance also serves the national implementation of multilateral commitments and recommendations within this sector.

To ensure forward momentum on the anti-corruption agenda, it might be time to converge towards a common set of good practices and methodologies for international technical assistance, in order to strengthen the anticorruption architecture through capacity-building initiatives.

In this framework, the global community in general, and at the G20 level, should promote a multi-level methodology that ensures an inclusive, effective and tangible whole-of-society approach, including the involvement of all relevant subjects, including civil society.

It could also be emphasized, at the G20 level, the importance of involving public bodies in the AML/CFT national systems, taking into account that AML principles also fall within the framework of the rules aimed at protecting the integrity of the economy, the markets and the public activity, that can be synthesized in the concept of prevention. Preventing both corruption and money laundering translate two dimensions, internal and external, of protecting the integrity. They should therefore be implemented, in every jurisdiction, in a synergic and integrated way.

JAPAN

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.²⁷

Below are illustrative examples of how Japan’s framework is consistent with the High-Level Principles on Organizing Against Corruption.

Regarding public employees, relevant laws and regulations stipulate rules related to integrity, recruitment, remuneration, disciplinary, etc. For national public employees in the regular service, for example, the National Public Service Ethics Board (the “Ethics Board”), which was established in the National Personnel Authority, has a mandate to ensure that ethical conduct of national public employees with respect to their duties. The Ethics Board has set up the “Public Service Ethics Hotline” and accepts consultation and reports widely. It carries out activities related to awareness-raising and training for a better understanding of the relevant laws and regulations.

In addition, as initiatives for control and quality of public spending, open data or transparency, each government ministry and agency autonomously conduct an annual review of administrative programs and publishes the results. Also, based on the relevant act, anybody can request disclosures of administrative documents. The reports on the state of enforcement of the act are published annually.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy

²⁷ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

- Transparency policy**
- Open government initiatives**
- Merit-based recruitment system**
- Objective remuneration policy**
- Control and quality of public spending**
- Integrity in Public-Private Relationship**
- Other**

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

- Integrity policy or strategy, Corruption risk management system, Transparency policy, and Integrity in Public-Private Relationship <Perspective of integrity of public employees>

For national public employees in the regular service (mostly the same for national public employees in the special service (i.e., self-defense forces)),

- it is prohibited to accept gifts, hospitality, etc. from interested parties by relevant laws and regulations. For the purpose of effectively spreading awareness of ethics among these employees, “National Public Service Ethics Month” is designated every year, and various educational activities are carried out.
- the Ethics Board and each ministry and agency have consultation/reporting counters on suspected violations of ethics laws and regulations.
- in order to ensure a transparent relationship between officials and business operators, etc., the National Public Service Ethics Act (the "Ethics Act") obliges officials at the rank of assistant director or higher rank at the headquarters to submit a written report to the heads of each ministry and agency in terms of the gifts, etc. (money, objects, other economic benefits, provided entertainment or a treat) provided from business operators etc., if exceeding 5,000 yen per analysis. Among these gifts, etc., those exceeding 20,000 yen are subject to an inspection system.

- the state of the maintenance of ethics pertaining to the duties of officials (number of reports submitted on gifts, etc.) and the measures taken concerning the maintenance of ethics pertaining to the duties of officials are reported annually to the Diet in accordance with the provisions of Article 4 of the Ethics Act.

For local public employees, Article 43 of the Ethics Act stipulates that local governments must endeavor to take necessary measures to maintain ethics pertaining to the duties of local public employees.

- Open data policy

Based on the Open Data Basic Policy, each ministry and each agency is encouraged to make publicly available all data held by them including data on which policies (including laws, regulations and budgets) that form the basis for policy planning and formulation. The advancement of the appropriate and effective use of public sector data has been promoted based on the relevant national policies including the Basic Act on the Advancement of Public and Private Sector Data Utilization.

- Transparency policy

Act on Access to Information Held by Administrative Organs was enforced in April 2001. The purpose of this Act is, in accordance with the principle of sovereignty of the people, and by providing for the right to request the disclosure of administrative documents, etc., to endeavor towards greater disclosure of information possessed by administrative organs thereby ensuring to achieve accountability of the Government to the citizens for its various activities, and to contribute to the promotion of a fair and democratic administration that is subject to the citizens' appropriate understanding and criticism. Anybody can make disclosure requests for administrative documents irrespective of the purpose of use. In principle, when a disclosure request is made, the target document, other than non-disclosure information such as personal information, is disclosed. The Ministry of Internal Affairs and Communications annually compiles and publishes the reports on the state of enforcement of this Act from the administrative organs.

- Merit-based recruitment system

Appointment of national and local public employees is to be conducted as provided for by the National Public Service Act or Local Public Service Act, and initial appointment must be made entirely based on the person's examination results or other demonstrated

abilities (Article 33 of the National Public Service Act, Article 15 of Local Public Service Act).

- Objective remuneration policy

The National Public Service Act, Local Autonomy Act, Local Public Service Act and relevant regulations stipulate that remuneration of public employees must be determined in accordance with law or prefectural/municipal ordinances.

Remuneration of public employees is ensured to be appropriate level by balancing with that in the private sector workers in order to meet the general conditions in society. The specific amounts of salary (basic salary) and allowance and the criteria for determining remuneration are stipulated in relevant laws and regulations.

Remuneration of individual public employees is determined in accordance with the type of job as well as the degree of complexity, difficulty, and responsibility of duties. Grade increase (change to upper grade) and pay step increase within grade (change to upper pay step) are determined based on work performance and abilities.

- Control and quality of public spending

- Review of Administrative Programs is an initiative in which each government ministry and agency autonomously conducts an annual review of all administrative programs in principle, using the EBPM (Evidence-Based Policy Making) method and other methods to check the progress and effectiveness of the programs considering their performance targets. This review is designed to improve and revise programs, and to grasp the actual status of where the budget is ultimately spent and what it is spent on, so that it can be reflected in budget requests and execution, aiming to realize lean and high-quality public administration through effective and efficient implementation of programs. By publicly announcing these initiatives, the government is increasing the transparency of its administration and fulfilling its accountability to the public.

- Based on the “Budget Execution for Improving Administrative Transparency” (decided by the Cabinet on June 28, 2013) the government aims to improve the efficiency of budget execution, etc., and to enhance trust in the public administration, by requiring each ministry and agency to publish information on budget execution in accordance with a unified guideline, enabling external verification and proactive utilization of information.

- Article 90 of the Constitution of Japan (<https://www.japaneselawtranslation.go.jp/ja/laws/view/174>) stipulates that final accounts of the expenditures and revenues of the State shall be audited annually by a Board of Audit and submitted by the Cabinet to the Diet, together with the statement of audit, during the fiscal year immediately following the period covered.

Based on the Board of Audit Act (<https://www.japaneselawtranslation.go.jp/ja/laws/view/4073>), the Board of Audit:

- audits the final accounts of the revenues and expenditures of the State and the accounts provided for by law. (Article 20 (1))
- continuously conducts audit, supervises financial management, ensures its adequacy, and rectifies any defects. (Article 20 (2))
- is to conduct audits in terms of accuracy, regularity, economy, efficiency, effectiveness, and from other perspectives necessary for auditing. (Article 20 (3))

The scope of audit, which is specified in Article 22 and 23, includes monthly revenues and expenditures of the State. The Board of Audit may dispatch its employees to conduct a field audit on a regular or temporary basis. In this case, the entity subject to the field audit must accept it. (Article 25) When the Board of Audit finds it necessary for them to conduct an audit, the Board may request the entity subject to the audit to submit its books, documents, other materials, or reports, or may question any relevant entity or request the relevant entity to appear. (Article 26) If the Board of Audit finds that, in the course of its audit, there are items that violate laws and regulations on financial management or that are improper, it may immediately present its opinions on the financial management to the head of the relevant ministry or agency or a relevant person, or demand them to take appropriate measures for the financial management, and may have them take measures to rectify and improve subsequent management. (Article 34)

- Integrity in Public-Private Relationship

As a deterrent to a case where officials of procurement agencies were involved in bid-rigging, the Act Concerning Elimination and Prevention of Involvement in Bid-Rigging, etc. has been enforced (since January 2003). Based on the Act, when the Japan Fair Trade Commission recognizes that an official of procurement agency has been involved in bid-rigging, it can request the agency implement remedial measures, and then it shall perform necessary investigations and implement remedial measures to eliminate the involvement. Also, if a procurement official, through instigating bid rigging, divulging the target price or other secret concerning the bidding, etc. or perpetrating other means, impairs the fairness of the bidding in violation of his or her duty, he or she will be punished by imprisonment of not exceeding five years or a fine of not exceeding 2.5 million yen.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

For national public employees in the regular service, the Ethics Board has a mandate to ensure that ethical conduct of national public employees with respect to their duties.

For local public employees, Article 43 of the Ethics Act stipulates that local governments must endeavor to take necessary measures to maintain ethics pertaining to the duties of local public employees.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

N.A.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

For example, based on an arrangement, “Further Promotion of Appropriate Competitive Bidding” dated November 2, 2007 made by the Liaison Conference of Relevant Ministries and Agencies for Proper Public Procurement, relevant Ministries and Agencies established and holds a Contract Monitoring Committee, which consists of third party experts, once or twice a year regularly in order to monitor their contracts for the procurement of goods and services respectively.

The prosecutorial authority carries out investigation based on the applicable laws and evidence and prosecutes the perpetrator who the authority finds deserves criminal justice.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

For national public employees in the regular service, the Ethics Board supports planning and implementation of training/educational activities carried out by each ministry and implements cross-ministerial trainings and educational activities. It also provides training for high-level public officials.

As indicated in the response to Q2.1, for the purpose of effectively spreading awareness of ethics among national public employees, “National Public Service Ethics Month” is designated every year, and various educational activities are carried out.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles²⁸. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Regarding Data related to transparency of public spending:

See response to Q2.1 on “Control and quality of public spending”.

Regarding Anti-corruption related open data:

- The Ministry of Justice publishes on its White Paper on Crime, about the number of persons of bribery cases at public prosecutors' offices involving public servants (members of the Diet, members of local governments' assemblies, national civil servants, local civil servants, and employees who are deemed to be employees engaged in public service by law). https://hakusyo1.moj.go.jp/en/nendo_nfm.html
- The Annual Report of Statistics on Prosecution publishes data on various crimes, including acceptance of bribes and active bribery, by the name of crimes. <https://www.stat.go.jp/english/data/nenkan/index.html>
- The National Police Agency publishes crime statistics (e.g., Number of Penal Code Offenses Including Corruption Cases Known to the Police and Cleared Cases). <https://www.stat.go.jp/english/data/nenkan/index.html>
- The number of disciplinary actions taken against national public employees in the regular service by reasons, including those related to bribery, a treat, etc. (including violations of the Ethics Act, etc.), and types is regularly published.
- The Ministry of Internal Affairs and Communications investigates and publishes the number of disciplinary and criminal offenders, as well as corruption cases against local public employees.

²⁸ [G20 Anti-Corruption Open Data Principles](#) (2015)

- Pursuant to the Act on Access to Information Held by Administrative Organs, each ministry and agency is committed to open administrative document to the person making the disclosure request.

Act on Access to Information Held by Administrative Organs

<https://www.japaneselawtranslation.go.jp/ja/laws/view/3765>

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

Japan has multiple mechanisms for reporting corruption within the public administration and provisions for protecting such reporters appropriately. The followings are a few samples:

As indicated in the response to Q2.1, pursuant to the Ethics Act and the National Public Service Ethics Code, for national public employees in the regular service, the Ethics Board and each ministry and agency have consultation/reporting counters on alleged violations of ethics laws and regulations. Received reports are to be handled in cooperation with each ministry. Whistleblowers are protected from improper treatment and can report anonymously.

(Reference)

- National Public Service Ethics Act:

<https://www.japaneselawtranslation.go.jp/ja/laws/view/3803>

- National Public Service Ethics Code:

<https://www.japaneselawtranslation.go.jp/ja/laws/view/2952>

Japan revised the Whistleblower Protection System and the Whistleblower Protection Act in 2020 in order to take further measures for whistleblowers to facilitate reports and reinforce overall protection. The revised Act also functions within administrative organs to protect their whistleblowers appropriately. The government establishes not only a website with comprehensive information about the Whistleblower protection system but also a Whistleblower Protection System Consultation Dial to support the system on the phone.

(Reference)

- Summary of Whistleblower Protection System and the Whistleblower Protection Act (Act No.122 of 2004, partially revised in 2020):

https://www.caa.go.jp/en/policy/consumer_partnerships

https://www.caa.go.jp/en/policy/consumer_partnerships/assets/consumer_partnerships_230725_03.pdf

- Guidelines for National Administrative Organs' Handling of Reports Based on the Whistleblower Protection Act (Reports from Internal Personnel and Others)
<https://www.japaneselawtranslation.go.jp/notices/view/101>
- Guidelines for Local Governments' Handling of Reports Based on the Whistleblower Protection Act (Reports from Internal Personnel and Others)
<https://www.japaneselawtranslation.go.jp/notices/view/103>

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

A brief explanation of Japan's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability are as follows:

When national public employees violate the National Public Service Act, the Ethics Act or orders issued pursuant to these laws (including the official directives pursuant to the provisions of Article 5, paragraph (3) of the National Public Service Ethics Act, and regulations pursuant to the provisions of paragraphs (4) of the same article), the national public employees may, as disciplinary action, be dismissed, suspended from duty, suffer a reduction in pay or be reprimanded (Article 82 of the National Public Service Act).

Local public employees in the regular service may be subject to disciplinary action in accordance with Article 29 of the Local Public Service Act when they fall under any of the following: (1) when they violate the Local Public Service Act or ordinances enacted pursuant to the same Act, (2) when they breach the obligations in the course of duties or neglect duties and (3) when they are guilty of malfeasance rendering the official unfit to fulfill the role as servants of the whole community.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

The G20 ACWG should continue to review the progress of implementation and compile best practices based on relevant previous outcome documents of the G20 ACWG, such as 'G20 High-Level Principles for the Effective Protection of Whistleblowers' (2019) and 'G20 High-Level Principles on Enhancing the Role of Auditing in Tackling Corruption' (2022).

'G20 High-Level Principles for the Effective Protection of Whistleblowers' (2019)



[https://www.unodc.org/documents/corruption/G20-Anti-Corruption-Resources/Thematic-Areas/Public-Sector-Integrity-and-Transparency/G20_High-Level Principles for the Effective Protection of Whistleblowers 2019.pdf](https://www.unodc.org/documents/corruption/G20-Anti-Corruption-Resources/Thematic-Areas/Public-Sector-Integrity-and-Transparency/G20_High-Level_Principles_for_the_Effective_Protection_of_Whistleblowers_2019.pdf)

'G20 High-Level Principles on Enhancing the Role of Auditing in Tackling Corruption' (2022)

[https://www.unodc.org/documents/corruption/G20-Anti-Corruption-Resources/Thematic-Areas/Public-Sector-Integrity-and-Transparency/2022_G20_High-Level Principles on Enhancing the Role of Auditing in Tackling Corruption adopted.pdf](https://www.unodc.org/documents/corruption/G20-Anti-Corruption-Resources/Thematic-Areas/Public-Sector-Integrity-and-Transparency/2022_G20_High-Level_Principles_on_Enhancing_the_Role_of_Auditing_in_Tackling_Corruption_adopted.pdf)

MEXICO

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.²⁹

In accordance with the Organic Law of the Federal Public Administration, the Ministry of Public Administration (SFP) formulates and conducts the general policy of the Federal Public Administration (APF) to establish actions that promote integrity. In compliance with this law, the Code of Ethics of the Federal Public Administration (Code of Ethics) was issued and published in the Official Gazette of the Federation on February 8, 2022. This Code establishes the principles, values, rules of integrity, and commitments that must be known and applied by all public servants of the Federal Government to foster appropriate work environments, promote ethical performance, and eradicate behaviors that represent acts of corruption.

The Code of Ethics, among other obligations, mandates that agencies and entities form ethics committees. These are collegiate bodies of a preventive nature responsible for implementing training, awareness, and dissemination of the culture of integrity in the exercise of public functions. They also address complaints of non-compliance with the principles, values, and rules of integrity of the Code of Ethics. Currently, more than 300 ethics committees have been formed, with the participation of approximately 5,500 public servants to serve 1.5 million civil servants working in the 282 institutions of the Federal Government.

The Code of Ethics establishes the obligation of each public entity to prepare and issue a "code of conduct" so that its public servants are aware of the behavioral parameters they must comply with in their daily work. They must observe the principles, values, commitments, and rules of integrity of public service. To this end, in 2023, the SFP issued a guide to aid in the development of the code of conduct, specifying the minimum content elements necessary to effectively contribute to the strengthening of integrity in public service.

²⁹ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.



To promote public integrity, the SFP implements training and dissemination actions to foster ethical behavior and prevent acts of corruption, including the identification and proper management of conflicts of interest.

Additionally, several strategies and tools are in place to improve public management, many of which are articulated or administered by the SFP. Among these are:

-The National Program to Combat Corruption and Impunity, and to Improve Public Management 2019-2024 (PNCCIMGP): This program aims to promote efficiency and effectiveness in the public management of the Federal Public Administration through actions that modernize and improve public services, promote productivity in the performance of the functions of agencies and entities, and reduce operating expenses. The implementation and monitoring of this program are the responsibility of the Ministries of Public Administration, Finance and Public Credit, and the Coordination of National Digital Strategy of the Office of the President of the Republic.

-The Internal and External Citizen Corruption Alert System (SCAIEC): Implemented as part of the PNCCIMGP, this system detects serious acts of corruption. From July 25, 2019 (the date SCAIEC began operations) to May 31, 2024, 100% of the alerts received were addressed, involving 8,536 matters. Of these, 1,282 were deemed appropriate and referred to the corresponding investigative authorities with respective follow-up, while 7,224 were determined to be improper.

-The Business Integrity Register: Developed by the SFP, this platform registers companies with an integrity policy in accordance with Article 25 of the General Law of Administrative Responsibilities. Its purpose is to promote ethics and integrity in the business environment through the implementation of internal controls and programs within private organizations to ensure the development of an ethical culture and prevent corruption risks. Companies in this register commit to adopting transparent practices and promoting a culture of integrity. The platform also manages the Business Integrity Distinctive, a recognition granted to companies in the register that demonstrate the implementation of their integrity policies.

-The Virtual Training System for Public Servants (SICAVIS): Launched in 2020, SICAVIS is an innovative tool that allows APF officials to receive training from any computer with internet access, open, free, and easily accessible. This tool helps public servants acquire, develop, and update knowledge and skills related to their functions, offering a valuable opportunity to develop new personal and professional skills that promote honest and committed public service. SICAVIS links professionalization policy with technology and continuous

improvement to provide training and education to public servants of the APF. It includes cutting-edge elements that address training and education needs, as well as new learning environments for the professionalization of public service employees.

The Prosecutor General's Office of the Republic (FGR) has the Code of Ethics to establish the basis, principles and fundamental values that strengthen the ethical and integrity service of the public officials that perform their duties in the institution, and influence the behavior and performance of the public officials of the FGR to form a shared professional ethic and identity and a sense of pride of belonging to the public service.

This Code was published in the Official Gazette of the Federation on May 23, 2022. Its implementation is mandatory for all the public officials FGR).

The Code establishes that for the exercise of public function, public officials of the FGR must govern their actions, contemplating the Integrity Rules foreseen in article 9, when dealing with issues such as: public performance; public information; public procurement, licences, permits, authorization and concessions; services, human resources, management of movable and immovable assets; evaluation processes; internal control; administrative procedure; governmental programmes, etc.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship

Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Integrity policy or strategy and Corruption risk management system

Guide for the elaboration and updating of the Codes of Conduct of the Federal Public Administration Agencies and Entities (issued in January 2023):

Establishes the content and minimum criteria for the integration of the codes of conduct of the APF's agencies and entities, as well as to guide their elaboration by the ethics committees. Available at: <https://www.gob.mx/sfp/documentos/guia-para-la-elaboracion-del-codigo-de-conducta-en-las-dependencias-y-entidades-de-la-administracion-publica-federal>

Issuance of codes of conduct:

Based on the guide for the elaboration of codes of conduct, APF institutions elaborated in 2023 their Code of Conduct, harmonized with the code of ethics, which embodied the principles and values of legality, honesty and respect for human rights, among others, that govern the actions of public servants.

Some examples of codes of conduct are:

- Code of Conduct for Public Servants of the Ministry of Public Administration.
<https://www.gob.mx/sfp/documentos/guia-para-la-elaboracion-del-codigo-de-conducta-en-las-dependencias-y-entidades-de-la-administracion-publica-federal>
- Code of Conduct of the Ministry of the Interior.
https://www.dof.gob.mx/nota_detalle.php?codigo=5708625&fecha=15/11/2023#gsc.tab=0
- Code of Conduct for public servants of the National Polytechnic Institute.
https://dof.gob.mx/nota_detalle.php?codigo=5725883&fecha=08/05/2024#gsc.tab=0
- Code of Conduct of FIRA
https://www.dof.gob.mx/nota_detalle.php?codigo=5710361&fecha=05/12/2023#gsc.tab=0

Training and dissemination: regarding actions to promote public ethics:

- Annually, the SFP issues a dissemination plan. In 2023, the SFP prepared 63 awareness-raising materials on the principles, values, and rules of integrity of the code of ethics and on conflicts of interest. These materials were disseminated through the System for Monitoring, Evaluation, and Coordination of the activities of the Ethics Committees to more than 300 collegiate bodies in the agencies and entities of the APF, resulting in over 9,000 pieces of evidence of dissemination actions carried out.
- In 2023, 43,192 public servants from APF agencies and entities were trained through courses and workshops, in virtual and face-to-face modalities, on public ethics, integrity and prevention of conflicts of interest. For virtual training, it was used the Training System for Public Servants (SICAVISP).
- It was created the Public Ethics Microsite, a publicly accessible electronic portal, which disseminates the policies and actions carried out by the ethics committees and the SFP in the area of public ethics and conflicts of interest. Consultation site: <https://etica-publica.funcionpublica.gob.mx/>
- In order to deepen the knowledge on the topics of public ethics, conflict of interest and attention to complaints of non-compliance with the code of ethics and code of conduct, the SFP issued the following support materials:
 - Orientation guide for the elaboration of the positioning related to acts of corruption. Available at: <https://portal-transparencia.funcionpublica.gob.mx/apertura-gubernamental/informacion-socialmente-util/etica-publica-y-prevencion-de-conflicto-de-intereses/capacitacion-difusion-y-emision-normativa-3/emision-normativa/guia-de-orientacion-para-la-elaboracion-del-posicionamiento-relacionado-con-la-no-tolerancia-a-los-actos-de-corrupcion/>
 - *Guide for the identification and management of Conflicts of Interest.* Available at: <https://www.gob.mx/sfp/documentos/guia-para-la-identificacion-y-gestion-de-conflictos-de-interes>
 - Manual for Handling Complaints in Ethics Committees. Available at:

<https://www.gob.mx/sfp/documentos/manual-de-atencion-de-denuncias-en-los-comites-de-etica?idiom=es>

Technology and e-governance

Integral Citizen Complaints System (SIDECE): is a technological tool of the SFP that receives anonymous and confidential complaints, 24 hours a day, 365 days a year, via telephone, online at the SIDECE portal or through an application available for iOS and Android.

System of Internal and External Citizen Corruption Alerters: It is a platform that the SFP makes available to citizens and public servants to alert serious acts of corruption, in which federal public servants are involved. The following can be reported: bribery, embezzlement and diversion of public resources.

Electronic Acquisition Follow-up Logbook Program (BESA): an online tool that allows strengthening auditing by auditing in real time 80% of the amount of public procurement contracts. The BESA contributes to compliance with the obligation to register and follow up on public sector procurement, leasing and service contracts and operations, charged in whole or in part to federal resources, carried out by the agencies and entities of the APF, as well as state and municipal public entities.

Electronic Logbook Program for Public Work Follow-up (BESOP): Since 2018, the BESOP has been in operation, a technical instrument that constitutes the means of communication between the parties that formalize work contracts, in which important matters and events that arise during the start, execution and conclusion of the works are recorded.

Provision of digital public services

Improvement visits: These are acts of preventive auditing, the purpose of which is to review the internal processes and/or standards in the agencies, decentralized administrative bodies and entities of the APF, in order to update, simplify or modernize them for greater efficiency in the granting of goods, as well as in the provision of procedures and services.

Open Data Policy and Transparency Policy

Transparency, Open Government and Open Data Policy of the Federal Public Administration 2021-2024: Set of administrative provisions issued by the SFP that allow it to lead the federal government's actions on this issue, in a total, comprehensive and interdependent manner, to promote accountability and the fight against corruption and impunity, whose actions are intended to contribute to progress towards a culture of open government that benefits citizens and the government itself.

Open government initiatives

Action Plans before the Open Government Partnership: Co-created through the interaction of the SFP, the Nucleus of Civil Society Organizations (NOSC) and the National Institute for Transparency, Access to Information and Protection of Personal Data (INAI). For its implementation, monitoring and consultation, the SFP developed a Public Follow-up Dashboard, which represents an important step to make transparent and accountable the process of compliance with the commitments.

Merit-based hiring system

Professional Career Service is a public policy for the professionalization of public servants, promotes efficiency and effectiveness in public management, which translates into an improvement in the services offered to the public and seeks to ensure that the entry, development and permanence of public servants of trust in the Public Administration.

Objective remuneration policy

In Mexico, as part of the measures to promote a culture of integrity, responsibility and transparency in public administration, particularly in the policy of objective remuneration, it is constitutionally provided that public servants working in the Federation, in the specific case of the Federal Executive Branch, shall receive adequate and unwaivable remuneration for the performance of their duties, job, position or commission, which shall be proportionate to their responsibilities and in accordance with the heterogeneity of the elements and concepts that characterize the different groups of public servants, so that there is an adequate balance between control, accountability and transparency, This remuneration shall be proportional to their responsibilities and shall take into account the heterogeneity of the elements and concepts that characterize the different groups of public servants, so that there is an adequate balance between control, control and implementation costs and the achievement of results in the programs and projects of the agencies and entities of the Federal Public Administration. Such remuneration will be determined annually through the issuance of the Manual de Percepciones de los Servidores Públicos de las dependencias y entidades de la Administración Pública Federal.

https://www.diputados.gob.mx/LeyesBiblio/norma/manual/man032_31may24.doc

Control and quality of public spending

In Mexico, as part of the measures to promote a culture of integrity, accountability and transparency in public administration, there is a budget transparency portal, which is the spending observatory of the Ministry of Finance that promotes accountability and access to information in open formats to know the destination of public spending. It contains maps,

graphs, databases, infographics, training materials and other information related to public finances in Mexico.

<https://www.transparenciapresupuestaria.gob.mx/>

Integrity in the public-private relationship

On November 9, 2022, the SFP issued the Agreement by which the Guidelines for the Registry and the Distinctive of Business Integrity of the Ministry of Public Administration were issued. Said agreement established the guidelines for:

- Regulate the operation and functioning of the Business Integrity Register platform.
- Determine the requirements and procedure for registration in the Register.
- As well as the process for obtaining the Business Integrity Badge.

Additionally, these guidelines provide for the elements that companies requesting registration in the Register must include in their integrity policy, in accordance with Article 25 of the LGRA:

- Organization and procedures manual:
- Code of conduct.
- Control, monitoring and auditing systems.
- Whistleblower systems.
- Training and qualification systems.
- Human resources policies aimed at avoiding the incorporation of people who may pose a risk to integrity.
- Mechanisms that ensure transparency and publicity of its interests at all times.

The Integrity Distinctive is the recognition granted by the Secretariat to the companies registered in the registry that prove the implementation of their integrity policy, in accordance with the provisions of Article 25 of the LGRA.

The process to apply for registration in the Register, as well as to obtain the Distinctive, is summarized in the following stages:

- Application on the platform. The company has 15 days to complete it.
- Once the application and its attachments have been received, an identification folio will be assigned, and the secretariat will have 40 working days to resolve it, extendable for another 20 working days.
- Prevention for omissions: 10 days to resolve.
- Updating of information corresponding to its tax obligations in the case of registration in the Register during the month of October.

Duration of Distinctive:

- Four years.

- It must be renewed at least one month before its expiration.
- For the update, a report must be sent with documentary support, in which the actions, progress and results of its integrity policy are reported.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

The SPF coordinates the actions that the Federal Government institutions carry out in matters of public ethics and prevention of acting under conflict of interest, through the Ethics Committees. On December 28, 2020, the General Guidelines for the integration and operation of the Ethics Committees were published in the Official Gazette of the Federation, which establish the basis for the integration and operation of these collegiate bodies.

The ethics committees are made up of eleven members, four of whom are directly appointed, while seven are democratically elected. Currently, there are more than 300 committees in 282 institutions, with more than 1.5 million public servants, which are in charge of:

- disseminate and promote the contents of the code of ethics and code of conduct, giving priority to preventing acts of corruption and conflicts of interest, as well as austerity as a value in the exercise of public service;
- implement training and awareness programs on public ethics, prevention of conflicts of interest and austerity in the exercise of public service; and
- to deal with complaints of alleged violations of the respective code of ethics and code of conduct and, if necessary, issue recommendations.

The SFP annually evaluates the performance of the ethics committees from the perspectives of timeliness in the fulfillment of their obligations and effectiveness in their performance. To this end, at the beginning of each year it issues the Annual Work Program of the Ethics Committees (PAT), which informs them of the activities that will be evaluated, and establishes a Control Board in which the actions, rules and deadlines with which the committees are evaluated annually are set out, considering the activities established in the PAT. Likewise, the SFP has a technological tool called the System for Follow-up, Evaluation and Coordination of the Ethics Committees' activities (SSECCOE), in which the evidence to be evaluated is integrated.

The results of the evaluation of the ethics committees are published in the Executive Report of the Annual Evaluation of the Ethics Committees, which is publicly available on the SFP's official website: <https://www.gob.mx/sfp/documentos/informe-ejecutivo-de-la-evaluacion-anual-de-los-comites-de-etica-2023>

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

In 2017, there were 299 ethics committees, each made up of twelve proprietary members, of which 2 participated on a permanent basis and 10 on a temporary basis. These committees had a limited number of functions and responsibilities, predominantly of an adjective nature. Currently, there are more than 300 collegiate bodies, each made up of eleven proprietary members: four permanent members and seven temporary members. This new configuration includes a representative of the internal control body and requires candidates to meet certain requirements and profiles for their appointment. Additionally, these committees have been provided with a wide range of substantive functions and obligations.

To coordinate and evaluate the ethics committees, the SFP has the SSECCOE, through which it annually coordinates and evaluates the work of the APF's ethics committees. This technological tool underwent a reengineering exercise to simplify its processes and increase the security of the information it contains.

The results of the evaluation are contained in the annual Executive Evaluation Reports of the Ethics Committees. These reports indicate that the evaluated collegiate bodies increased their average score by 3.3 points, from 81.2 in 2019 to 84.5 points in 2023. According to this last year's report, the increase was mainly due to the fact that most committees maintained their commitment to promoting integrity in their institutions by carrying out activities to promote training and dissemination of public ethics, in addition to developing a draft code of conduct for their public entity.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

In compliance with Article 37 of the Organic Law of the Federal Public Administration (LOAPF), the Ministry of Public Administration coordinates the internal control system of the

agencies and entities of the APF. This is achieved through its participation in the Institutional Control and Performance Committees (COCODI), the review of the lists of beneficiaries of the programs that grant subsidies, and preventive audits known as control visits. The purpose of these actions is to prevent and detect risks that may impede management efficiency and effectiveness in meeting the objectives and goals of the institutions and to prevent the commission of acts contrary to integrity.

For 17 years, Mexico has had an internal control standard that establishes a mandatory methodology for all institutions of the Federal Public Administration. One of its objectives is to identify, analyze, evaluate, respond to, supervise, and communicate risks, including corruption risks. This is achieved through the analysis of various factors that may cause these risks and the definition of strategies and actions that allow institutions to mitigate them and ensure the achievement of their goals and objectives. The latest version of the methodology is available in the following publication:

- Agreement by which the Provisions and the General Administrative Manual on Internal Control are issued, published on November 3, 2016 in the Diario Oficial de la Federación and its reform of September 05, 2018,

<https://normasapf.funcionpublica.gob.mx/NORMASAPF/Descarga?id=71802&tipoDescarga=Manual%20Interno%20Administrativo>

This methodology also describes the applicable process for each institution to evaluate whether its internal control system, through the defined control strategies and actions, allows it to manage the identified risks, including corruption risks.

With the aim to strengthen the mechanisms, institutional capacities and tools to effectively identify, prevent and combat ML/TF/PF risks, including the emerging ones-, as well as threats and vulnerabilities of the Mexican AML/CTF/CFP regime, the FIU Mexico coordinated the National Risk Assessment ML/TF 2023 (NRA). In this process, several Mexican competent authorities participated, such as: Ministry of Finance and Public Credit (SHCP, by its acronym in Spanish); Banking, Securities, and Savings Unit (UBVA, by its acronym in Spanish); Insurance, Pensions and Social Security Unit (USPSS, by its acronym in Spanish); National Insurance and Sureties Commission (CNSF, by its acronym in Spanish); National Banking and Securities Commission (CNBV, by its acronym in Spanish); National Retirement Savings System Commission (CONSAR, by its acronym in Spanish); Tax Administration Service (SAT,

by its acronym in Spanish); Federal Tax Prosecutor's Office (PFF, by its acronym in Spanish); National Customs Agency of Mexico (ANAM, by its acronym in Spanish); Mexican Central Bank (BANXICO, by its acronym in Spanish); National Anticorruption System (SNA, by its acronym in Spanish); Civil Intelligence Agency; Ministry of the Interior (SEGOB, by its acronym in Spanish); Ministry of Foreign Affairs (SRE, by its acronym in Spanish); National Supreme Court of Justice (SCJN, by its acronym in Spanish); Federal Judicial Council (CJF, by its acronym in Spanish); Attorney General's Office (FGR, by its acronym in Spanish); Specialized Prosecutor's Office for Combating Corruption; among others.

The NRA 2023 identified corruption as a threat linked to money laundering and it contains a chapter outlining the political, social and economic consequences of corruption. The NRA 2023 can be consulted in the following link: <https://www.gob.mx/uif/documentos/evaluacion-nacional-de-riesgos-2023>.

Likewise, the "Guide for the prevention and detection of transactions with resources of illicit origin in the financial system derived from acts of corruption", was issued by the FIU and the CNBV, on April 30, 2020, which aims to help supervised entities to analyse and better understand specific risk factors that may assist them in identifying situations that present a higher risk of ML related to acts of corruption derived from their relationships with domestic politically exposed persons (PEPs), as well as to provide elements to improve their capacity to manage or mitigate such risks. This Guide can be consulted in the following link: https://www.cnbv.gob.mx/PrevencionDeLavadoDeDinero/Documents/Guia_Anticorrupcion_2020.pdf

Also, on 2022, to improve the way in which Reporting Entities comply with their obligations to present suspicious transaction reports, specifically those that may be related to Foreign Bribery, the FIU, alongside the CNBV, developed a Guide for Preventing Transactions with illicit resources derived from Foreign Bribery. This guide provides feedback to Reporting Entities, including Financial Institutions (FIs) and Designated Non-Financial Businesses and Professions (DNFBPs) on how to best report possible Foreign Bribery cases, while including a set of indicators to identify said cases.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

- Microsite on Public Ethics: the aforementioned public access electronic portal was created, which disseminates the policies and actions carried out by the Ethics Committees and the SFP on public ethics and conflicts of interest. Consultation site: <https://etica-publica.funcionpublica.gob.mx/>

- Support materials: in order to deepen the knowledge on the issues of public ethics, conflict of interest and attention to complaints of non-compliance with the code of ethics and code of conduct, the SFP issued:
 - Orientation guide for the elaboration of the positioning related to acts of corruption. Available at:
<https://portal-transparencia.funcionpublica.gob.mx/apertura-gubernamental/informacion-socialmente-util/etica-publica-y-prevencion-de-conflicto-de-intereses/capacitacion-difusion-y-emision-normativa-3/emision-normativa/guia-de-orientacion-para-la-elaboracion-del-posicionamiento-relacionado-con-la-no-tolerancia-a-los-actos-de-corrupcion/>
 - Guide for the identification and management of Conflicts of Interest. Available at:
<https://www.gob.mx/sfp/documentos/guia-para-la-identificacion-y-gestion-de-conflictos-de-interes>
 - Manual for Handling Complaints in Ethics Committees. Available at:
<https://www.gob.mx/sfp/documentos/manual-de-atencion-de-denuncias-en-los-comites-de-etica?idiom=es>
- On November 28, 2023, the SFP issued the Business Integrity Policy Model, with the purpose of guiding, in a co-responsible manner, companies in the development of an integrity policy. This model establishes guidelines, recommendations and measures that allow business organizations to develop an integrity policy aimed at preventing acts of corruption.

Regarding the promotion of the Culture of Business Integrity in collaboration with other public entities, the SFP has signed Annual Work Programs with the State Control Bodies of the Federal Entities of our country.

With the private sector, collaboration agreements have been formalized with business organizations such as the Confederation of National Chambers of Commerce, Services and Tourism (CONCANACO SERVYTUR) and the Confederation of Industrial Chambers (CONCAMIN), to exchange and disseminate information and materials on business integrity, as well as to disseminate the Civil Service Secretariat's Business Integrity Register and Distinction.

In addition, the SFP provides advice and training to public entities and business organizations on the Business Integrity Register and Distinctive Business Integrity.

The Ministry of Public Administration (SFP, by its acronym in Spanish) and the Ministry of Foreign Affairs (SRE) developed a course titled “Elements to combat Foreign Bribery”, which aims to help public officials to better identify, prevent and combat this offence, while promoting a culture of accountability and integrity. Also, it covers some aspects to promote the report of possible bribery cases identified by public officials.

So far, almost 150 public officials from the FIU have accredited this training.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles³⁰. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

In 2014, the G20 Anti-Corruption Working Group (ACWG) established open data as one of the topics deserving special attention in the priority area of promoting public sector transparency and integrity. It was also agreed that the principles to be followed by G20 member countries for their open data policies would be those set out in the International Open Data Charter.

The Charter is a multilateral and collaborative initiative, which has been supported by governments, civil society organizations, the private sector and experts in the field. The main objective of the Charter is to foster greater coherence, adopt and implement open data principles and establish standards and best practices in different institutions, national and local governments around the world.

The Charter was formally adopted by Mexico, along with seventeen country, state and city governments at the Open Government Partnership Global Summit in Mexico, held in October 2015.

In this regard, it should be noted that the National Open Data Policy in Mexico (<https://portal-transparencia.funcionpublica.gob.mx/wp-content/uploads/2024/05/PNDA-aprobada-por-el-Consejo-Nacional-SNT-09102023.pdf>) is governed by the principles of the International Open Data Charter, which are listed below:

1. For inclusive development and innovation
2. For improved governance and citizen participation.
3. Comparable and interoperable

³⁰ [G20 Anti-Corruption Open Data Principles](#) (2015)

4. Accessible and usable
5. Timely and complete
6. Open by default

It should be noted that, as part of the second report on compliance with the Federal Public Administration's Transparency, Open Government and Open Data Policy, open data sets were published and updated from 67.7% (2022) to 89.3% (2023) of 271 institutions analyzed

(<https://portal-transparencia.funcionpublica.gob.mx/acceso-a-la-informacion/politica-de-transparencia-gobierno-abierto-y-datos-abiertos/informe-de-seguimiento/2o-informe-de-seguimiento/>).

The Mexican Government has a portal for the integration of the different open data sets, in which federal, local and municipal government agencies make them available to the public. The Open Data Portal (<https://datos.gob.mx/>) has databases of more than 40 thousand resources organized in different categories such as: Energy and Environment; Health; Education; Education; Economy; Local Governments; Infrastructure; Development; Finance and Contracting; Security and Justice, among others.

As mentioned in the previous paragraph, local and municipal governments can upload their datasets in the portal, but sometimes each of them integrate them in their own portals, for example, Mexico City has its Open Data Portal (<https://datos.cdmx.gob.mx/>), in which 476 open datasets from 21 categories can be found.

The states of Nuevo León (<https://nuevoleon.opendatasoft.com/pages/datosabiertosnl/>), Estado de México (<https://datos.edomex.gob.mx/>), Jalisco (<https://datos.jalisco.gob.mx/>), Querétaro (<https://datosabiertos.queretaro.gob.mx/>), Quintana Roo (<http://datos.qroo.gob.mx/>), just to mention a few.

The SFP complies with the regulatory obligation to report on the results of the evaluation of the Ethics Committees of the Federal Public Administration. The respective report can be consulted at: <https://etica-publica.funcionpublica.gob.mx/evaluacion-de-los-comites-de-etica/>.

Microsite on Public Ethics: This site disseminates the regulatory framework on public ethics, information on courses and workshops offered on the subject, dissemination materials, evaluation reports of ethics committees, and other relevant information: <https://etica-publica.funcionpublica.gob.mx/>.

In addition, the SFP, through the General Coordination of the Fight against Impunity, generates quarterly information called "focused transparency," which includes data on: 1) the institutions with the highest number of complaints, 2) the most recurrent conducts, and 3) the total number of complaints received in internal control bodies. This information is part of the transparency obligations of this Ministry according to section XXX of Article 70 of the General Law of Transparency and Access to Public Information (LGTAIP).

According to Mexican criminal legislation, those who are susceptible to committing crimes due to acts of corruption are primarily public officials. Therefore, when we talk about corruption in the criminal sphere, it is assumed that it occurred in the public administration.

Any person can file a complaint for possible crimes of corruption. These are the ways to do this:

- Internet: <https://cedac.fgr.org.mx/ATENCION/>
- In person (written or verbal): Dr. Velasco 175, Colonia Doctores, Alcaldía Cuauhtémoc, C.P. 06720, CDMX
- Email: anticorrupcion@fgr.org.mx

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The SFP has the Integral System of Citizen Complaints (SIDECE) and the System of Internal and External Citizen Corruption Alerts (SCAIEC), which include the Guidelines for the Attention and Investigation of Complaints and the Protocol for the Protection of Corruption Alerts, respectively.

In addition, in accordance with the General Guidelines for the Integration and Operation of the Ethics Committees, any person may report alleged violations of the provisions of the code of ethics or code of conduct to the ethics committees. The reported facts may then be investigated, and if appropriate, a determination may be issued recommending training, awareness, and dissemination of principles, values, and rules of integrity aimed at improving the organizational climate and public service.

For the handling of complaints, the ethics committees have the Protocol for the Prevention, Attention, and Punishment of Sexual Harassment and Sexual Harassment (DOF: 03/01/2020)

and the Protocol of Action of the Ethics Committees in the Attention of Complaints and Prevention of Acts of Discrimination (DOF: 22/12/2023). In addition, the SFP issued a Manual of Attention to Complaints in the Ethics Committees to assist the ethics committees in the attention of complaints.

In the criminal sphere, the sanctions for committing crimes due to acts of corruption include prison sentences ranging from 3 months to 14 years, financial fines and, in some cases, dismissal from public positions and disqualification for a certain period from holding them.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

The SFP exercises sanctioning powers to ensure that the commission of administrative offenses does not go unpunished. For this reason, in the administration of administrative justice, due process is guaranteed, observing the principles of legality, presumption of innocence, impartiality, and objectivity, in order to safeguard the human rights of the alleged perpetrators.

As a disciplinary framework in Mexico, the General Law of Administrative Responsibilities governs administrative matters. This law is of public order and general observance throughout the Republic. Its purpose is to distribute competencies among the levels of government, to establish the administrative responsibilities of public servants, their obligations, the applicable sanctions for acts or omissions they incur, and the corresponding penalties for individuals linked to serious administrative offenses, as well as the procedures for their application.

<https://www.diputados.gob.mx/LeyesBiblio/pdf/LGRA.pdf>

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

Establish a follow-up mechanism to exchange knowledge, experiences, and best practices among G20 members by thematic areas, including the private and social sectors in a co-responsible manner.

NETHERLANDS

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.³¹

Promoting integrity within central government

Structure

- Code of conduct integrity and app
- Integrity infrastructure
- Monitoring and research
- Cooperation with relevant stakeholders
- Participation in international networks (e.g. ACWG, OECD)

Culture

- Promoting social safety in the workplace
- Risk analysis undesirable behavior
- Program safe public service
- Yearly integrity week
- Workshops and trainings

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy

³¹ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

- Transparency policy**
- Open government initiatives**
- Merit-based recruitment system**
- Objective remuneration policy**
- Control and quality of public spending**
- Integrity in Public-Private Relationship**
- Other**

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Coherent policy on public integrity

On 25 April 2023, the Minister of the Interior and Kingdom Relations informed the House of Representatives about the policy on integrity of political office holders at decentralised and national level. With this policy document ([Kamerbrief integriteitsbeleid openbaar bestuur | Kamerstuk | Rijksoverheid.nl](#)) the Minister of the Interior and Kingdom Relations intends to make the integrity policy for officials and administrators more effective and coherent. The document starts by presenting figures on integrity of the public administration, explains how the policy has evolved and describes its purpose and direction as well as responsibilities for its development. At the end, the Minister proposes several measures, such as clearer knowable standards and frameworks, the uniformization of rules where necessary and a better support to political office holders.

Integrity rules for central government civil servants

For central government civil servants, continued attention is paid to the current set of integrity rules. For example, there is a code of conduct for central government civil servants which is updated periodically and at every Ministry there are integrity coordinators and confidential counsellors. Within the central government, there is also a lot of attention for a culture of civil craftsmanship and dialogue and ethics. In addition, a lot of attention is paid to the conversation between civil servants about integrity and social safety. Experience has been gained with instruments that facilitate the conversation about integrity (dilemmas). This includes the Government Code of Conduct for Integrity (GIR) app, but also various workshops and the annual Integrity Week, organized by the Ministry of the Interior and Kingdom Affairs.

Other examples of relevant adopted measures indicated above are:

- Open Government Act: [wetten.nl - Regeling - Wet open overheid - BWBR0045754](#). This law regulates the right of citizens to public information of government (transparency, open data, open government).
- Ministry of Finance is responsible for the process of government expenditure (control quality of spending).
- Ministry of the Interior and Kingdom relations is responsible for digital services of the government (digital public services).

Policy coherence in relation to illicit money flows

Taxation and illicit financial flows are significant policy issues for domestic resource mobilisation. Tackling them is one of the goals of the Netherlands Action Plan policy coherence for development ([Letter to Parliament on the action plan on policy coherence for development | Parliamentary document | Government.nl](#)), full action plan: [Appendix to the Revised Action Plan for Policy Coherence for Development | Publication | Government.nl](#)). Some of the actions taken include working for improved international agreements on combating illicit financial flows (for example via the Financial Action Task Force (FATF) and the Extractive Industries Transparency Initiative (EITI)), to build structural capacity for combating illicit financial flows in developing countries, and working for better international agreements on collecting taxes on real economic activities and on combating tax avoidance. The action plan is reported on yearly (2023 report: [Letter from Minister Schreinemacher presenting the annual report on the action plan on policy coherence for development | Letter | Government.nl](#)).

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

In the Netherlands each individual government organization is responsible for its own integrity policy. The minister of the Interior and Kingdom Relations sets frameworks for the (national) government. In the Netherlands the ministry of Interior and Kingdom Relations is responsible for promoting integrity and good governance. The ministry of Justice and Security is responsible for combatting corruption. There is a constructive cooperation between these ministries as these tasks are in line with each other.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

As described in this policy document on public integrity ([Kamerbrief integriteitsbeleid openbaar bestuur | Kamerstuk | Rijksoverheid.nl](#)) the main challenge is to find the right balance in the integrity policy between structure and rules and an open integrity culture. A robust and honest integrity culture requires frameworks, standards and instruments. Furthermore, as main achievements we have a lot of measures to promote a culture of integrity within central government. For these measures see the answer to question 1.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

In 2023, the Ministry of Justice and Security has requested the Scientific Investigation and Documentation Centre (Wetenschappelijk Onderzoek en Documentatie centrum; WODC) to conduct a National Risk Assessment on public and private sector corruption in the Netherlands, on a local, provincial and national level. The NRA is expected to be finalised at the end of 2025 and will offer insights in the nature of the largest corruption threats faced by the Netherlands. Furthermore, the overall risk level of these threats is assessed, among others by reviewing the resilience of existing policies and procedures.

In addition to the NRA, a government-wide interdepartmental risk-assessment is conducted to identify how internal governmental procedures and governances concerning integrity/anti-corruption can be strengthened. Finally, new government to be instated in 2024 has announced their intention to initiate a national anti-corruption approach.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

Some examples of measures to engage members of the public sector to promote a culture of integrity are: Code of Conduct integrity and app, integrity coordinators, confidential advisors, yearly integrity week, workshops and trainings. A detailed description of the current integrity policy for public officials can be found here: [Beschrijving huidig](#)

[integriteitsbeleid](#) | [Rapport](#) | [Rijksoverheid.nl](#). In this document the integrity measures before, during and after performance of the position of a public official are described.

Regarding corruption specifically, some examples include: a biennial Anti-Corruption conference organised by the Ministry of Justice and Security taking place for the first time in March 2024, collaboration between investigative services and private sector parties, such as the accounting, legal and healthcare sectors, to increase awareness of corruption risks, and the leaflet ‘Doing business honestly, without corruption’ (available in both Dutch and English; [Doing business honestly, without corruption](#) | [Leaflet](#) | [Government.nl](#)) encouraging integrity in international business dealings by the private sector.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles³². Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Access to information

The Open Government Act (*Wet open overheid*) is the successor to the Public Access Act (*Wet openbaarheid van bestuur*) and serves as our Freedom of Information law. Since the Open Government Act came into force on May 1, 2022, important progress has been made toward a more transparent government. From September 2022, for example, policy memos underlying Parliament documents are proactively disclosed. All governing bodies are actively engaged in implementing the Act and several measures have been taken, such as allocating resources to invest in implementation, increasing personnel, and using support tools such as search-and-find software and redaction software. In 2023, several policy measures were announced and initiated, aimed at preserving work-related chat messages from government officials (political officials and government leaders).

Open Data

The Dutch open data policy and the G20 Anti-Corruption Open Data Principles share common goals such as enhancing transparency and combating corruption through open data. The report “The state of Data for the public Good in Europe” based on Global Data Barometer confirms that the Netherlands has made significant progress in the field of open data, particularly in areas crucial for transparency and anti-corruption efforts. Especially in terms of data capabilities, such as government support on reuse, contributing to anti-

³² [G20 Anti-Corruption Open Data Principles](#) (2015)

corruption efforts, the Netherlands ranks among the top 3 European countries with a score of 81%.

Available and relevant open data in the Netherlands includes:

- Land Tenure
- Budget & Spending
- Political Finance
- Public Consultation
- Public Procurement

This type of data is available through various websites and platforms.

Some examples of key data types that are available include:

- Government expenditures and budget information: These data are accessible through platforms such as “Waarstaatjegemeente.nl” (Where does your municipality stand) and OpenSpending.nl. They provide insights into how government funds are allocated.
- Tenders and contracts: Data on government tenders and contracts are available through platforms like “TenderNed”, Where information on tenders and awarded contracts are published. The new platform www.zakendoenmethetrijk.nl bundels all information about public procurement.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

Internal reporting mechanisms on integrity related matters include designated confidential advisors, coordinators, specific reporting offices and/ or formal complaint procedures.

Additionally, corruption offences can be reported to various investigative services, including the National Internal Investigations Department (Rijksrecherche), the Fiscal Intelligence and Investigation Service (FIOD) and anonymously to the Criminal Intelligence Team (Team Criminele Inlichtingen).

8. If applicable, please provide an overview of your country’s disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

Among others, please see the following:

- Civil Service Act: [wetten.nl - Regeling - Ambtenarenwet 2017 - BWBR0001947 \(overheid.nl\)](#)
- Code of Conduct for civil servants: [Gedragcode Integriteit Rijk | Richtlijn | Rijksoverheid.nl](#)
- Code of Conduct for ministers and state secretaries: [Gedragcode bewindspersonen | Rapport | Rijksoverheid.nl](#)
- Municipalities Act: [wetten.nl - Regeling - Gemeentewet - BWBR0005416 \(overheid.nl\)](#)
- Provinces Act: [wetten.nl - Regeling - Provinciewet - BWBR0005645 \(overheid.nl\)](#)
- Model Code of Conduct for political office holders: [Handreiking integriteit van politieke ambtsdragers bij provincies, gemeenten en waterschappen | Rapport | Rijksoverheid.nl](#)
- Penal Code: [wetten.nl - Regeling - Wetboek van Strafrecht - BWBR0001854 \(overheid.nl\)](#)
- Whistleblower scheme (act on protection of whistleblowers): [wetten.nl - Regeling - Wet bescherming klokkenluiders - BWBR0037852 \(overheid.nl\)](#)
- Act on the legal status of judicial officers: [wetten.nl - Regeling - Wet rechtspositie rechterlijke ambtenaren - BWBR0008365 \(overheid.nl\)](#)

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

- Focus on promoting integrity as well as combatting corruption
- Clear recognizable standards and frameworks
- Promotion of knowledge and insight
- More attention to integrity culture
- Quality standards for monitoring integrity
- More general, build on existing frameworks such as OECD, GRECO, UNCAC

NIGERIA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.³³

The Independent Corrupt Practices and Other Related Offences Commission (ICPC) pursuant Section 6 (b-d) of the Corrupt Practices and Other Related Offences Act, 2000 vests in the Commission the power to “instruct” and “advise” any Ministry, Department, Agency or any other public body on its corruption-prone processes and to supervise a review of such processes. This function is referred to by the Commission as System Study. To this end, ICPC has been conducting system studies in MDAs and other public bodies. Interestingly, the studies have been quite revealing. They have indicated systemic dysfunction; inadvertent breaches of regulations; ignorance of proper procedures; and sometimes, wilful violation of laid down rules of doing government business by public officials - <https://icpc.gov.ng/system-study-review-mdas/>

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system

³³ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

The ICPC has established the Anti-Corruption and Transparency Units (ACTUs) in Ministries, Departments and Agencies (MDAs) of government as one of its strategies to tackle corruption in the public service using staff of the organisations. This is premised on the belief that those working directly in the organisations would have a better understanding and ability to identify causes and fertilising agents of corruption within their organisations.

Several challenges face the ACTUs such as the perception that they are spies within their organization who report on the activities of the chief executives and other staff, and thus they are generally under-funded. <https://icpc.gov.ng/special-projects/anti-corruption-and-transparency-unit-actu/>

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

Yes, National Ethics and Integrity Policy (NEIP), The National Ethics and Integrity Policy was developed by the Independent Corrupt Practices and Other Related Offences Commission (ICPC) in collaboration with the Office of the Secretary to the Government of the Federation (OSGF) and the National Orientation Agency (NOA) in response to the many damaging effects of corruption in both the public and private sectors. The implementation of this policy will be coordinated by OSGF, ICPC and NOA supported by all Ministries, departments, and agencies as well as institutions at the state and local government levels. Specifically, the policy was designed to:

- Encourage citizens to put Nigeria above all else. It will help diminish the need for “corruption as a survival strategy” and “enhance the survival of the weak” while controlling “the power of the strong”.

- Help the country reach national development goals as the meaning of national purpose is reframed.

Inter-alia https://icpc.gov.ng/national-ethics-and-integrity-policy-neip/?doing_wp_cron=1715955270.6735820770263671875000

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

The development of the *National Ethics and Integrity Policy* by ICPC with its partners, and its subsequent approval for implementation represents a significant milestone in Nigeria’s quest for a national rebirth that will introduce accountability and transparency in governance.

With this policy in operation, selfishness, violence, disunity and ineffective governance would be things of the past for Nigeria to take its pride of place in the comity of nations.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

Yes there is: One peculiar aspect of the ICPC Establishment Act – a legislation that predates the United Nations Convention Against Corruption (2003), is the patent provisions on preventive measures against corruption. section 6(b) – (d) provides for the examination and study of systems, procedures, and practices that may be permitting corruption, and advice government and officials to review such skewed systems, procedures, and practices. ICPC employs this provision as authority to identify and detoxify crooked public systems and procedures with advisories to relevant and concerned public agencies and officials realizing that these weak systems are cesspools for corruption. The methodology of corruption assessment include identifying risks, listing the risk factors and schemes; collection of data, identifying risks specific to the agency, rating probability and potential impact of each corruption scheme, presenting mitigating actions, controls and processes, calculating residual or unforeseen risks and response plans. <https://icpc.gov.ng/2021/08/16/the-impact-of-system-review-and-risk-assessment-in-the-prevention-of-corruption-written-by-abbia-udofia/>

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies,

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rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

As parts of its programme to enlist the ideas, knowledge and skills of ordinary Nigerians to promote anti-corruption consciousness, and checkmate corrupt practices at all levels of society, the ICPC has initiated the National Anti-Corruption Volunteer Corps Programme NAVC. This programme is designed to take anticorruption and integrity issues into the public domain and promote voluntary participation of committed Nigerians who feel pained by corruption and are willing to participate in all legitimate efforts to control it.

The commission has also established a coalition of Non_Governmental organisation NGOs tagged National Anticorruption Coalition (NACC) which is meant to bring together all NGOs who want to focus on the fight against corruption. To be a member of the Coalition, an NGO would have to get a form from the Commission, fill and return it to the Commission with relevant documents. The Commission would vet the claims in the form and admit qualified NGOs into the Coalition. The goal of the coalition is to brainstorm on how best to fight corruption, to give NGOs sense of direction for the fight
NYSC Orientation Camp Programme: this programme, inaugurated in September 2002, involves the delivery of Anticorruption lectures at NYSC orientation camps throughout the country during each camping session.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles³⁴. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Section 1 (1) of Freedom of Information Act, 2011 provides: Notwithstanding anything contained in any other Act, law or regulation, the right of any person to access or request information, whether or not contained in any written form, which is in the custody or possession of any public official, agency or institution howsoever described, is established. And the implementation mechanism adopted to enable the publication of such relevant is provided under section 2 (2) and (4) of the FOI Act: (2) A public institution shall ensure the proper organization and maintenance of all information in its custody in a manner that facilitates public access to such information. (4) A public institution shall ensure that information referred to in this section is widely disseminated and made readily available to members of the public through various

³⁴ [G20 Anti-Corruption Open Data Principles \(2015\)](#)
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means, including print, electronic and online sources, and at the offices of such public institutions. <https://www.cbn.gov.ng/foi/freedom%20of%20information%20act.pdf>

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

Section 6(a) of the Corrupt Practices and other Related Offences Act 2000, provides: Where reasonable grounds exist for suspecting that any person has conspire to commit or has attempted to commit or has committed an offence under this Act or any other law prohibiting Corruption, to receive and investigate any report of the conspiracy to commit, attempt to commit or the Commission of such offence and, in appropriate cases, to prosecute the offenders; and Section 38 (1) of the Economic and Financial Crime also: 38: (1) The Commission shall seek and receive information from any person, authority, corporation or company without let or hindrance in respect of offences it is empowered to enforce under this Act. For the treatment of reports: Section 27(2) ICPC Act: Every report, whether in writing or reduced into writing, shall be entered in book kept at the office of the commission and there shall be appended to such entry the date and hour at which such report was made. <https://www.icpc.gov.ng/wp-content/uploads/downloads/2012/09/CORRUPT-PRACTICES-ACT-2010.pdf>
[https://www.efcc.gov.ng/efcc/images/pdfs/establishment act 2004.pdf](https://www.efcc.gov.ng/efcc/images/pdfs/establishment_act_2004.pdf)

Sections 8 – 26 of the ICPC Act, 2000 contains the offences and punishment for addressing acts of corruption

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

Transparency and accountability to the people in governance, accountable and transparent government.

NORWAY

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.³⁵

Norway, as a non-G20-member-country/G20 Guest country 2024, leverages its OECD-membership for policy inputs and to benchmark its integrity efforts. [The OECD \(Organisation for Economic Co operation and Development\) has been an active partner of the G20 ACWG](#). Norway is represented in several OECD-committees and working groups focused on integrity and anti-corruption, *bribery*, public employment, public procurement etc. The Norwegian Agency for Public and Financial Management (DFØ) follows up the [OECDs initiative to establish a benchmark](#) for government resilience to corruption risks and for strengthening public integrity.

Norway has been a member of Council of Europe anti-corruption body (GRECO) since 2001. Since its accession, Norway has been subject to five evaluations in the framework of GRECO's Evaluation Rounds. Norway traditionally scores highly in international perception surveys on corruption. It further holds an unparalleled record of implementation in GRECO, with 100% of its recommendations fully implemented throughout first four evaluation rounds. The resulting Evaluation Reports, as well as the subsequent Compliance Reports, are available on GRECO's website (www.coe.int/greco).

For further information see question 3.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance

³⁵ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.
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- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Integrity policy or strategy:

- The [Ethical guidelines for the public service](#) is the main document for promoting integrity in the public service, and works as a code of conduct for integrity. The aim of the guidelines is to increase the ethical quality and awareness in the public administration. The guidelines have evolved from, and promotes, ethical values and norms of universal validity such as justice, loyalty, honesty, reliability, truthfulness, and that one treats others as one would like to be treated.
- The guidelines [About the Relationship between Political Leadership and the Civil Service](#) are developed for the civil service in the ministries. The purpose of these guidelines is to raise awareness about the relationship between politics and the civil service and are meant to make it easier to handle the administrative dilemmas that may arise in practical daily life. This can support a good relationship of mutual trust between politicians and the civil service, and between public administration and the citizens. The guidelines are grounded in the four core public administration values: democracy, the rule of law, professional integrity, and efficiency. In addition, there was developed a collection of specific dilemmas, a podcast, and an e-learning course.

Corruption risk management system

- The Norwegian legislation and the administration system surrounding the financing of political parties, are fully in compliance with the standards set by the Council of Europe and its supervisory body Group of states against corruption (GRECO). In the Act on Political Parties (PPA), ~~counteract corruption and undesired connections are among the main~~ Presidency of the G20 Anti-Corruption Working Group (ACWG)

consideration, see Article 1. The most important tool is transparency. Several measures have been taken by the amendment of the Act in 2013 to increase the transparency of the private funding of in all 3 000 parties and affiliated party units covered by the Act. Article 18 imposes the duty on all parties and party units annually to submit declaration and full accounts to the Statistic Norway, as well as all contributions (monetary or nonmonetary) received nine months before the Election Day. The accounting and bookkeeping system in the PPA is tailor-made for political parties. In addition, the power of the body for monitoring and controlling the compliance of the financial provisions in the PPA, the independent tribunal Political Part Act Committee has been vested with more sanction power and equipped with a dedicated expert body (Party Auditing Committee), see chapter 5. Link to an unofficial translation of The PPA (https://www.regjeringen.no/globalassets/upload/fad/vedlegg/partifinansiering/political_parties_act.pdf))

- Worth to mention, Norway has in 2023 amended the Act on the Registration of the Offices and Financial Interests of Members of the Government to cover both state secretaries and political advisors as well.

Technology and e-governance:

- Concerning the financing of political parties, all relevant information can be found on this link <https://www.partifinansiering.no/en/>

- In addition, the Ministry of Local Government and Regional Development has developed several ICT-systems for the political parties to facilitate their compliance of the PPA in addition to make the system more efficient for both the parties and the public authorities involved.

- [elnnsyn](#) is a publicly available online service where everyone can search for public documents, and request access to documents that have not already been made publicly available. Among the information available are postal journals from state, municipal and county bodies as well as information about their meetings and committees. The service is open to everyone and is free of charge.

- In its [fifth Open Government Partnership action plan](#), Norway commits to enforcing the regulations for universal design of ICT solutions. The regulations require websites and apps aimed at the public must be universally designed. The purpose is to promote equal access and prevent digital barriers.

Digital public services delivery

- A user-centric focus is one of the key priorities in the Digital Agenda for Norway. The goal is for users to perceive their interaction with the public sector as seamless and efficient, as one digital public sector.

Open data policy:

- Norway has published a data strategy - *Data as a resource*— Meld. St. 22 (2020–2021) Report to the Storting (white paper) outlines principles for data sharing. It emphasizes that “*data must be shared and used in ways that respect fundamental rights and freedoms and preserve Norwegian social values.*”

Transparency policy:

- The purpose of The Act relating to the right of access to documents held by public authorities and public undertakings (Freedom of Information Act) is to facilitate an open and transparent public administration, and thereby strengthen freedom of information and expression, democratic participation, legal safeguards for the individual, confidence in the public authorities and control by the public. The Act is based on the principle of openness, that is, the system that case documents held by a public authority must, as a general rule, are freely available to anyone who wishes to familiarize themselves with them.
- In its [fifth Open Government Partnership action plan](#), Norway commits to develop a more strategic approach to anti-corruption efforts. Among included measures are the development of a [white paper on economic crime](#), and the development of a government website to inform the public of ongoing initiatives to tackle corruption.

Merit-based recruitment system:

- According to the [Civil service act](#) section 3, a vacancy shall be offered to the best qualified applicant to the position. In the assessment of the applicants’ merits, their education, work experience and their personal suitability shall be taken into account. According to section 4 of the act, a vacancy has to be publicly announced, to ensure that there is a real possibility for everyone to apply for the position.

Objective remuneration policy:

- In the State Administration, all positions have a position code which belongs to a specific pay plan, e.g., all employees are appointed to a position accompanied with a specific position code. The pay plans and position codes are regulated in two collective agreements (The Basic Collective Agreement for the Civil Service) applied to all employees in the state administration. The two collective agreements have equal systems of pay plans and position codes, both agreements are often addressed collectively as HTA. HTA contains two main categories of pay plans: general pay plans applicable to all agencies within the State Administration and agency specific pay plans.

The government and the main unions negotiate the basic collective agreement concerning pay and, on that level, in which way it should be used, central or local negotiations.

Top managers are not included in the HTA but are paid according to the top management pay system. This system is meant to improve management for top civil servants in leading positions. Salary for top civil servants in leading positions is decided on between the individual and his superior, due to objective and performance requirements.

Control and quality of public spending:

- The website [Statsregnskapet | Statsregnskapet \(dfo.no\)](https://statsregnskapet.dfo.no) is visualizing central government spending and budgets, based on publicly available government statistics. The website utilizes the data published by the Directorate for Public and Financial Management (DFØ) and seeks to create transparency in central government spending.

Integrity in Public-Private Relationship:

- Where there is no control of public procurement, there is a risk that the public sector enters into agreements with companies that are unable to compete with the market on quality or that pay a premium for the procurement. A lack of regulation can also contribute to the case handlers entering into acquisitions through friend or acquaintance or enriching themselves in the process.

- The purpose of the procurement rules is to promote efficient use of society's resources when the public sector buys services, goods and when they build. In order to ensure that public procurement is done in a way that serves society, it is necessary that the public sector acts with integrity. The procurement regulations must contribute to the public's confidence in the process and public spending.

- The Norwegian procurement regulations are based implementation of the EU's procurement directives, which have been included in the EEA Agreement. This mainly includes four directives: directive 2014/24/EU on procurement within the classical sector, directive 2014/25/EU on the supply sectors water and energy supply, transport and postal services, directive 2014/23/EU on concession contracts and directive 2009/81/ EC on defence procurement. Norway is also part of the WTO's Government Procurement Agreement. This agreement shall ensure an effective multilateral framework for public procurement when concluding free trade agreements. The agreement will help to ensure transparency and prevent corruption. Norway also participates in the OECD's working group "Leading practitioners on public procurement" (LPP), which aims to share knowledge and gather good practice during the procurement process.

- The Norwegian procurement regulations are contained in the Act on Public Procurement, Regulations on Public Procurement, Regulations on Purchasing in the Supply Sectors, Regulations on Concession Contracts and Regulations on Defence and Security Procurement. In addition to the purpose of the Act, the procurement regulations also have many special provisions that will help to ensure integrity. This includes rules on competence and transparency. In addition, there are many provisions linked to the procurement procedures that should help prevent the public sector exploiting its position or favouring certain companies. For more information [Public Procurement – Information in English | Anskaffelser.no](#) and [E-procurement | Anskaffelser.no](#)).

Other:

- Period of quarantine

The Norwegian Quarantine Act (2015) [[Lov om informasjonsplikt, karantene og saksforbud for politikere, embetsmenn og statsansatte \(karanteneoven\) - Lovdata](#), in Norwegian only] regulates the possibility to impose a quarantine-time or a time of recusal for politicians.

The Act applies to politicians who are to take an office or position in the ministries or a position or office outside of the Civil Service, or who are establishing business activities.

The Act as well applies to civil servants and senior civil servants who transition to a position or office outside of the Civil Service, or who establish business activities.

For politicians, there is an independent body, the quarantine-committee, which assess whether quarantine or recusal is to be imposed.

According to section 6 of the act, the Quarantine Committee may, in the event of a transition to a position or office outside of the Civil Service or the establishment of business activities, in special cases impose a disqualification period of up to six months on a politician upon resignation when the listed terms are fulfilled.

According to the Act, section 7, the Quarantine Committee may, in special cases, if one or more of the conditions in Section 6 are met, impose recusal on a politician for up to twelve months after his or her resignation. Recusal can be imposed instead of or in addition to quarantine.

- The aim of Norway's [Central Government Communication Policy](#) is to secure that citizens shall get correct and clear information about their rights, responsibilities, and opportunities, have access to information about the government's activities and to be invited to participate in the formulation of policies, arrangements, and services. The use of plain language is key to reach these aims, and openness is one of the five main principles in the policy.

Constraints/barriers:

- Looking at international examples of openness around public spending, there are certain constraints which could make the development of such a service challenging in a Norwegian context. These include data ownership/who owns the data, GDPR (General Data Protection Regulation) issues, and questions related to security.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

Norway has no single anti-corruption strategy and no central government body responsible for mitigating public integrity risks in the public sector, but different institutions have the mandate to mitigate public integrity risks in their corresponding fields.

[The Ministry of Digitalisation and Public Governance](#) and the [Ministry of Local Government and Regional Development](#) are responsible for policymaking and administration in several key areas. The Ministry of Digitalisation and Public Governance is responsible for government employer policy, the committee on post-public employment restrictions, security and administrative services, government services, the Central Government Communication Policy, ICT Policy and Public Sector Reform. The Ministry of Local Government and Regional Development is in charge of local government finances, rural and regional policy, local administration and the conduct of elections.

[The Norwegian Agency for Public and Financial Management \(DFØ\)](#) is the central harmonisation unit for internal control (IC) and internal audit (IA). It has a guiding and advising function and has the authority from the Ministry of Finance to administer the financial management regulations in central government. [The Office of the Auditor General of Norway \(OAG\)](#) is the Supreme Audit Institution and the audit agency of the Norwegian parliament – Storting. [The Political Party Law Tribunal](#) has the mandate to oversee the financing of political parties and election campaigns and check their compliance with the rules on accounting, financing and reporting. While there are no central bodies responsible for mitigating public integrity risks in lobbying and in conflicts-of-interest procedures, there are separate registers for the Storting representatives and the members of the judiciary.

~~The [Freedom of Information Act](#) regulates the access to information, but there is no public~~
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body supervising access to public information. [The Norwegian Digitalisation Agency](#) gives advice to the public administration concerning the use of social media, universal design and, together with the [Language Council of Norway](#), about plain language, with the aim of making public information more accessible.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

Norway has fully implemented all recommendations from The Council of Europe’s anticorruption body GRECO in its first four evaluation rounds. In the ongoing fifth evaluation round, Norway was evaluated in 2020 and the Second Compliance Report on Norway will be adopted by GRECO’s plenary in March 2025.

Norway has a strong culture of openness in public governance and are ranked relatively high in rankings on open government data. The principle of public access to official records is safeguarded under the Constitution as well as several other acts, not least the Norwegian [Freedom of Information Act](#). All citizens in Norway have the right to access government and municipal documents, and there are electronic public records services (eInnsyn) which assists the public in accessing relevant documents.

In its report “Drivers of Trust in Public Institutions in Norway,” OECD writes in 2022: Norway has been a pioneer in transparency policies, 72% of Norwegians think that decisions are transparent. However, information is still often presented in hard-to-understand bureaucratic language, a challenge to actual openness for some social groups. Norway has been actively promoting plain language for many years, particularly since 2009. In 2022, plain language was officially [established by law](#). This important step transformed plain language efforts from being driven by voluntary initiatives to becoming a mandatory requirement for public services. The Parliamentary Ombud for Scrutiny of the Public Administration (Sivilombudet) has published guidance notes on the requirement to justify administrative decisions in plain language. Sivilombudet also conducted an examination of the use of plain language in administrative individual decisions by the Norwegian Labour and Welfare Administration (NAV). The Office of the Auditor General of Norway (Riksrevisjonen) made an audit of plain language in administrative individual decisions from The Norwegian Public Service Pension Fund (SPK) and the Norwegian Labour and Welfare Administration (NAV) ([Navs vedtaksbrev kan være vanskelige å forstå \(riksrevisjonen.no\)](#)).

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

The police regularly carry out threat assessments of crime, including related to corruption, but not specifically limited to the public sector.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

A central element of Norway's participation in the Open Government Partnership is the establishment of a Stakeholder forum, consisting of representatives from public administration and civil society. The forum meets regularly to follow the OGP work and plays an active role in the preparation of the action plans, as well as their implementation and follow-up.

Instructions for Official Studies and Reports requires public administration to provide a sound and knowledge-based basis for decisions on central government measures. Among the requirements is an obligation to ensure early involvement of stakeholders affected by the planned measure. Additionally, the instructions require green papers, proposed laws, and regulations, as well as proposed measures with major effects to be circulated for consultation. Such consultations are open for input from anyone.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles³⁶. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

The Norwegian Bureau of Statistics maintain statistics on criminal procedures relating to corruption.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

³⁶ [G20 Anti-Corruption Open Data Principles \(2015\)](#), Presidency of the G20 Anti-Corruption Working Group (ACWG)

The Norwegian Working Environment Act (The WEA) Chapter 2A has a set of rules regarding the employees' right to report issues of concern in the employer's undertaking, procedures in connection with such reporting and prohibition against retaliation. Further, there are rules regarding the employer's duty in connection with reports of concern: When a report concerning issues of concern in the undertaking is submitted, the employer shall ensure that the matter is "adequately investigated within a reasonable time". The WEA has no specific rules about the employer's investigation or follow up, not even for employers in the public sector or when it comes to reports regarding corruption, but this may follow from the employer's own routines for internal whistleblowing. Undertakings that regularly employ at least five employees are obliged to have routines for internal whistleblowing.

In addition to the employees right to report issues of concern internally to the employer, the employee may always report issues of concern externally to a public supervisory authority or other public authority. However, according to the WEA, a public authority has no obligation to follow up on a report, and there are thus no further operational procedures for receipt and treatment of reports except a duty of confidentiality of the employees' names or other identifying information.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

N/A

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

N/A

REPUBLIC OF KOREA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.³⁷

<Public administrative organization and system to promote integrity>

- The Korean government established the Anti-Corruption and Civil Rights Commission (ACRC) as an independent body, implementing pan-governmental work concerning anti-corruption and integrity and overseeing anti-corruption practices.
- ACRC is an organization established under the Act on the Prevention of Corruption and the Establishment and Management of the Anti-corruption and Civil Rights Commission (the ACRC Act) to protect the basic rights and interests of citizens and establish integrity within public offices. ACRC serves its functions, such as establishing and implementing policies on the prevention of corruption, measuring and assessing the integrity level of public institutions, improving corruption-causing factors within laws and systems, promoting and educating the prevention of corruption, operating anti-corruption laws, addressing reporting on violations of laws, and protecting reporting individuals.
- To ensure the government-wide implementation of anti-corruption policies, each level of agency is required to designate persons and divisions in charge of operating anti-corruption laws. Responsible divisions within the agency and ACRC come together to organize implementation systems for anti-corruption policies.
- ACRC annually establishes a yearly plan to implement anti-corruption and integrity policies. To ensure the smooth implementation of the plan, ACRC holds audit meetings for all public institutions, including central administrative agencies, local governments, and public service-related organizations, to share key policy initiatives and gather opinions from institutions to communicate with the policy field, thereby encouraging autonomous anti-corruption efforts made by each institution in implementing integrity policies.

³⁷ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption

- Raise awareness of integrity among employees through the integrity survey involving public officials and receive reports on public-private collusion, budget waste, and conflict of interest primarily online.

<Preventive measures>

- ACRC annually establishes plans for the Comprehensive Integrity Assessment of public institutions to measure and assess integrity level and anti-corruption activities. The results of the assessment are made public.
As of 2023, 628 institutions are subject to the integrity assessment, and the results are notified to each institution, encouraging the enhancement of the level of integrity and prevention activities for anti-corruption.
- Furthermore, the Commission seeks to promote the overall integrity level of public institutions by providing support for integrity consultation to corruption-prone institutions to examine problems and causes within public institutions with relatively low levels of integrity and provide them with customized measures.
- ACRC systematically analyze and evaluate corruption-causing factors inherent in legislation and operate the Corruption Risk Assessment to prevent corruption behaviors by developing improvement measures and recommending them to competent authorities.
Ministries that seek to enact or amend relevant laws are required to request ACRC for the Corruption Risk Assessment.
- Regarding laws requested by central administrative agencies, the assessment is divided into the assessment of the enactment/amendment of laws by ACRC to preemptively deter corruption-causing factors from the legislative stage and the assessment of existing laws to improve corruption-causing factors within current laws by analyzing and reviewing them.
- ACRC operates the Code of Conduct for Public Officials which is standard for behaviors that public officials should comply with to ensure fair performance of duties and prevention of corrupt behaviors, and serves policy functions that support the operation of the Code of Conduct for each institution. Meanwhile, ACRC also serves executive functions where it handles reporting on violations of the Code of Conduct and inspects the operation and implementation status of each agency. The Commission encourages the establishment of autonomous regulations that align with the state of each institution by enacting and operating the Code of Conduct for each institution which reflects its features of work.
- In addition to that, the Conflict of Interest Prevention Act was enforced in May 2022 to

effectively prevent and manage conflicts of interest that public officials may face in the course of their duties.

- The act regulates 10 standards of conduct for public officials, 5 reporting and submission obligations and 5 restrictions and prohibitions.

- ✘ Reporting/submission: ① Disclosure of personally interested persons and application for evasion, ② Disclosure of ownership/purchase of public duty-related real estate, ③ Submission of records of high-ranking officials' business activities in the private sector, ④ Report of transactions with duty-related persons, ⑤ Report of personal contact with retirees

- ✘ Restriction/prohibition: ⑥ Restriction on duty-related outside activities, ⑦ Restriction on employment of family members, ⑧ Restriction on private contracts, ⑨ Prohibition of private use of or profiting from public institutions' goods, ⑩ Prohibition of job secrets, etc.

- Public Service Ethics Act was established for preventing unjust enrichment of public officials and securing impartiality in the administration of public service in 1981. It was enacted for the purpose of registering and disclosing public officials' property, blind stock trusts, retired government employment restrictions, and restricted conduct regimes.

- In addition, crypto assets can be added to the property registration list to allow public officials who use crypto assets to prevent unjust enrichment (June, 2023, Public Officials Ethics Act Amendment)

- Furthermore, all public officials, including national, local, parliamentary, and judicial officials, are required to disclose their property to the Public Ethics and Transparency Initiative System (PETI) so that it can be checked all at once ensuring the public's right to know and securing transparency in the public service (Dec, 2023, Public Officials Ethics Act Amendment)

<Reactive Measures>

- A corrupt behavior reporting system was introduced based on the ACRC Act, established in 2002, to protect the rights and interests of citizens, ensure administrative appropriateness, and establish a social climate with integrity by preventing bribery involving public officials in the public sector and waste of state budget and effectively regulating corrupt behaviors. In addition, the Public Interest Whistleblower Protection Act was enacted and enforced in 2011 to prevent and control behaviors violating public interests in the private sector which may have a significant influence on the livelihood of citizens. Furthermore, both the Improper Solicitation and Graft Act and the Conflict of Interest Prevention Act also stipulate the reporting systems.

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- In this sense, ACRC established the “Integrated Reporting Center for Irregularities of Employment,” a designated organization aimed at establishing fair employment practices in the public sector, and conducts the detection and prevention of employment irregularities.
 - Annually examines the appropriateness of employment in approximately 1,400 public service-related organizations and receives and handles reports concerning employment irregularities within public institutions.
 - Recommended 550 administrative agencies establish and implement standards for fair employment which could be applied to the employment of non-public servants in administrative agencies, conduct by-laws consultation aimed at improving insufficiency within the internal regulations of public service-related organizations, and provide professional training programs to promote fair employment, designed to enhance the expertise of individuals in charge of personnel affairs and audit.
 - ACRC annually conducts a “fact-finding investigation into employment within public institutions” to examine the appropriateness and misconduct during the process of employment of all public institutions. Continuous government efforts led to an annually decreasing number of employment irregularity cases.
 - In addition, the re-employment of individuals, such as public officials being dismissed due to corrupt behaviors during their working periods, is restricted to a certain period (5 years) to protect public confidence in public office and prevent corrupt behaviors by imposing mental pressure from the ex-post employment restriction.
 - ACRC regularly inspects the current status of employment of individuals who were dismissed due to their misconduct. In 2023, ACRC identified 42 individuals who violated institutions and requested their dismissal and reporting, making efforts to raise the alarm about corrupt behaviors among public officials
 - In order to create an environment where anyone can safely report corruption and public interest violations, ACRC provides support for whistleblowers ensuring confidentiality and identity protection under the Public Interest Whistleblower Protection Act. In addition, a rewards system for reporting individuals is operated which provides monetary compensation, in cases where such reporting leads to recovery of or increase in revenues of public institutions or enhanced public interests, to encourage the corruption and public interest violation reporting and ultimately regulate and prevent such behaviors in an effective manner. Alongside the Public Interest Whistleblower Protection Act, the Improper Solicitation and Graft Act, the Conflict of Interest Prevention Act, the Public Fund Recovery Act, and the ACRC Act also stipulate corruption reporting and protection for reporting individuals.
 - ~~○ Meanwhile, the Act on Prohibition of False Claims for Public Funds and Recovery of Illicit~~
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Profits was enforced on 2020 with the aim of enhancing the soundness and transparency of the operation of public funds by prohibiting false claims, etc. for public funds and establishing a system for recovering and managing profits earned through such false claims, etc.

- In cases where false claims were made for the payment from public funds, administrative authorities shall retrieve illicit profits, impose monetary sanctions up to 5 times the value of the illicit profits, and publicly disclose a list of persons who made a large of amount false claims in accordance with the Act.
- System of Protection of reports and rewards and awards is stipulated in the Act.

<Promoting Anti-corruption-Integrity Awareness>

- According to the ACRC Act and the Enforcement Decree of the Act, all the public officials are required to receive anti-corruption and integrity training at least once a year and more than 2 hours.
 - ACRC established and disseminated an operation guideline for education on the prevention of corruption to each institution, ensuring it independently provides appropriate education for its public officials. In addition, ACRC annually inspects the current status of the completion of training by each institution based on the operation guideline and conducts follow-up measures, such as providing special education for managers of institutions with low completion rates or insufficient education.
 - In particular, ACRC sufficiently provides education on the prevention of corruption through necessary face-to-face education for new employees and promoted employees who have greater importance and necessity of education on the prevention of corruption. The Commission also encourages to train leaders with anti-corruption capacity through face-to-face education for senior public servants (not legally mandated but recommended in accordance with the operation guideline).
- The Anti-Corruption Training Institute (ACTI) of ACRC, a designated institution for anti-corruption and integrity education, provides customized integrity training programs for public institution's senior officials, new employees, promoted employees, employees in charge of integrity and audit, and employees in charge of corruption-prone tasks, such as personnel affairs and contract. Moreover, ACTI provides support for each public institution to ensure it conducts integrity education for its employees. Integrity education instructors are continuously trained through courses for integrity training instructors. ACTI prepares standardized lecture programs and manuals for integrity education as well as educational videos regarding major anti-corruption laws, systems, and policies, and shares them with each institution and integrity education instructors.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

○ **(Integrity policy/strategy)** To promote integrity in public administration, comprehensive anti-corruption policies are established and implemented, led by ACRC.

- (Laws) The ACRC Act, a basic foundation for policies on the prevention of corruption, encompasses the prevention and effective regulation of corrupt behaviors, corruption reporting process, and whistleblower protection. In addition, there are Improper Solicitation and Graft Act which prohibits making an improper solicitation and offering money and valuables to public officials as regulation for the conduct of public officials, the Conflict of Interest Prevention Act which ensures fair performance of duties of public officials by preventing them from pursuing private interest or conflict of interests, and the Code of Conduct for Public Officials and the Code of Conduct for Local Council Members which prescribe standards for conduct that public officials must comply with. Furthermore, there are the Public Fund Recovery Act which prohibits illicit claim of public funds and ensures the recovery of illicitly claimed funds and the Public Interest Whistleblower Protection Act

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designed to protect and support individuals reporting public interest violations.

- (Systems) In addition to enforcing laws, ACRC actively implements an integrity assessment system for public institutions, improvement of corruption-causing factors within the existing laws and systems, systems for restricting the employment of individuals who are dismissed due to their misconduct, education systems for the prevention of corruption and integrity, and support for integrity and ethical management to promote transparency in the management of companies.

○ **(Corruption risk management)** Since 2002, the ACRC assessed the integrity of public institutions every year by measuring the levels of integrity and evaluating anti-corruption efforts. In 2022, such measures were integrated into the Comprehensive Integrity Assessment system as a foundation to comprehensively measure and assess the integrity level and anti-corruption efforts of public institutions. The Comprehensive Integrity Assessment consists of integrity perception, integrity efforts, and corruption reality. In order to implement the assessment, a strong system for the detection of corruption that already took place should be required. In addition, a technical basis for conducting a survey as part of the assessment should also be established. (refer to the answer to Question No. 4)

○ **(Technology and e-governance)** Korean government is making use of ICT in variety of administrative affairs and public areas in order to promote effectiveness and transparency in public administration.

- Prime examples are as follows: dBrain, a digital budget and accounting system, that processes information about government tax revenue and financial activities, including allocation, execution, and evaluation of budget, and checks them in real time; electronic systems such as On-nara System, a work management system, designed to manage the work processing procedures at administrative agencies, including work report and electronic document distribution, in a more transparent and systematic manner; the Clean Portal (www.clean.go.kr), a comprehensive anti-corruption system, that ensures citizens conveniently file a report online and easily search anti-corruption information they need; e-People (www.epeople.go.kr), a pan-governmental one-stop system for civil complaints, to which all administrative agencies and public institutions are connected, enabling citizens to conveniently file a complaint online and provides the results in real time; an information disclosure portal (www.open.go.kr) that enables preemptive disclosure of administrative information and requests disclosure for necessary information; Korea On-line e-Procurement system (www.g2b.go.kr) that discloses all procedures of tender by each stage to citizens in real time to ensure transparency of public procurement and trust in it; an integrated portal for subsidies (www.bojo.go.kr), designed to prevent illicit claim of public funds; Prism, a policy research management system (www.prism.go.kr), designed to mitigate factors of budget waste by comprehensively and systemically managing government's policy research and to promote the quality and utilization of the research; a system for information on overseas

study and business travel abroad where public servants upload and disclose the results of business travel abroad and overseas study; and UNI-PASS, an electronic customs system, designed to promote the transparency and efficiency of customs administration.

◦ **(Digital public service delivery /Open government Initiative)** The Korean government has been promoting e-government support projects to promote the efficiency of administrative practices, such as connecting information among ministries and jointly utilizing it, by implementing key initiatives that have significant ripple effects on government, citizens, and companies and need pan-governmental focused management, and to establish a foundation for public service.

- Prime examples are as follows: Government 24 (www.gov.kr) providing integrated service and information which have been scattered across the websites of each agency; National Secretary providing services, such as public notification of administrative information and question and answer; People's Idea Box (idea.epeople.go.kr) which is a public policy participation platform; Online Administrative Appeals (www.simpan.go.kr), that provides service online, such as filing an administrative appeal and checking the process and results; Hometax (www.hometax.go.kr) which is an online comprehensive service for national tax; and administrative information joint utilization service (www.share.go.kr) that enables persons in charge to address civil complaints checking the network even when citizens do not submit necessary documents for filing civil complaints, such as approval and permission.

- Currently, the establishment of a "digital platform government" is being promoted as a national policy task, which is designed to connect every data through innovative public service and scientific state management based on AI and data.

◦ **(Open data policy)** In accordance with the Act on Promotion of the Provision and Use of Public Data, public data, managed by central/local governments and public institutions, are open and provided in various forms to ensure citizens can freely utilize them.

- A public data portal (www.data.go.kr) was established in 2013, and scattered public data of each agency are integrated and provided in various forms, such as file data and open API. Additionally, services, such as public data utilization cases, information about business support policy, developer network bulletin board, and consultation, are provided. 87,000 public data sets were opened through the portal as of the end of December 2023.

◦ **(Transparency policy)** In order to strengthen standards for conduct to promote integrity and transparency of public officials, ACRC operates the Code of Conduct for Public Officials, stipulating standards of conduct that public officials should comply with; the Conflict of Interest Prevention Act, designed to ensure fair performance of duties; and the Improper Solicitation and Graft Act, aimed at eradicating solicitation practices. Moreover, the Public Service Ethics Act under the jurisdiction of the Ministry of Personnel Management stipulates the asset registration and disclosure system and the system for the restriction on employment of retired public

officials.

- By building and implementing integrated property disclosure service, the property disclosure history that used to be done individually can be integrated with the Public Ethics and Transparency Initiative System (PETI) through an official Gazette by the Ethics Commission of each organization such as Government, National Assembly, Constitutional Court, etc. It is integrated disclosure on the website to ensure the people's right to know and enhance transparency in the public service.

○ **(Control and quality of public spending)** The Board of Audit and Inspection of Korea examines the final account of revenues and expenditures of the State every year and report the results of such examinations to the President and the National Assembly in the next year. Furthermore, the government is subject to deliberation by the National Assembly concerning the country's income and expenditure for every fiscal year. If there are illegal or unreasonable cases according to the results, the National Assembly requires correction to the government or relevant agency, such as compensating and taking disciplinary actions.

And the ACRC enacted the Act on Prohibition of False Claims for Public Funds and Recovery of Illicit Profits in 2019 with the aim to enhancing the soundness and transparency of the operation of public funds by prohibiting false claims, etc. for public funds and establishing a system for recovering and managing profits earned through such false claims, etc. Also, the government has run Participatory Budgeting where citizens directly involve in the budgeting process of suggesting, reviewing and prioritizing projects in order to increase transparency in running the national budget. And it operates a system for fiscal information disclosure (Open Fiscal Data) which provides budget allocation as well as execution and settlement details and statistical data.

○ **(Recruitment/remuneration)** The general principle of government recruitment is to hire public officials through the open competitive examinations in accordance with the State Public Officials Act. The competitive recruitment for career service is conducted among experienced candidates for those exceptions where positions are hard to be filled through open competitive exams. The open competitive recruitment exam is where anyone can apply regardless of education or work experience, and designed to hire qualified candidates by relative comparison. It can ensure equal opportunities for every citizen to apply for a government job. Government recruitment does not allow any arbitrary and discretionary intervention in the process as details of the hiring process including the method and subjects of the exam, final selection criteria, and procedures of the exam are stipulated in the Act and the decree. In addition, in an attempt not to hire for candidates' experiences or background, but to conduct competency-based recruitment, the Ministry of Personnel Management introduced background-blind recruitment system for open competitive exams in 2005 where applicants shall not provide information about family and academic background in the application form, and interviewers are not given this information.

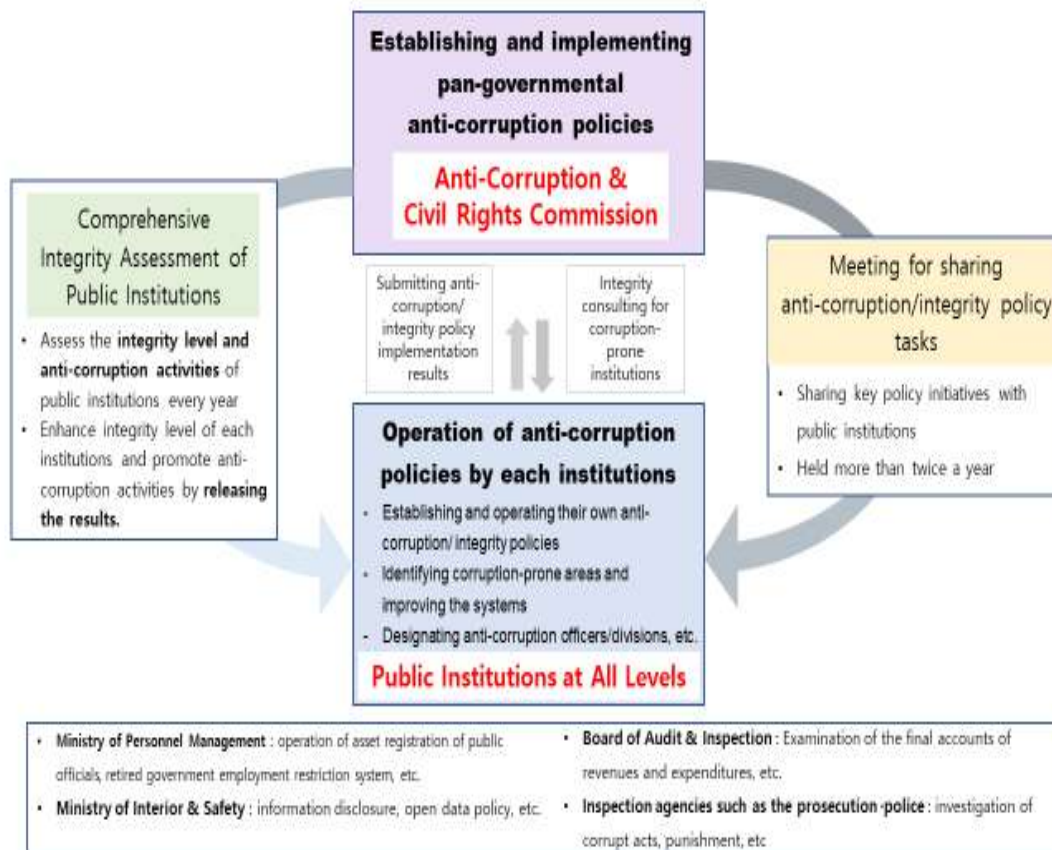
- The remuneration of public servants is provided based on position, rank, and salary step, in accordance with the Public Officials Remuneration Regulation. The regulation stipulates details, including salary for each type of public servant, types of payment, criteria for calculation, and regulation for the payment of remuneration depending on various situations, such as promotion, disciplinary action, retirement, and personal leave. The remuneration is paid in accordance with these regulations.

o **(Integrity in public-private relationship)** The ACRC distributed the Integrity and Ethics Management Compliance Program (K-CP) Guidelines to public institutions. The K-CP is a risk management program that enables each institution to autonomously establish a culture in integrity by preventing, detecting and improving corruption risks. In 2023, consulting, training, etc. were conducted targeting 20 public institutions.

- The ACRC has established a cooperation system by forming a working council with the economic related organizations, etc. and has been in constant communication with them to spread consensus on the practice of integrity and ethical managing not only on the public sector but also in all society.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

o **(Anti-corruption/ integrity policy)** As the government agency overseeing anti-corruption policies, ACRC establishes and implements comprehensive anti-corruption policies. Public institutions, including the administrative branch, also implement relevant policies.



- (Anti-corruption laws) Based on anti-corruption laws operated by the ACRC, systems are implemented to prevent corruption across public administrative practices through the Public Service Ethics Act under the jurisdiction of the Ministry of Personnel Management.
 - Code of Conduct for Public Officials (Enforced in 2003), Code of Conduct for Local Council Members (Enforced in 2011): stipulate concrete standards for behaviors that public officials should comply with to ensure fair performance of their duties and prevent corrupt behaviors
 - ACRC Act (Enforced in 2008): establishes the basis for the establishment of ACRC and comprehensively stipulates organizational functions, prevention of corrupt behaviors and efficient regulations, and protection for persons reporting corruption.
 - Public Interest Whistleblower Protection Act (Enforced in 2011): stipulates the protection and support for individuals reporting public interest violations
 - Improper Solicitation and Graft Act (Enforced in 2016): forbids making improper solicitation to public officials and prohibits public officials from receiving money and valuables
 - Public Fund Recovery Act (Enforced in 2020): stipulates the prohibition of the illicit claim of public funds and the recovery of values resulting from the illicit claim
 - Conflict of Interest Prevention Act (Enforced in 2022): ensures fair performance of duties by preventing public officials from pursuing private interests and conflict of interest related to their performance of duties
 - Public Service Ethics Act (Enforced in 1983, operated by the Ministry of Personnel Management): stipulates an asset registration system for public officials, an asset

registration and disclosure system for senior officials, and a system for restricting the employment of retired public officials

- **(Corruption risk management framework)**) ACRC annually establishes “anti-corruption policy direction and initiatives” to manage corruption risk and shares them with central administrative agencies, metropolitan/basic local governments, and public service-related organizations. ACRC annually reviews anti-corruption policy implementation of the year, examines key corruption-prone areas, and establishes work plans concerning the corruption-prone areas, distributing them during the meeting of public institution audit officers at the beginning of every year. Based on these, each agency establishes and implements implementation plans, and ACRC monitors the results of the corruption risk response by each agency in connection with the integrity efforts of the Comprehensive Integrity Assessment.

The Comprehensive Integrity Assessment, designed to measure the integrity level of public institutions, calculates scores by comprehensively assessing integrity perception, integrity efforts, and corruption reality (cases) caused by members of each agency. (Refer to the answer to Question No. 4)

- **(Structure & functions of the coordination unit)** ACRC oversees and coordinates anti-corruption policies across the administrative branch. ACRC is an independent commission established under the ACRC Act to protect the basic rights and interests of citizens and establish integrity within public offices.
 - ACRC establishes and implements policies on the prevention of corruption, operates anti-corruption laws and systems, including the Improper Solicitation and Graft Act and Conflict of Interest Prevention Act, measures and assesses the integrity level of public institutions, improves corruption-causing factors within laws and systems, provides and promotes education on the prevention of corruption, addresses reporting on the operation of anti-corruption laws and legal violations, and protects reporting individuals.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

(no answer)

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

In order to complement limitations where the anti-corruption policy direction of the public sector is focused on ex-post measures, such as detection and punishment, ACRC has been objectively assessing the integrity level of public institutions and releasing the results every year since 2002. The integrity assessment enables the improvement of corruption-prone areas by

encouraging the autonomous and active implementation of initiatives by public institutions, thereby strengthening the interest and commitment of the head and senior officials of the institution.

The ACRC provides integrity consulting aimed at enhancing the capacity to combat corruption and diagnosing the problems of public institutions with relatively lower levels of integrity and providing tailored alternatives.

Support from ACRC and efforts made by institutions may lead to improvements in the overall integrity level. Moreover, improvements in systems and awareness through assessment and feedback, such as by ensuring citizens are continuously interested in the integrity level of the public sector and providing opportunities where people can relate to the fight against corruption and improvements in the integrity level, may lead to a virtuous cycle based on close connection.

The Comprehensive Integrity Assessment is a reformed system, integrating the Integrity Assessment, measuring the integrity level of public institutions, and the Anti-Corruption Initiative Assessment, evaluating the anti-corruption efforts, which have been annually conducted since 2002. The Comprehensive Integrity Assessment laid the foundation for the comprehensive measurement and assessment of the integrity level and anti-corruption efforts of public institutions. It consists of integrity perception, integrity efforts, and corruption reality (cases) caused by members of each agency. The scores allocated for the integrity perception and integrity efforts are 60 and 40 points, respectively, while the corruption reality is subject to a deduction of up to 10 points.

In the case of the integrity perception, a survey of corruption level is conducted involving citizens who have first-hand experiences in the work of public institutions or relevant agencies and internal employees, and the results are quantified using statistical methods. Concerning the integrity efforts, once competent divisions in charge of anti-corruption (audit) of public institutions submit their performance outcomes, including corruption prevention policies or measures that they have implemented in accordance with various indicators (criteria) proposed by ACRC, ACRC assesses them quantitatively or qualitatively and quantifies them.

Regarding corruption reality, ACRC reviews relevant data concerning cases involving members of each institution, quantifies them in accordance with the criteria, and deducts points. By compiling quantified scores for each category, grades are rated based on types categorized according to the size and nature of institutions. ACRC releases the comprehensive integrity grade of public institutions within the same type, ranging from Grade 1 to 5, and makes them public.

The results of the Comprehensive Integrity Assessment are also disclosed on the website of respective institutions subject to the assessment for at least one month, thereby encouraging institutions' autonomous efforts in promoting integrity and corruption prevention.

The Comprehensive Integrity Assessment system contributes to increasing Korea's integrity level by identifying corruption-prone areas through accurate measurement of corruption level within the public sector and establishing customized anti-corruption policies.

At the same time, the results of the Comprehensive Integrity Assessment are included in the

assessment criteria of the performance assessment of public enterprises, which functions as a strong measure to deter corruption.

In addition, ACRC is currently seeking measures to establish a “System for Corruption Data Utilization,” designed to analyze, detect, and predict corruption risks by using AI and big data technology for digital technology-based corruption response.

Korea also conducts public sector audits in order to evaluate corruption risks. Korea’s public sector audits are performed by the Board of Audit and Inspection (BAI) according to the Constitution and BAI Act and auditors in central administrative agencies, local governments and other public institutions according to the Act on Public Sector Audit as well as regulations on self-audits of each institutions. Corruption risks can be identified and detected through public sector audits. Moreover, it improves the national administrative system and the way institutions conduct their work and establishes national accounting order and public office discipline.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

◦ **(Anti-corruption-integrity education)** ACRC’s Anti-Corruption Training Institute (ACTI) provides differentiated face-to-face training programs for trainees, including new employees, promoted employees, senior officials, personnel in charge of integrity and ethical management, personnel in charge of corruption-prone areas, and integrity education instructors. Moreover, ACTI operates outreach education services for institutions that are unable to participate in programs provided at the institute with the aim of increasing the accessibility of integrity education for them. The outreach services include “Integrity Live,” a performance type, “Integrity Training Program for Local Council Members,” and “Door-to-door Education on Integrity and Ethical Management.” In 2023, ACTI operated 234 sessions of 17 face-to-face training courses and provided education on the prevention of corruption for 55,860 public officials.

Furthermore, various e-learning courses are provided for public officials to conveniently receive education on the prevention of corruption through self-directed learning. In 2023, 27 e-learning courses were operated and approximately 260,000 public officials completed the course.

The ACTI has expanded the “Hands-on Integrity Experience Class” for elementary, middle and high school students since 2019 to instill a sense of integrity in future generations. In 2023, training programs were offered to a total of 57 schools with a total of 7,168 students. Also, the ‘Integrity Vacation Camp’, a program for elementary school students to visit historical sites related to integrity figures, was piloted.

In addition, specialized education programs such as the ‘University Collaboration Integrity Special Course’, which provides special lectures related to majors, and the ‘2030 Integrity Talent

Academy' for undergraduate and graduate students, job seekers, and employees were operated in order for young people to enhance the integrity mindset as prospective member of society. Integrity special Course was offered to students at 9 universities nationwide, and 499 university students participated the program. The '2030 Integrity Talent Academy' was held twice and 123 young adults completed the program.

◦ **(Integrity Ethics Management)** The ACRC provides the Integrity and Ethics Management Compliance Program (K-CP) Guidelines and consulting to public institutions for preventing corruption risks and spreading culture of integrity. The K-CP is a risk management program that enables each institution to autonomously establish a culture of integrity by preventing, detecting and improving corruption risks.

The ethical management compliance guideline for the private sector is under development in cooperation with economic organizations, academia, and legal circles to comply with global anti-corruption rules and regulations, such as the US Foreign Corrupt Practices Act, the UK Bribery Act, and the World Bank Group's Sanction Regime. In addition, Business Ethics Briefs (digital magazine) is produced and the latest information on domestic and foreign integrity and ethical management is provided to companies and economic organizations.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles³⁸. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

The Government of Korea is actively adhering to the G20 Anti-Corruption Open Data Principles and the Open Data Charter by disseminating not only anti-corruption data but also various kinds of data each public institutions have through the national open data portal so that the public can easily and conveniently use Open Government Data.

This initiative involves various organizations that contribute to the portal by providing anti-corruption data in the form of OpenAPI and file data. This effort is crucial for upholding the public's right to be informed about the integrity and anti-corruption measures within the public sector.

The types of data released include:

- Public Officer Integrity: Disclosure of public officers' wealth and wealth reports from members of the national assembly.
- Integrity Activities: Current status of integrity activities, statistics on integrity indices, and other related data.

³⁸ [G20 Anti-Corruption Open Data Principles](#) (2015)

- Anti-Corruption Enforcement: Reports on corrupt activities, outcomes of these reports, and details regarding individuals involved in corruption.

Notably, the Anti-Corruption and Civil Rights Commission (ACRC) of Korea, which leads these efforts, is proactively releasing 75 types of anti-corruption data. This data includes evaluations of public organizations' integrity levels and services that analyze anti-corruption measures.

The types of institutions that provide data include public institutions, educational institutions, educational administrative institutions, national administrative institutions, committees, local administrative institutions, legislative institutions, and constitutional institutions. In addition, areas with high effectiveness and urgency of openness are selected based on demands from citizens and companies. Quality and massive data are provided, which are opened after refining and processing in a way that is easier for the private sector to utilize. Data classified by social issues, such as natural disaster prediction/response, population density information, fine dust, and low birth rate/aging population, are also provided.

Furthermore, the Korean government is implementing an open data release policy that is expansive except for data classified for non-disclosure (such as secrets or security-related information), in accordance with the law. A metadata management system ensures that newly-created data is appropriately cataloged for release. Consequently, all data approved for disclosure, including anti-corruption data, is made accessible to the public via the national open data portal.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The corrupt behavior reporting system is aimed at protecting the basic rights and interests of citizens, ensuring administrative appropriateness, and establishing a transparent social climate by preventing public officials' abuse of power or violation of laws and efficiently regulating corrupt behaviors. It was introduced based on the former Prevention of Corruption Act which was enacted on July 24, 2001, and enforced on January 25, 2002.

The public interest violation reporting system is designed to stabilize the livelihood of citizens and create a transparent and clean society by protecting and supporting persons who report violations of public interests, such as the health and safety of citizens, the environment, consumer's interest, fair competition, and other behaviors equivalent to these violations. The system was introduced based on the Public Interest Whistleblower Protection Act, enacted in 2011. The Improper Solicitation and Graft Act, Conflict of Interest Prevention Act, Public Fund Recovery Act, and ACRC Act also stipulate corrupt behaviors reporting and systems to protect reporting persons.

Anyone who becomes aware of corruption or public interest violations can report them to ACRC, which is available through mail, personal visits, and online. Reporting persons should submit a signed document that includes their personal information, the purpose and reason for their report, and provide the target of the report and evidence of corruption.

Once the report is received, it is assigned to a division processing reported cases. After the review and verification by inspectors and the decision by ACRC, the case is referred to the Board of Audit and Inspection, investigative agencies, or the supervisory agency of the relevant public institution in cases where audit, investigation, or examination is necessary.

The investigative agency that receives the referred case should complete the audit, investigation, or examination and notify the ACRC of the results within 10 days. ACRC should notify the reporting person of the summary of the results immediately after receiving the results of the audit, investigation, or examination and report the results to the internal committee. If the audit, investigation, or examination by the investigative agency is insufficient, a request for a reinvestigation can be made to the investigative agency with reasonable grounds, such as submitting new evidence.

Furthermore, anyone can report to ACRC, the Board of Audit and Inspection, investigative agencies, public institutions where the violation occurred, or the supervisory agency thereof in cases of becoming aware of the fact that a violation of the Improper Solicitation and Graft Act has occurred or is occurring, considering that illicit claim is made or concerned to be made, and becoming aware of corrupt behaviors.

In October 2018, the ACRC introduced the “Anonymous Proxy Reporting” system, which allows whistleblowers to report using a lawyer’s name rather than their own, alleviating concerns about the exposure of their identity. To specifically support “international whistleblowers,” who are at higher risk of retaliation, the ACRC has established and is operating a “Proxy Reporting advisory Lawyer Group” consisting of approximately 100 lawyers providing free proxy reporting services. To expand lawyer participation in this anonymous proxy reporting system, the ACRC collaborates with the Korean Bar Association to conduct various training and promotional activities related to anonymous proxy reporting annually.

8. If applicable, please provide an overview of your country’s disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

If public officials commit corrupt behaviors or other violations of their duties, they will be subject to disciplinary actions imposed by their relevant institutions. Moreover, in cases of crimes, such as bribery and embezzlement, they will also face criminal punishment. Korea operates a disciplinary system for public servants according to the Decree on Disciplinary Action Against Public Officials and its Enforcement Decree. Cases that are subject to disciplinary actions include violations of the State Public Officials Act and orders under this Act, breaches or negligence of duties, and behaviors that damage decency or dignity, regardless of the fact that they are inside or outside duties. The types of disciplinary actions include severe punishments, such as removal, dismissal, demotion, and suspension, and minor punishments, including a reduction in salary and reprimands. Furthermore, a disciplinary surcharge may be imposed within the range of up to 5 times the amount of money or valuables received in addition to disciplinary actions to ensure more effective punishment for misconduct related to money and valuables. In particular, the Enforcement Decree of the Decree on Disciplinary Action Against

Public Officials stipulates disciplinary standards for violations of integrity obligations. In cases where persons receiving or offering property benefits, such as money or valuables/entertainment related to their duties, which result in illegal or unreasonable actions, they could face a maximum punishment of removal. For local public servants, the disciplinary regulations (Chapter 9) of the Local Public Officials Act apply.

- Depending on the rank of public servants and the severity of the matter, cases will be addressed through deliberation and decision by either the Central Disciplinary Committee or the General Disciplinary Committee.

- The disciplinary actions are taken through the following procedures:

Detection of misconduct → Request for decision, such as disciplinary actions → Decision to take disciplinary actions by the competent disciplinary committee → Notification of the decision → Disciplinary actions → Appeals and administrative litigation

- Public Service Ethics Act was enacted for the purpose of registering and disclosing public officials' property, blind stock trusts, retired government employment restrictions, and restricted conduct regimes.

- Chapter 6 of the Public Service Ethics Act, "Discipline and Penalties," is established for violations. Discipline, fines, and corrective recommendations may be imposed depending on the violations. Moreover, it is imposed imprisonment or fines for the offense of refusing to register the property, crimes of refusal to give a blind stock trusts, submitting false documents, refusal to attend, unauthorized viewing and copying etc.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

(no answer)

RUSSIA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks. Please share any information you may find relevant regarding how your country promotes public integrity.

With a view to consolidating anti-corruption efforts of the federal bodies, other governmental authorities, authorities of constituent entities of the Russian Federation, bodies of local self-government, civil society institutions, organisations and individuals, and in accordance with Article 5, Chapter 1, paragraph 1, of the Federal Law No. 273-FZ of 25 December 2008 on Combatting Corruption (hereinafter, the "Federal Law No. 273-FZ"), the National Anti-Corruption Strategy has been adopted by the Decree of the President of the Russian Federation No. 146 of 13 April 2010 on National Anti-Corruption Strategy and National Plan to Counter Corruption for 2010-2011 (hereinafter, the "Decree of the President of the Russian Federation No. 460").

Multiannual national anti-corruption plans complementing the Strategy are approved on a regular basis by the President of the Russian Federation; the latest National Plan to Counter Corruption for 2021-2024 has been approved by the Decree of the President of the Russian Federation No. 478 of 16 August 2021 on National Plan to Counter Corruption for 2021-2024.

National anti-corruption plans are fundamental programmatic documents designed to coordinate activities of the federal bodies, authorities of constituent entities of the Russian Federation, bodies of local self-government, scientific and expert communities and civil society institutions within their anti-corruption powers for the consecutive period of implementation of the activities in the area of countering corruption, prevention, detection and investigation of corruption offences and mitigation and/or elimination of the negative impact of corruption offences.

Anti-corruption standards are established and updated based on the international good practices practices and analysis of applicability of relevant measures to the Russian reality.

As for the efficiency, it should be noted that, in general, state bodies and bodies of local self-government ensure the implementation of normative legal acts of the Russian Federation designed to improve the modalities of anti-corruption practices. Measures that directly affect the efficiency of anti-corruption standards implementation are taken to enhance the work of the units on preventing corruption and other offences, which provide for the personnel strengthening, intensified anti-corruption inspections as well as actions related to employees advanced training.

The comprehensive implementation of a range of organizational, explanatory and other measures on compliance with anti-corruption standards is carried out with the participation of public associations which statutory tasks include engagement in anti-corruption activities, and other civil society institutions.

Representatives of public associations take part in the activities of commissions for compliance with official conduct requirements and settlement of conflict of interests, commissions for coordinating anti-corruption actions in a constituent entity of the Russian Federation, social councils within bodies of local self-government and other collegiate bodies.

Besides, the anti-corruption legislation of the Russian Federation provides for the corruption offences information originating from civil society institutions being the basis for organizing corresponding audits (see, e.g., Decree of the President of the Russian Federation No. 1065 of 21 September 2009 on Verification of Accuracy and Completeness of Information Submitted by the Citizens Applying for Federal Public Positions, and Compliance by Federal Public Servants with Service Conduct Requirements).

Civil society institutions are engaged in anti-corruption inspection of normative legal acts and drafts of normative legal acts (Federal Law No. 172-FZ of 17 July 2009 on Anti-Corruption Expert Review of Normative Legal Acts and Drafts of Normative Legal Acts).

One of the tasks of the public control carried out by citizens, public associations and other non-governmental not-for-profit organisations, as specified in the Federal Law No. 212-FZ of 21 July 2014 on Public Control in the Russian Federation, is the development of intolerance to corruption behaviour in society.

The analysis of the results of monitoring of anti-corruption activities attests to the stable and consistent anti-corruption work. The designated officials take actions to prevent corruption and other offences as well as carry out anti-corruption verification procedures. Commissions are assigned to manage the compliance with service conduct requirements and clearing of conflict of interests. Measures have been adopted on raising legal and anti-corruption awareness among employees as well as developing interaction with civil society institutions and mass media.

In particular, as for the innovative deployment of technology, the following should be noted.

The Decree of the President of the Russian Federation No. 232 of 25 April 2022 on Poseidon State Information Anti-Corruption System and Introduction of Changes to Certain Acts of the President of the Russian Federation approves the Regulation on the Poseidon State Information Anti-Corruption System (hereinafter, the "Poseidon system"). The Poseidon system has been created to provide information analytics support to the activities of the federal state bodies, authorities of constituent entities of the Russian Federation, public bodies of the Sirius Federal Territory, Accounts Chamber of the Sirius Federal Territory and territorial electoral commission of the Sirius Federal Territory, Bank of Russia and other organisations on prevention of corruption and other offences, including conduct – with the use of information and communication technologies – of the analysis and reviews of compliance with restrictions, prohibitions and obligations imposed for the purpose of combatting corruption among those to whom such restrictions, prohibitions and obligations apply.

Besides, the Decree of the Government of the Russian Federation No. 256 of 3 March 2017 on the Federal State Information System "Unified Information System for Personnel Management of the State Civil Service of the Russian Federation" establishes the Federal State

Information System "Unified Information System for Personnel Management of the State Civil Service of the Russian Federation" (hereinafter the "Unified System") that provides for the subsystem to ensure compliance with the service conduct requirements, management of conflict of interests and combatting corruption.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

X Integrity policy or strategy

As mentioned above, the Russian Federation has the National Anti-Corruption Strategy and the regularly updated multiannual National Plan to Counter Corruption in place.

Basic state policy lines in the area of combating corruption are determined by the President of the Russian Federation (Article 5 of the Federal Law No. 273-FZ of 25 December 2008 on Combatting Corruption).

The legal basis for countering corruption consists of specialized laws and bylaws of federal level, normative acts of constituent entities of the Russian Federation and bodies of local self-government as well as legal acts of organisations.

X Corruption risk management system

The anti-corruption legislation of the Russian Federation in general provides for carrying out anti-corruption activities through the assessment of corruption risks, for example, for the purposes of spreading the obligation to provide information on income, expenses, property and property-related obligations, a list of positions the performance of which is associated with corruption risks is established.

The development of anti-corruption plans at the level of public bodies is also based on the results of corruption risks assessment.

Issues of corruption risks assessment are also inscribed in the guidance materials of the Ministry of Labour of Russia, namely:

- Methodological recommendations for evaluation of corruption risks arising from the implementation of functions;
- Methodological recommendations for evaluation of corruption risks in federal bodies of the executive authorities that are vested with control and supervisory functions;
- Methodological recommendations for identifying and mitigating corruption risks in the procurement of goods, works and services for state or municipal needs; and
- Recommended practice for evaluation of corruption risks in an organisation.

Using the specialized software, the Prosecutor-General's Office of the Russian Federation has established, posted in the unified information system related to purchases and keeps updated the list of legal entities brought to administrative responsibility for transferring illegal remuneration.

This list has been created for governmental customers so that they could get real-time information on the organisations held liable of corruption. In accordance with legislation, such legal entities are prohibited from participating in state procurement within two years from the date of corruption offence. Therefore, the specified information is reflected in the data on a participant of procurement, and governmental customers have the possibility to verify potential suppliers.

Based on the data from the list, the prosecutors can also identify and minimize facts of illegal participation of legal persons in buying goods, works, and services to meet public and municipal needs.

X Technology and e-governance

The information and technology infrastructure of electronic government has been created in the Russian Federation.

Federal State Information System "Federal Situation Centre of Electronic Government" is designed to improve quality of middleware included in the infrastructure that ensures the information and technological interaction of information systems used to provide public and municipal services and perform public and municipal functions in the electronic format (hereinafter the "middleware") and information systems that use middleware as well as to provide middleware customers with quality service management, streamlined and accessible middleware services and facilities, their performance reports generation, information security management and middleware performance incidence control.

Besides, the "Gostech" unified digital platform of the Russian Federation is designed to improve the efficiency of powers of the federal bodies of the executive powers, state non-budgetary funds, executive bodies of constituent entities of the Russian Federation and other governmental authorities formed in accordance with the legislation of the Russian Federation and legislation of the constituent entities of the Russian Federation, which are exercised using state information systems.

The anti-corruption legislation covers the information aspect (integrated use of political, organizational, outreach, socio-economic, legal, special and other measures; exchange of information on countering corruption with international organisations and provision of mass media independence) as well as specialized information mechanisms, such as provision of access of the citizens to the information on activities of the federal bodies, authorities of constituent entities of the Russian Federation and bodies of local self-government; publication of data on income, property and property-related obligations of public and municipal officials.

X Digital public services delivery

Federal Law No. 210-FZ of 27 July 2010 on Organising the Provision of State and Municipal Services governs relations that arise in connection with the provision of state and municipal services by federal executive authorities, state non-budgetary funds, federal executive bodies of constituent entities of the Russian Federation, as well as local administrations and other bodies of local self-government exercising executive and administrative powers.

This Federal Law also provides for the electronic provision of public and municipal services.

X Open data policy

The rules for classifying information as publicly available information placed by state organs and bodies of local self-government on their official websites on the Internet in the form of open data are approved by Resolution of the Government of the Russian Federation No. 583 of 10 July 2013 on Ensuring Access to Publicly Available Information on the Activities of State Organs and Local Self-Governments on Their Official Websites on Internet in the Form of Open Data.

The above rules determine information which is subject to mandatory classification as publicly available information placed by state organs and local self-governments on their official websites in the form of open data.

Furthermore, the Concept of Transparency of Federal Executive Bodies was approved by Order No. 93-r of the Government of the Russian Federation of 30 January 2014. The Concept was developed in order to:

- Increase transparency and accountability of public administration, as well as citizen satisfaction with the quality of public administration;
- Expand opportunities for direct participation of civil society in the processes of development and examination of decisions taken by federal executive authorities;
- Improve information transparency and disclosure by the federal executive authorities;
- Develop mechanisms of public control over the activities of federal executive authorities.

The Concept enshrines the basic principles of transparency of federal executive authorities, tasks and mechanisms (tools) for their implementation, as well as contains a strategic guideline system for ensuring openness and transparency of public administration, accountability of authorities to civil society, and forming an effective dialogue between federal executive authorities and citizens, public associations, and the business community. The Concept is intended to provide the basis for a systematic approach to increasing transparency of federal executive authorities, including, inter alia, the creation of a methodological basis for supplementing and improving the effective legal framework.

X Transparency policy

The main normative legal act governing relations with regard to ensuring access of information users to information about activities of state organs and bodies of local self-government is Federal Law No. 8-FZ of 9 February 2009 on Providing Access to Information on the Activities of Government Bodies and Bodies of Local Self-Government (hereinafter, the "Federal Law No. 8-FZ").

According to Article 4 of the Federal Law No. 8-FZ, the basic principles of providing access to information on the activities of government bodies and bodies of local self-government are as follows:

- (1) Openness and accessibility of information on the activities of government bodies and bodies of local self-government, except for the cases stipulated by federal law;
- (2) Reliability of information on the activities of government bodies and bodies of local self-government and timeliness of its granting;
- (3) Freedom of search, receipt, transmission and dissemination of information on the activities of government bodies and bodies of local self-government by any legal means;
- (4) Observance of rights of citizens to the inviolability of private life, to personal and family secrets, to protection of their honour and business reputation, and the right of organizations to the protection of their business reputation, in the granting of information on the activities of government bodies and bodies of local self-government.

Ways of providing access to information on activities of government bodies and bodies of local self-government include, inter alia, disclosure (publication) by government bodies and bodies of local self-government of information on their activities in mass media; posting by government bodies and bodies of local self-government of information on their activities online, etc. (Article 6 of the Federal Law No. 8-FZ).

X Open government initiatives

In accordance with paragraph 2, sub-paragraph "a" of the Decree of the President of the Russian Federation No. 601 of 7 May 2012 on Principal Thrust of Efforts to Improve the System of State Government and in order to improve the mechanism of disclosure by federal executive authorities of information about proposed legislation that is being formulated, the Government in its Resolution No. 851 of 25 August 2012 on Information Disclosure Policy of Federal Executive Authorities Regarding Information on the Preparation of Proposed Legislation and the Outcomes of Public Discussion approved the rules for disclosure by federal executive authorities of information about proposed legislation that is being formulated and the outcome of public discussion on that legislation.

In order to ensure the implementation of citizens' proposals and their participation in the state government, Decree of the President of the Russian Federation No. 183 of 4 March 2013 on the Consideration of Public Initiatives Submitted by Citizens of the Russian Federation Using the Online Resource 'Russian Public Initiative' approved the Rules for the consideration

of public initiatives submitted by citizens of the Russian Federation using the online resource "Russian Public Initiative" (hereinafter the "Rules").

In accordance with paragraph 1 of the Rules, public initiatives are proposals by citizens of the Russian Federation on social and economic development of the country, as well as improvement of state and municipal governance, submitted via "Russian Public Initiative" online resource (hereinafter the "online resource"), which meet the requirements established by the Rules.

Paragraph 19 of the Rules stipulates that a public initiative which receives the required vote of support is sent by an authorized non-profit organization in electronic form to an expert working group of the relevant level (federal, regional or municipal) to carry out an expert examination and make a decision on the feasibility of developing a draft of the relevant legislation and/or on other measures to implement the initiative.

Upon the results of consideration of a public initiative in accordance with paragraph 24 of the Rules, the expert working group shall, within a period not exceeding two months, prepare an expert opinion and make a decision on the elaboration of a relevant legal act and/or the adoption of other measures for the implementation of the initiative.

X Merit-based recruitment system

Under Article 32, Chapter 1, of the Constitution of the Russian Federation, citizens of the Russian Federation shall enjoy equal access to the state service.

The procedure for entering the civil service is defined in Chapter 4 of Federal Law No. 79-FZ of 27 July 2004 on the Public Civil Service of the Russian Federation (hereinafter the "Federal Law No. 79-FZ"). The entry into the civil service by a citizen to fill a civil service position or fill another civil service position by a civil servant shall be carried out according to the results of the competition, unless otherwise stipulated by this Article. The competition consists in assessing the professional level of applicants for a civil service position, their compliance with the established qualification requirements for filling a civil service position and determining, based on the results of such assessment and testing, a citizen or civil servant from among the applicants for a civil service position (Article 22, paragraph 1 of Federal Law No. 79-FZ).

The Provisions on the Competition to fill a vacant state civil service position in the Russian Federation have been approved by Decree of the President of the Russian Federation No. 112 of 1 February 2005 on the Competition to Fill a Vacant State Civil Service Position in the Russian Federation. The procedure for the development of a government body's personnel reserve is stipulated by the Provisions on the Personnel Reserve of the Federal State Organ approved by Presidential Decree No. 96 of 1 March 2017 on Approval of the Provisions on the Personnel Reserve of the Federal State Organ, the Personnel Reserve of the Public Authority of the Federal Territory (hereinafter the "Decree No. 112" and "Decree No. 96", respectively).

To improve the organization quality and objectivity of competitions carried out by state bodies in pursuance of Decree No. 112 and Decree No. 96, the Resolution No. 397 of the Government of the Russian Federation of 31 March 2018 approved a unified methodology for

conducting competitions to fill vacant state civil service positions and placement on a reserve list of state bodies (hereinafter the "competition").

Competition ensures the constitutional right of citizens of the Russian Federation to enjoy equal access to the state service, as well as the right of civil servants to promotion on a competitive basis.

According to Article 22, paragraph 8 of Federal Law No. 79-FZ, the competition commission consists of a representative of the employer and/or civil servants authorized by the employer (including those from the civil service and personnel subdivision and the subdivision where the competition is held to fill a vacant civil service position), as well as independent experts included in the competition commission, such as representatives of scientific, educational, and other organizations specializing in the relevant fields and types of professional service activities of civil servants on the issues of personnel technologies and civil service. The number of independent experts shall be at least one quarter of the total number of members of the competition commission.

X Objective remuneration policy

Matters related to the remuneration of civil servants are regulated by Article 50 of Federal Law No. 79-FZ.

Article 50, paragraph 1 of Federal Law No. 79-FZ establishes that civil servant's salary shall be paid in the form of allowance. According to Article 50, paragraph 2 of Federal Law No. 79-FZ, the monetary allowance of a civil servant shall consist of the monthly salary of a civil servant in accordance with the civil service position being filled and the monthly salary of a civil servant in accordance with the civil service class rank assigned thereto, as well as monthly and other additional payments.

The amounts of allowance and monthly sum awards for federal civil servants are established by Presidential Decree No. 763 of 25 July 2006 on the Allowance of Federal State Civil Servants.

The amounts of these payments are differentiated for federal civil service positions and federal state bodies depending on the status of these positions and bodies, the scope of duties and the degree of responsibility for their fulfilment.

In addition to fixed and guaranteed payments, the civil servant's allowance includes such additional payments as: payment for a class rank, for long service in the civil service, for special conditions of civil service, as well as an additional reward for work with information constituting a state secret, which are personal in nature and depend on the class rank of a civil servant assigned in accordance with the established procedure, period of civil service, peculiarities and specifics of civil servant's activity in his/her position, access to state secrets and the extent of such access.

Besides the above-mentioned payments, additional payments forming part of the allowance of civil servants include bonuses for performing particularly important and complex assignments. The terms and conditions of such payment shall be determined by the

representative of the employer, taking into account the tasks and functions of the state body, the execution of the official regulations (the maximum size is not limited).

In the existing system of financial provision and remuneration of civil servants, the amount of allowance mostly depends on a civil servant's performance and contribution to ensuring the realization of the goals and objectives pursued by the state organ.

With regard to the level of remuneration of federal civil servants, we note that in 2022 and 2023, the system of remuneration of civil servants of the Russian Federation saw improvements as a result of which the share of the official salary and, accordingly, the size of the guaranteed part in the structure of the remuneration of a federal civil servant as a whole increased.

X Control and quality of public spending

The Accounts Chamber of the Russian Federation is a standing supreme authority of external public audit (control) established according to the procedure set forth by the Federal Law No. 41-FZ of 5 April 2013 on the Accounts Chamber of the Russian Federation, and accountable to the Federal Assembly.

Within the limits of the objectives set forth by the legislation of the Russian Federation, the Accounts Chamber of the Russian Federation enjoys organizational, functional, as well as financial independence and carries out its activities independently.

The Accounts Chamber of the Russian Federation carries out external public audit (control).

The objectives of the Accounts Chamber of the Russian Federation are to:

- Organize and exercise control over intended and effective use of federal budget and federal extra-budgetary funds;

- Determine whether the procedure of formation, management and disposal of federal and other resources is effective and complies with regulatory legal acts of the Russian Federation;

- Analyse the revealed discrepancies and violations in the process of formation, management and disposal of federal and other resources and to develop proposals on their elimination, as well as on the improvement of the budget process as a whole, within the limits of its competence;

- Assess the efficiency of granting tax and other benefits and advantages, budget loans at the expense of the federal budget, as well as to assess the lawfulness, from the viewpoint of the requirements of the legislation of the Russian Federation, of granting government guarantees and sureties or otherwise ensuring the performance of commitments for transactions made by legal entities and individual entrepreneurs at the expense of federal and other resources;

- Determine the reliability of budget reporting of chief administrators of the federal budget and public extra-budgetary funds of the Russian Federation and the annual report on the execution of the federal budget and public extra-budgetary funds of the Russian Federation;

- Exercise control over legality and timely flow of funds of the federal budget and public extra-budgetary funds in the Central Bank of the Russian Federation, banks authorized by it and in other credit institutions of the Russian Federation; and
- Provide, within the limits of its competence, for anti-corruption measures.

X Integrity in Public-Private Relationship

According to Federal Law No. 273-FZ, organisations are involved in anti-corruption activities within their authorities.

Thus, Article 13.3 of Federal Law No. 273-FZ provides for the obligation of organisations to take measures to prevent corruption, which may include:

- Designation of subdivisions or officials responsible for the prevention of corruption and other offences;
- Cooperation of organisations with law enforcement bodies;
- Development and introduction into practice of standards and procedures aimed at ensuring honest work of the organisation;
- Adoption of a code of ethics and official conduct of employees of the organisation;
- Prevention and settlement of conflicts of interest; and
- Prevention of drawing up unofficial reports and the use of forged documents.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

The following specialised anti-corruption bodies operate in the Russian Federation:

- Presidential Council for Countering Corruption (established on the basis of Decree of the President of the Russian Federation No. 815 of 19 May 2008 on Measures to Counter Corruption in order to create a system of countering corruption in the Russian Federation and to eliminate the causes that give rise to it; in particular, it is authorised to coordinate state bodies and local authorities in implementing state policy in the field of countering corruption);
- Presidium of the Presidential Council for Countering Corruption (established to resolve current issues of the Council's activities);
- Presidential Civil Service, Personnel and Anti-Corruption Directorate (in particular, authorised to ensure the coordinated functioning and interaction of state bodies, local authorities and organisations on anti-corruption issues);
- Prosecutor's General Office of the Russian Federation (prosecutor's supervision over the implementation of anti-corruption legislation);

- Ministry of Labour and Social Protection of the Russian Federation (providing advisory and methodological assistance to state bodies, local authorities and organisations on anti-corruption issues);
- Ministry of Justice of the Russian Federation (anti-corruption expertise of normative legal acts and their drafts);
- Accounts Chamber of the Russian Federation;
- Heads of state and municipal bodies, other bodies and organisations (responsible for developing anti-corruption policy in a particular body or organisation);
- Units for the prevention of corruption and other offences (responsible for the prevention of corruption offences in a body); and
- Commissions for compliance with the official conduct requirements and settlement of the conflict of interest, as well as commissions for coordination of anti-corruption work in a constituent entity of the Russian Federation (a collegiate body authorised to review materials on compliance with anti-corruption standards).
- In addition, we inform on the competence of the Ministry of Labour of Russia that paragraph 25 of the Decree of the President of the Russian Federation No. 309 of 2 April 2013 on Measures to Implement Certain Provisions of the Federal Law 'On Combating Corruption' vests the Ministry of Labour of the Russian Federation with the powers to,
 - Provide federal state bodies, the Pension Fund of the Russian Federation, the Social Insurance Fund of the Russian Federation, the Federal Compulsory Medical Insurance Fund, and other organisations established on the basis of federal laws with advisory and methodological assistance in implementing the requirements of federal laws, normative legal acts of the President of the Russian Federation and the Government of the Russian Federation on combating corruption; and
 - Issue methodological recommendations and other instructional and methodological materials related to the implementation of the requirements of federal laws, normative legal acts of the President of the Russian Federation and the Government of the Russian Federation on anti-corruption issues.

In accordance with paragraph 1 of the Regulations on the Ministry of Labour and Social Protection of the Russian Federation, approved by Resolution No. 610 of the Government of the Russian Federation of 19 June 2012, the Ministry of Labour of the Russian Federation is the federal executive body responsible for developing and organising the implementation and advisory and methodological support of measures aimed at preventing corruption in organisations, as well as for monitoring the implementation of these measures.

At the same time, constituent entities of the Russian Federation are authorised to independently determine the structure of executive bodies of state power. Presidential Decree No. 364 of 15 July 2015 on Measures to Improve the Organisation of Activities in the Field of Combating Corruption approved the Model Regulations on the body of a constituent entity of the Russian Federation for the prevention of corruption and other offences.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

Please see the answer to question 2, item “Corruption risk management system”.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

Prosecutors take part on a constant basis in the implementation of the educational set of awareness-raising and formative events in the area of countering corruption (lectures, workshops, fora, round tables, etc.) within educational institutions, governmental authorities, state corporations and other organisations.

In 2023 alone, the prosecutor's offices conducted more than 51,000 such activities (49,700 in 2022).

On 5 May 2023, the General Prosecutor's Office of the Russian Federation approved the Comprehensive Action Plan for Anti-Corruption Education and Building Intolerance to Corrupt Behaviour in Society for 2023-2024. On its basis, lower-level prosecutors approved similar plans, taking into account regional specifics.

The Prosecutor's Office of the Russian Federation develops and disseminates on a regular basis information and reference materials on raising legal awareness of citizens, state and municipal employees, explaining the norms of anti-corruption legislation, including in areas vulnerable to corruption; the procedure for providing state and municipal services; responsibility for corruption offences that are distributed through mass media, Unified portal of the Prosecutor's Office of the Russian Federation, and in publicly accessible places.

The information content of the special section entitled "Combating Corruption" on the Unified Portal of the Prosecutor's Office of the Russian Federation is being updated. This section contains normative legal acts on combating corruption, information and reference materials on anti-corruption legal education, social anti-corruption advertising, information on international cooperation in this area and on organised anti-corruption events, and much more. There is also a specially developed interactive computer programme "We are against Corruption" with educational content in the form of game testing on anti-corruption topics.

One of the key events organised by the Prosecutor General's Office of the Russian Federation is the International Youth Competition of Social Anti-Corruption Advertising "Together against Corruption!". Its last edition was held in 2023 under the auspices of the Interstate Council on Combating Corruption for young people from all countries of the world, in two categories – "Best Poster" and "Best Video". The official website of the contest received over 11 thousand anti-corruption posters and videos. The contest entries – anti-corruption

posters and videos – are used as social anti-corruption advertising and are displayed at numerous exhibitions, including international venues.

The Russian Ministry of Labour has prepared a set of guidance and methodological materials for the purpose of forming a unified approach to preventing and combating corruption in organisations regardless of their form of ownership, organisational and legal forms, sector affiliation and other circumstances.

In addition, the Ministry of Labour, together with the Ministry of Industry and Trade and with the participation of the Presidential Commissioner for the Protection of Entrepreneurs' Rights, the Chamber of Commerce and Industry of the Russian Federation, all-Russian associations of entrepreneurs (employers) and other interested organisations has prepared and implemented a set of measures to improve the effectiveness of cooperation between government authorities and the business community on anti-corruption issues (hereinafter the "set of measures"). The set of measures includes educational, monitoring, methodological and other measures. The implementation of these measures has helped to improve the effectiveness of interaction between government authorities and the business community on anti-corruption issues.

All-Russian Public Organisation Russian Union of Industrialists and Entrepreneurs holds on a regular basis:

Annual Russian Business Anti-Corruption Rating; and
Russian Business Anti-Corruption Forum.

Following the above mentioned events, the results of the Anti-Corruption Rating of Russian Business are publicly available (<http://against-corruption.ru/>).

The Office of the Commissioner for the Protection of Entrepreneurs' Rights in the Russian Federation holds profile seminars for representatives of the business community on the application of Russian anti-corruption legislation.

The Chamber of Commerce and Industry of the Russian Federation conducts:

- Annual survey to identify the attitude of the business community towards corruption ("business barometer of corruption");
- Annual All-Russian Interactive Action timed to coincide with the annually celebrated International Anti-Corruption Day; and
- Regular meetings of the Council of the Chamber of Commerce and Industry of the Russian Federation for the Development of Anti-Corruption Compliance and Business Ethics.

State bodies interact with entrepreneurs within the framework of collegiate bodies, official events (conferences, fora, round tables, seminars, etc.), in other formats of events (business games, surveys, questionnaires, consultations, competitions, business breakfasts, etc.).

Based on the data presented, the effectiveness of cooperation is ensured, inter alia, by the involvement in the work of the collegiate anti-corruption bodies of the commissioners for the protection of entrepreneurs' rights, regional employers' associations and other public organisations that deal with anti-corruption issues in good faith. As part of this co-operation, there is a fairly active discussion of relevant problems and joint work on possible solutions, as

well as constructive proposals and initiatives to improve the effectiveness of anti-corruption work.

Training on anti-corruption issues has been organised on a systematic basis for civil servants, municipal officials and employees of organisations.

Since 2010, the Ministry of Labour of Russia has systematically organised centralised advanced training on the prevention of and fight against corruption for employees of competent departments of federal government agencies. In 2023, approximately 75 thousand employees improved their competencies, and about 2.5 thousand more underwent professional advanced training.

Employee education is not limited solely to professional development or advanced training. For example, more than 670 thousand employees participated in such events as conferences, trainings and seminars, and 39 thousand took part in internships.

The Ministry of Labour posts on a regular basis anti-corruption material for self-study prepared by various educational organisations and public authorities on the civil service portal. In 2023, more than 50 thousand employees used these materials.

6. Please indicate which type of relevant data is publicly available in your country. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

The Legal Statistics section on the website of the Prosecutor General's Office of the Russian Federation, which is in test mode, publishes data on the general state of crime based on the federal statistical observation form No. 4-USS "Information on the State of Crime and Results of Crime Investigations".

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The procedure for consideration of appeals about possible corruption offences (hereinafter the "appeals") by public authorities is generally carried out on the basis of the provisions of Federal Law No. 59-FZ of 2 May 2006 on the Procedure for Consideration of Appeals of Citizens of the Russian Federation.

For the period from 2020 to 2022, the total number of appeals was about 79 thousand. These appeals were mostly received via postal mail and electronic reception.

The most common communication channels established in public authorities are written appeals (postal) and personal reception. Other communication channels include, for instance, the use of e-mail, electronic document management system, special "box" for appeals, and social networks.

The majority of public authorities indicate that citizens are notified about the possibility of using communication channels through the official websites of public authorities on the

information and telecommunication network Internet, as well as through information stands, social networks and mass media.

Appeals are mainly considered by the division for the prevention of corruption and other offences (by the person responsible for the prevention of corruption and other offences) either independently or jointly with other structural divisions.

In addition, public authorities and organisations may initiate, as part of the consideration of applications, relevant checks on the accuracy and completeness of information on income, expenses, property and property-related obligations, compliance with prohibitions and restrictions, and fulfilment of obligations established for the purpose of combating corruption. Some appeals are sent to law enforcement agencies for consideration, and persons are prosecuted (administratively or criminally) on the basis of the results of verification measures.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

The types of penalties for non-compliance with anti-corruption standards are provided in corresponding federal laws that determine the specific nature of the legal statuses of civil servants.

For example, the Federal Law No. 79-FZ envisages the following penalties for non-compliance with anti-corruption standards:

- Notice;
- Admonition;
- Warning of professional impropriety; and
- Dismissal due to a loss of trust.

A civil servant is subject to dismissal due to a loss of trust in the following cases:

- Failure of civil servants to take measures to prevent and/or resolve conflicts of interests;
- Failure of a civil servant to provide information on incomes, expenses, property and property-related obligations, or submission of knowingly false or incomplete information;
- Participation of a civil servant on a paid basis in the activities of the management body of a commercial organization (with a number of exceptions);
- Conducting a business activity by a civil servant;
- Entry of a civil servant into the management bodies, guardianship or supervisory boards, other bodies of foreign non-profit and non-governmental organizations and their structural divisions operating in the Russian Federation, unless otherwise stipulated by an international treaty of the Russian Federation or legislation of the Russian Federation; and
- Violation by a civil servant, his/her spouse and minor children of the prohibition to open and have accounts (deposits), to keep cash and valuables in foreign banks located outside

the territory of the Russian Federation, to own and/or use foreign financial instruments, except in cases established by federal laws.

The representative of the employer who became aware of a personal interest of a civil servant that leads or may lead to a conflict of interest shall be subject to dismissal because of a loss of trust also if the representative of the employer does not take measures to prevent and/or resolve a conflict of interest to which his/her subordinate civil servant is a party, except in cases established by federal laws.

The information on application of a penalty to a civil servant in the form of dismissal in connection with the loss of trust for the commission of an offence of corruption shall be included in the register of persons dismissed in connection with the loss of trust.

An individual to whom a disciplinary measure has been applied for non-compliance with anti-corruption standards shall be granted relief from the said disciplinary measure if such non-compliance is recognized as a consequence of circumstances beyond his/her control. The compliance with such anti-corruption standards should be ensured by the individual no later than one month from the date of termination of circumstances beyond his/her control that prevent the compliance.

When applying a specific penalty, the following is taken into account:

- (a) Nature of the corruption offence committed by a civil servant and its severity;
- (b) Circumstances under which it was committed;
- (c) Observance by civil servants of other prohibitions, fulfilment of other obligations established for the purpose of combating corruption; and
- (d) Previous results of the performance by civil servants of their official duties.

Penalties shall be primarily applied by the authorized officials based on the results of the conducted audit of compliance with the requirements of the legislation of the Russian Federation on countering corruption (hereinafter the "Anti-Corruption Audit") and based on a recommendation of the commission in those cases when the report on the results of the anti-corruption audit is sent to a commission on compliance of civil servants with the requirements to the service conduct and clearing of a conflict of interest (the attestation commission).

The legislation of the Russian Federation on countering corruption allows also for applying penalty by an authorized official with consent of the civil servant and subject to his/her recognition of the fact of committing a corruption offence on the basis of a report from the human resources unit of the relevant public authority for the prevention of corruption and other offences on the commission of a corruption offence.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

(no answer)

SAUDI ARABIA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.³⁹

The Kingdom of Saudi Arabia, under the leadership of the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al-Saud and His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al-Saud (may God protect them), attaches great importance to promoting the values of integrity, transparency, and combating corruption in all its forms, manifestations, and methods.

The Kingdom harnesses all its capabilities, means, and mechanisms towards this end, with the goal of achieving the objectives set out in the Kingdom's Vision 2030. This demonstrates the government's strong commitment to fostering a culture of accountability, good governance, and zero tolerance for corrupt practices across all sectors of the economy and society.

Under the visionary leadership of the King and Crown Prince, the Kingdom is making concerted efforts to root out corruption and reinforce principles of integrity and transparency as part of its comprehensive development strategy.

In this regard, the preventive measures have been taken to implement the general principles on organizing its public administration to promote a culture of integrity:

- **The Code of Conduct for Public Service Ethics** , aims to:
 - Enhance citizens' trust in the services provided by the state
 - Combat corruption in all its forms
 - Promote a culture among public servants regarding the importance of their roles and the ethical frameworks within which they operate
- The Code of Conduct for Public Service Ethics imposes several duties on public servants towards the public:
 - Dealing with them impartially, objectively, and without discrimination
 - Processing their transactions objectively and accurately
 - Refraining from any action that negatively affects public trust in the public service

³⁹ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

Additionally the Code of Conduct for Public Service Ethics requires public servants to:

- Disclose any conflicts of interest, current or potential, before making a decision or expressing an opinion on the matter of conflict
- Not participate in any decision that directly or indirectly affects the awarding of any contract in which one of their relatives is involved
- **The National Strategy for Protecting Integrity and Combating Corruption**, includes several means to protect integrity and combat corruption:
 - Implementing the principle of accountability for every official, regardless of their position
 - Approving the principle of clarity (transparency) and strengthening it within state institutions
 - Clarifying the procedures for procurement contracts in government, public institutions, and joint-stock companies, and giving the public, civil institutions, and the media the right to view and criticize them
 - Urging citizens and residents to cooperate with the authorities concerned with combating corruption, and to report corruption crimes and their perpetrators
- **The Government tenders and procurement Law**, aims to regulate procedures related to government business and procurement. It seeks to:
 - Prevent the abuse of power and the influence of personal interests in government business and procurement
 - Promote integrity and competition
 - Ensure transparency in all business and procurement procedures
- **The Regulation on Conflict of Interests in Implementing the Government Tenders and Procurement Law and its Implementing Regulations.**

Implementing digital transformation in government services is considered a priority in the Kingdom's efforts to achieve its Vision 2030 plan. This involves enhancing the level of performance, developing government services, and improving spending efficiency, transparency, and accountability. Some of the most prominent examples of digital transformation in the Kingdom that have played a role in enhancing public integrity are:

- **Etimad Platform:** The Etimad Platform was created by the Kingdom to enhance the principles of integrity and transparency in the government's competition and procurement system. It aims to enable digital transformation and the use of technology within the Kingdom's Vision 2030. The platform organizes the government's competition and procurement processes. It increases the transparency of government competitions and enhances local content in economic development. Additionally, the Etimad Platform increases the spending efficiency of government agencies, unifies and facilitates procedures, and speeds up the completion of financial transactions.

- The Oversight and Anti-corruption Authority established the E-Control Control Center to utilize technology in promoting integrity and mitigating financial and administrative corruption risk, whereby the Center Analyzes the big data found in public Agencies' database, to identify activities and operations with high-risk of corruption.
- The Oversight and Anti-corruption Authority developed an e-platform to receive periodic reports issued by Internal Audit Units in all public agencies to analyze reports and identify deficiencies, if any.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

- The National Strategy for Protecting Integrity and Combating Corruption, includes a number of means and mechanisms aimed at:
 - Fortifying society against corruption
 - Protecting integrity and combating corruption in all its forms and manifestations
 - Providing the appropriate climate for the success of development plans
 - Enhancing the efforts made by strengthening regional and international cooperation in the field of protecting integrity and combating corruption

- The National Strategy for Protecting Integrity and Combating Corruption includes the following key elements:
 - Government agencies concerned with protecting integrity and combating corruption are to exercise their powers and implement the related regulations effectively.
 - These agencies are to be provided with the necessary material and human capabilities, expertise, training, technology and modern scientific means to ensure they can perform their tasks effectively.
 - This is to accelerate the resolution of corruption cases, develop and evaluate the supervisory, administrative and financial systems.
 - The strategy also calls for supporting and conducting in-depth studies and research on the subject of protecting integrity and combating corruption.
- The Kingdom's Vision 2030, focuses on using key concepts in fighting corruption, namely:
 - Transparency
 - Accountability
 - Governance
 - Curbing corruption

The Kingdom's Vision 2030 states, in no uncertain terms, that "it will never tolerate or tolerate corruption at all levels, whether financial or administrative." This demonstrates the Kingdom's strong commitment to combating corruption as a central pillar of the Vision 2030 development plan. The emphasis on transparency, accountability, and good governance reflects the government's determination to root out corrupt practices and foster a culture of integrity across all sectors of the economy and society.

- The Oversight and Anti-Corruption Authority is committed, in accordance, to:
 - Review work methods and procedures in the entities under its jurisdiction, with the aim of:
 - Identifying weak points that could lead to corruption
 - Working to address those weaknesses
 - Proposing necessary systems and policies to prevent and combat corruption
 - Periodically review the relevant systems and regulations to:
 - Assess the extent of their adequacy
 - Develop and enhance them as needed
 - Work towards achieving the goals contained in the National Strategy for Protecting Integrity and Combating Corruption by:

- Following up on its implementation with the concerned authorities
- Monitoring, evaluating, and reviewing the results
- Developing the authority's work programs and implementation mechanisms

This demonstrates the Oversight and Anti-Corruption Authority's proactive and comprehensive approach to strengthening integrity, improving governance, and combating corruption across the public sector. Its mandate empowers the authority to identify and address systemic vulnerabilities, while also aligning its efforts with the national strategy and development agenda.

- The Controls for Implementing E-Government Transactions .These controls stipulate the following:
 - Reliance on traditional means of providing government services must be reduced.
 - Each government agency must:
 - Redesign its business and administrative procedures
 - Provide services electronically
 - Continuously improve these electronic service delivery mechanisms
 - The overarching goal is to meet the requirements of e-government transactions and facilitate the transition towards a more digitized, efficient, and accessible public sector. By mandating the shift towards electronic service delivery and the streamlining of internal processes, the controls aim to enhance the quality, responsiveness, and convenience of government services for citizens and businesses.
 - This policy directive represents a concerted effort by the government to leverage digital technologies and modernize its operations in line with the broader objectives of e-government and the Kingdom's development agenda.
- Establishing a unified national platform for employment (Jadarat) aimed at achieving efficiency, transparency, and fairness in providing employment.
- Etimad platform, which serves to organize the process of implementing government business and procurement. This platform is made accessible to the public. The purpose of the Etimad platform is to ensure transparency and enable the selection of competent competitors in providing government services. By centralizing and digitizing these procurement processes, the platform aims to promote fair competition, enhance accountability, and ultimately deliver better

value for the government and the public. Through the Etimad platform, the government has taken a proactive step towards modernizing its operations, fostering transparency, and leveraging digital technologies to streamline its procurement and business implementation practices. This initiative aligns with the broader goals of e-government and good governance within the Kingdom.

- Establishing the unified national platform (GOV.SA), which is the first national reference for all digital government information and services through which public services are obtained.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

The government has issued a Code of Conduct and Ethics for the Public Service, which applies to all civil servants working in the state. The purpose of this code is to:

- Disseminate, enhance, and ensure adherence to the professional ethical values and principles of public employees, including integrity.
- Combat corruption in all its forms.

The code stipulates that violating its provisions will expose the public employee to accountability and disciplinary measures. It includes a number of duties that the employee must abide by, such as:

- Committing to performing their job duties and tasks adequately, with honesty, integrity, and impartiality.

Additionally, the code outlines a number of prohibitions, including those related to the use of public funds, information, documents, gifts, and privileges. It also obligates public employees to disclose any cases of conflict of interest.

- The Code of Conduct and Public Service Ethics, stipulates that every public employee must review the regulations related to their work and this Code after their appointment decision, become familiar with it, and abide by its provisions when performing their job duties and responsibilities. The Human Resources Department in each agency is responsible for spreading awareness of the culture and principles of job behavior and public job ethics, and providing all departments with a copy of this code.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

- Employment in the public sector is based on the principles of competence and merit, as stipulated in the Civil Service System's Article 1, which states that "Merit is the basis for selecting employees to fill public positions."
- To further enhance efficiency, transparency, and fairness in public and private sector employment, the government has established a unified national platform called "Jadarat". This platform is considered to be an achievement in the Kingdom, as it helps facilitate the registration of employment advertisements, manage job seekers' accounts, and document their data through automatic linking between the platform and relevant parties, ensuring the validity and quality of the data.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

The Oversight and Anti-corruption Authority (Nazaha) and the Ministry of Finance (MOF) have been consistently working with one another to develop and improve the public procurement processes in the Kingdom. An example of such cooperation is the development of a number of key indicators of potential corruption within the Etimad platform, which are routinely checked for any present red flags for corruption risk. Some of the digital oversight indicators that have been developed are:

- Submitting bids from multiple companies from the same IP Address
- Submitting bids from multiple companies from the same one electronic device (MAC Address)
- Contracts being signed despite the technical committee's refusal
- Opening the envelopes before completing the statutory period for announcing the tenders.
- Tenders with a single proposal and signed contract
- Contracts with a winning proposal value of 40% or more, less than other proposals.
- Signed contracts with underpricing to 35% and more from the estimated cost and market

- Having family relations from the first and second degree between the company and the engineering office
- Having family relations from the first and second degree between the government procurement officials and the contracted parties
- Contracts that were not negotiated with the next best bidder
- Contracts being signed with companies not specialized in field
- Repeated contracts for the same request in the entity during the fiscal year
- Offers that have been amended after being opened by the Bid Examination Committee
- Overlapping time periods in contracts of the same purpose
- Companies that contracted with the same entity for three or more times during the fiscal year
- Contracts concluded with companies that have stalled or delayed projects
- Proposals being excluded for not technically suitable despite their adherence to the terms and specifications
- Companies that withdrew their proposals
- Companies whose share of government contracts is 10% or more for existing projects
- Contracts signed with family-owned companies
- Canceled contracts and tenders
- Contracts and tenders being reintroduced
- Projects that have a removal decision issued after their implementation
- Contracts that exceeded the specified period for implementation and no fines were applied
- Change orders that increase contract value by more than 10% or decrease such value more than 20%
- Projects that exceeded the specified implementation period, and are linked to supervision contracts with engineering offices
- Contracts that were corrected after the signature of the contract.
- The competition winner subcontracting with one of the bidders for the same competition
- Contracts which the expenditure exceeds what has been accomplished on 20% or more
- Contracts with more than chance order
- Companies whose projects have been withdrawn
- Contracts whose implementation was delayed beyond the specified time schedule
- Contracts that are suspended after their signature

- The Oversight and Anti-corruption Authority established the E-Control Control Center to utilize technology in promoting integrity and mitigating financial and administrative corruption risk, whereby the Center analyzes the big data found in public Agencies' database, to identify activities and operations with high-risk of corruption.
- The Oversight and Anti-corruption Authority developed an e-platform to receive periodic reports issued by Internal Audit Units in all public agencies to analyze reports and identify deficiencies, if any.
- The Oversight and Anti-corruption Authority's corruption risk assessment program, 'verification', through this proactive anti-corruption program, Nazaha's officials examine the activities and contracts of high-risk public sectors to detect any suspected corrupt practices that would trigger further investigation from the Administrative Intelligence Division.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

According to the National Strategy for Protecting Integrity and Combating Corruption, the Oversight and Anti-Corruption Authority has implemented the following measures to encourage the efforts of the public and private sectors to adopt plans and programs to protect integrity and combat corruption:

In the field of public sector engagement, the Oversight and Anti-Corruption Authority has implemented the following initiatives:

- Inclusion of educational material on protecting integrity and combating corruption in university education curricula, as well as the incorporation of vocabulary on the values of integrity in the educational curricula for all levels of public education.
- Conducting awareness campaigns to promote the values of integrity, transparency, and anti-corruption.
- Urging public sector entities to create specialized programs and activities aimed at enhancing integrity and combating corruption.
- Dedicating the Integrity Awareness Page on the "Ain Educational" portal, in coordination with Tatweer Educational Services Company, to promote the values of integrity in the educational environment. This portal targets both male and female students and includes a collection of expressive pictures and videos for each value of

integrity at each stage of study, receiving high viewership from students at various educational levels.

- Introducing a number of awareness competitions to enhance the values of integrity in the educational environment.
- Activating the celebration of the International Anti-Corruption Day, urging educational institutions in public and university education to participate and use this occasion to spread the concepts and values of integrity and anti-corruption in the educational environment.
- Participation in exhibitions and conferences through a mobile awareness pavilion, which aims to spread awareness of the values of integrity, transparency, and anti-corruption, as well as the vision and mission of the Oversight and Anti-Corruption Authority. This program allows visitors to obtain awareness products, view educational visual content, and access the mechanism for submitting reports, while also providing a platform to answer questions and inquiries regarding the promotion of integrity and anti-corruption efforts.
- Establishing the Integrity Training Center, which aims to provide training programs in the areas of protecting integrity and combating corruption for the public and private sectors, as well as civil society institutions.

In the field of private sector engagement, the Oversight and Anti-Corruption Authority has implemented the following initiatives:

- Enhancing cooperation with the private and non-profit sectors, with the aim of promoting the values of integrity, transparency, and combating corruption.
- Preparing a guide for implementing compliance in private sector companies and institutions as an initiative to help them combat corruption, implement compliance, and foster a culture of enhancing integrity, transparency, and preventing corruption.
- Establishing partnerships and cooperating with professional associations specialized in developing awareness-raising programs aimed at protecting integrity and combating corruption among professional practitioners in the private sector, such as engineers, lawyers, and chartered accountants, in order to enhance their awareness.
- Preparing a guide for specialized programs and activities in the field of enhancing integrity, targeted at entities in which the state owns 25% or more of the capital, with the aim of stimulating the private sector to adopt awareness programs and activities aimed at protecting integrity and combating corruption.
- Inviting representatives of the private sector to participate in working papers or as speakers in scientific sessions held within conferences and forums organized by the Oversight and Anti-Corruption Authority.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁴⁰. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

The National Open Data Portal serves as a platform to enable transparency and encourage community participation through accessible open data. The portal displays a public database of data published by government agencies in an open, usable format, allowing beneficiaries to easily obtain, request, or download the data for use in various innovative applications or research projects. The portal organizes the publicly available data according to publishers, such as the General Authority for Statistics, Ministry of Environment, Water and Agriculture, Ministry of Health, Capital Market Authority, and others. The data is also categorized by fields, including health, education and training, social services, transport and communications, regulatory bodies, budget, and more. Additionally, the data is available in various formats and can be accessed based on different medals or credentials. This open data platform serves as a valuable resource, promoting transparency and enabling the public, researchers, and developers to leverage the data for diverse purposes, contributing to the overall development and innovation within the country.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The Oversight and Anti-Corruption Authority provides several direct communication channels for the public to submit reports regarding actions involving financial and administrative corruption, verify their authenticity, and take the necessary measures in this regard. These channels include:

- Report Center Hotline: 980
- E-mail
- Personal attendance at any of Nazaha's branches located in the Kingdom
- Website
- Mail
- Fax

Also Nazaha established :

⁴⁰ [G20 Anti-Corruption Open Data Principles](#) (2015)

- Investor-Care Channel: to support foreign investors by receiving, investigating, and acting on their report of corruption offences.
- Reporting channel dedicated to receiving foreign bribery reports.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

The disciplinary frameworks to address acts of corruption or other functional violations committed by public officials are:

- Job Discipline Law issued by Royal Decree No. (M/18) and its executive regulations. The employer of the violating employee has the jurisdiction to investigate the employee and hold them disciplinarily accountable for any violations committed, imposing appropriate disciplinary penalties.
- The Oversight and Anti-Corruption Authority has jurisdiction in certain cases, including:
 - When a public employee commits a violation, but their services ended before the investigation or the initiation of administrative measures against them.
 - When the violating public employee's job status changes by moving to work in another job system.
 - When the violation is committed by several public employees affiliated with more than one government agency.
- The organizational and structural arrangements related to combating financial and administrative corruption, issued pursuant to Royal Order No. (A/277), included the following:
 - when investigating the allegations of corruption, the Oversight and Anti-Corruption Authority has the authority to dismiss public employees, or those in his/her position, from their job if the investigations indicated to strong suspicions marring the dignity or the integrity of the public job. This action may be executed by a Royal Order following to a proposal of such nature by His Excellency the President of Nazaha, after due consultation with the head of the agency to which the employee is affiliated to. This procedure however should not affect the completion of the criminal procedures against the employee in question. Dismissal from public job can also occur to public employees convicted by a judicial decision issued by the competent court of a criminal offense related to financial and administrative corruption.

- If an irrelevant increase occurs in the wealth of the public employee and those in his position after assuming the job that does not commensurate with his income or resources based on evidence from financial investigations proving that he had committed financial or administrative corruption crimes, then he shall prove that his wealth has been acquired legitimately. If he is unable to prove so, the results of the financial investigations shall be referred to the Authority's Criminal Investigation and Prosecution Unit, to investigate the employee in question and take the necessary measures.

- In the event where the suspect/accused individual of administrative or financial corruption flees outside the Kingdom of Saudi Arabia or passes away, with the availability of sufficient evidence to convict him/her; the Oversight and Anti-Corruption Authority, in coordination with relevant entities, will endeavour to gather evidence, documentations, and outcomes of investigations, if any, for the purpose of taking the necessary measures to file a lawsuit before the competent court to request the consideration of returning the proceeds of crime. Once the court verdict is final and enforceable, the Oversight and Anti-Corruption Authority will take the necessary procedures to implement the court's verdict internally or externally, in coordination with the Ministry of Justice, and in accordance with the Saudi Enforcement Law, relevant international conventions, and the principle of reciprocity.

- The Anti-Bribery Law indicates the definition of bribery, penalties against its perpetrators as well as cases exempted from penalties, and rewards for reporting person for such acts.
- The Penal Code for Public Service Crimes (Royal Decree No(M/43): which states the punishment for public officials who committed Public Service Crimes described in the penal code such as the abuse of power for personal gain inside and outside the body and embezzlement of public funds.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

- Prepare a compendium of good practices on the organization of public administration.

SOUTH AFRICA

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁴¹

The Auditor-General of South Africa (Supreme Audit Institution) evaluates the financial statements of state institutions and identifies instances of financial mismanagement, material irregularities, fraud, maladministration and corruption. These are documented in the AGSA's annual audit reports which are generally publicly available.

The Public Service Commission Technical Assistance Unit also assesses compliance by national and provincial state institutions with the Public Administration Management Act, anti-corruption measures and codes of conduct. These assessments often include audits, investigations, and reviews of internal controls.

The assessments in question extend to various governance aspects, including risk management, financial management, supply chain management (procurement) processes, and compliance to legal prescripts regulating the aforementioned aspects.

The effectiveness of anti-corruption legislation and policies in preventing and combating corruption are also reviewed. For example, this has led to the amendment of the Preventing and Combatting of Corrupt Activities Act, No. 12 of 2004, which now includes a key recommendation from the State Capture Commission – the amended Act now includes a provision to hold individuals criminally liable if they fail to prevent corruption. The amendment broadens the sanctions and penalties that can be imposed for non-compliance with the duty to report and prevent corruption and extends the duty on institutions to detect and report corrupt activities.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

⁴¹ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Integrity policy or strategy

The National Anti-corruption strategy 2020-2030 - This strategy is a whole-of-society effort that envisions an ethical and accountable state, business and society characterised by high levels of integrity and respect for the rule of law. It promotes active citizenry that is empowered to hold leaders and organisations accountable

Corruption risk management

The Public Service Regulations – provide for departments in the Public Service to analyse ethics and corruption risks as part of the system of risk management.

The Lifestyle Audits were introduced as a management tool to deal with fraud and corruption in the Public Service. (Public Service Regulations, 2016)

Technology and e-governance

The electronic disclosure system (eDisclosure system) – the system was introduced and it is used for the disclosure of financial interests in the Public Service to promote integrity and transparency.

Merit-based recruitment

A National Framework towards the Professionalisation of the Public Sector – it aims to build a state that better serves the people, that is insulated from undue political interference and where appointments are made based on merit.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

Yes: The following state institutions in South Africa are involved in assessing the effectiveness of the anti-corruption framework through mutual co-operation and collaboration:

- (a) AGSA (see 1 above);
- (b) PSC (see 1 above);
- (c) Special Investigating Unit (SIU): The SIU is an independent statutory body tasked with investigating allegations of corruption, malpractice, and maladministration and instituting civil litigation proceedings to recover losses and to prevent further losses. The SIU also makes systemic recommendations to improve control weaknesses;
- (d) National Prosecuting Authority (NPA): The NPA prosecutes cases of corruption and thus ensuring accountability and consequence management for corrupt activities;
- (e) South African Police Service (SAPS): The SAPS investigates crime, including corruption;

There are mechanisms in place for inter-agency co-operation. These include inter-ministerial committees, task teams, and working groups focussed on preventing and combatting corruption and enhancing accountability e.g. Health Sector Anti-Corruption Forum, Local Government Anti-Corruption Forum, Infrastructure Build Anti-Corruption Forum and Border management and Immigration Anti-Corruption Forum.

The Fora mentioned above include academia, civil society, civil society organisations and the private sector.

The private sector is also involved through initiatives such as the Joint Initiative on Crime and Corruption which has been established as a formal partnership, led by the President,

between Government and Organised Business to co-ordinate and monitor the delivery of joint initiatives under the auspices of the National Priority Crime Operational Committee.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

The challenges encountered are as follows:

- (a) Availability of and/or access to reliable data, more so from a central repository
- (b) Data Quality (data is often unstructured and/or outdated)
- (c) Overlapping mandates to investigate corruption, with the risk of data being incongruent
- (d) State capture
- (e) Lack of key technical skills and resources
- (f) The primary whistleblower protection law is outdated. Furthermore, the regulatory landscape relating to whistleblowing is fragmented

To overcome these challenges, the following processes are underway:

- (a) The Special Investigating Unit (SIU) is concluding Memoranda of Understanding with various entities to create a central repository of big data.
- (b) Through the sector-based approach, the SIU aims to bring stakeholders around the table to address matters of mutual concern through a collaborative, multi-disciplinary approach to preventing and combatting corruption (see 2 above)
- (c) Processes are underway to improve the whistleblowing regulatory framework.
- (d) Anti-Corruption legislation has been amended following recommendations from the State Capture Commission
- (e) The President has approved a Plan to implement recommendations emanating from the State Capture Commission
- (f) The Public Procurement Bill seeks to create transparency around public sector procurement
- (g) A project is underway to create a central system for monitoring the implementation of recommendations for remedial action made by, amongst others, the State Capture Commission and the SIU

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

Corruption Perceptions Index published annually by Transparency International

Data emanating from corruption-related investigations, prosecutions, and convictions. This data is sourced from the SIU and NPA, amongst others. Think tanks such as the Institute for Security Studies may also possess valuable data.

AGSA audit reports which contain data sourced from state institutions that are audited

Whistleblower Reports from whistleblower hotlines

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

South Africa issued A Guideline (Guideline 1 of 2018) in terms of Regulation 4 of the Companies Regulations 2011 and it was addressed to the Social and Ethics Committees of every state owned company and any listed company.

The Social and Ethics Committee of a company should identify and evaluate the corruption risks that its employees and others acting on its behalf are likely to encounter and use this knowledge as a basis for developing appropriate measures to reduce these risks. (Copmanies and Intellectual Property Commission)

www.cipc.co.za

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁴². Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Corruption Perceptions Index published annually by Transparency International

Data emanating from corruption-related investigations, prosecutions, and convictions. This data is sourced from the Special Investigating Unit and National Prosecuting Authority of South Africa, amongst others. Think tanks such as the Institute for Security Studies may also possess valuable data.

Auditor-General South Africa audit the reports which contain data sourced from state institutions that are audited.

Whistleblower Reports from whistleblower hotlines.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

Protected Disclosure (Protected Disclosure Act)
Witness protection Guide (Witness Protection Act)
National Anti-corruption hotline
<http://www.publicservicecorruptionhotline.org.za/>
SIU Whistleblower Hotline

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

See 3 above.

⁴² [G20 Anti-Corruption Open Data Principles](#) (2015)

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

(no answer)

SPAIN

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁴³

1) The Integrity System of Spain's General State Administration (SIAGE)⁴⁴

[The document](#), formally approved in March 2023, incorporates elements as essential as a Code of Good Administration for civil servants, a Good Governance Code for top executive functions in central government, an organizational structure for the integrity system, internal information channels and institutional ethics mailboxes, specific activities and training and public communication means, as well as a mechanism for monitoring, assessing and revising the system.

Constituting a central element in public integrity promotion in the General State Administration (Spain's central administration), it is complemented by a series of actions and objectives developed after its formal approval, including the creation of safety committees, the future development of a risk-control and regulation enforcement system, and the implementation of internal communication channels.

⁴³ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

⁴⁴ Chapter 4 deals with risks related to ethics and good practices, defining an action framework establishing the elements to be regulated from a risk-based assessment. It specifies a procedure determining the scope, context, criteria, risk assessment and its treatment, surveillance, revision, registries, and reports, including risk maps to be analysed, red flags, warnings, and critical control points. It also refers to sector-based good practices, analysing the current situation with regards to public integrity and ethics in different sectors. Chapter 5 refers to the system's organizational architecture. It distributes responsibilities amongst top level functions, integrity coordinators, department-based integrity committees and inter-departmental committees. Risk management entails the participation of actors spread across all hierarchical levels, and all of them play a key role to guarantee risk management and internal control. Annexes include catalogues, maps, matrixes, and potential indicators. Chapter 6 is devoted to training activities, setting up minimum sets of actions about each of the elements included in the system. Chapter 7 is devoted to establishing substantial foundations to develop internal information channels in line with Directive (EU) 2019/1937. Chapter 8 refers to queries or concerns raised by civil servants about practical aspects or potential risks in their day-to-day actions. And Chapter 9 refers to planning, monitoring, assessment, and review activities. The system formally applies to Spain's central administration, though it foresees an adherence instrument which may be used by ascribed independent bodies, and replicated by regional and sub-regional administrations.

The leadership and proactivity which were needed to attain a formal approval of this document stand as a clear example Spain's commitment with the promotion of public integrity, highlighting the implication and participation of all Ministries.

2) IV Open Government Plan

The Spanish IV Open Government Plan for 2020-2024 devotes its whole third axis to integrity, with a focus on, on the one hand, building a public integrity system, strengthening ethical values and mechanisms to consolidate public institutions' integrity and, on the other, to the protection of whistleblowers.

This has been achieved through the diagnosis and improvement of preventive public integrity systems in the General State Administration. As a result, the integrity system for the Spanish Central Government has been incorporated as annex to the draft National Antifraud Plan.

As far as administrative cooperation is concerned, the IV Open Government Plan incorporates a commitment to approve a charter of integrity commitments to be applied to the entirety of Public Administrations in Spain (at the central, regional and all sub-regional levels).

Transparency and accountability represent another axis of the IV Open Government Plan. This axis aims at strengthening and deepening transparency through the amendment of the relevant legal framework as well as advancing the ratification of the Council of Europe Convention of access to public documents.

3) Spanish Recovery, Transformation and Resilience Plan – NextGenerationEU funds

[Ministerial Order HFP/1030/2021](#), of September 29, which configures the management system for the Spanish Recovery, Transformation and Resilience Plan with regards to the protection of EU's financial interests, establishes that all entities participating in the execution of measures related to the Plan should put in place an "Anti-Fraud Measures Plan" which allows to guarantee and declare that, within their specific remit of competences, the corresponding funds shall be applied complying with in-force regulations and, in particular, those related to the prevention, detection and correction of fraud, corruption and conflicts of interest. Aligned with these obligations, antifraud measures plans have been approved in all the bodies managing such funds within the General State Administration.

4) The Spanish Regulatory Plan for 2024 foresees:

- Advancing a new Law on Open Administration, tackling the regulatory reforms committed in the IV Open Government Plan, as well as setting the foundations of a “transparent by design” General State Administration, which is reflected in its documental management procedures, allowing for the optimization of the treatment of information and the exploitation IT and AI with the aim of bringing administrations closer to citizens.
- Advancing work to approve a Royal Decree which will regulate the Statutes of the Spanish Independent Body to protect informants.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Besides SIAGE's approval, several measures may be highlighted in different fields, all oriented at the promotion and strengthening of public integrity:

1. Elaboration and future approval of the National Anti-Fraud and Anti-Corruption Strategies and Plans: The 2024-2026 Action Plan, as foreseen in the draft National Anti-Fraud Plan, reflects a deployment of the content of the system, specifically focused on activities related to training and awareness for civil servants, elaboration of guidelines, manuals and procedures. The aim is to improve prevention mechanisms as well as to improve the response to conflicts of interest, thus covering all phases for prevention and detection of fraud.

As far as integrity is concerned, in compliance with Ministerial Order HFP/1030/2021, all administrative units have been incorporating further instructions by the General Secretariat for European Funds, including: (i) institutional anti-fraud declarations; (ii) a compendium of all regulations affecting the action of top-level functions in public administrations; (iii) a system for the prevention and management of conflicts of interests; and (iv) a list of possible indicators for risk assessment affecting the financial interests of the EU.

2. Measures adopted because of the disbursement of European recovery funds (NextGenerationEU), such as the approval of antifraud measures plans, or the establishment of Declarations of absence of conflict of interest.

Regarding legislative measures, the recent approval of [Law 2/2023](#), of February 20, regulating the protection of informants on regulation breaches and the fight against corruption (whistleblower protection) stands out, in particular because it foresees the creation of an independent body for the protection of whistleblowers (see also the answer to question 7). Several public bodies have already implemented their own internal information channels.

Many future norms may also be considered, mostly oriented at the promotion of public integrity, such as a law regulating the activities of lobbying groups and relevant stakeholders (and their relations to public officials and authorities), or legislative reforms in the fields of transparency and prevention of conflicts of interest in the public sector, specifically regulating the incompatibilities regime for civil servants and staff in the public sector.

3. Training activities by the National Institute for Public Administration: Several training activities have been organised by the Spanish National Institute for Public Administration (INAP) for civil servants across the government ministries and regional and local administrations. Amongst the main themes, we find integrity related to the functions associated to high-level public officials; integrity applied to public procurement; specific ethics and integrity implementation in local environments when managing NextGenerationEU funds; or the day-to-day application of provisions included in the legal framework for the protection of whistleblowers. Moreover, the newly defined ecosystem of competencies, also developed by INAP, includes the “integrity” competence framework, which correlates with other competence frameworks (e.g. procurement and leadership). These actions foster a cross-cutting culture of integrity across the Spanish civil service.

4. Actions in the field of transparency: the IV Open Government Plan foresees a range of actions to improve access to public information through the amendments to Law 19/2013 regulating transparency, access to public information and good governance. Additionally, Spain has ratified the [Council of Europe Convention on Access to Official Documents](#), recognizing the right of access to official documents guarded by public authorities as a general right. The ratification instrument was [published on October 23rd, 2023](#) in the Spanish Official Bulletin (BOE), setting its entry into force on January 1st, 2024.

The Spanish Regulatory Plan for 2024 also foresees the advancement of a new Open Administration Law. Subsequent Open Government Plans in Spain have facilitated a progressive consolidation of open government policies, as well as in the dialogue and collective creation with civil society interlocutors, which have strengthened the civic space. The goal is to advance towards a more open Administration, which fosters citizens’ trust in public services through the creation of an integrity system, aimed at creating a better society in which the public sector becomes essential. This will have a great impact on service provision, and especially digital services provision. In this regard, the creation of the [Transparency Portal](#) should also be highlighted.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

The coordinated and coherent impulse to the public integrity system is undertaken from the Secretary of State for the Civil Service, albeit with the collaboration and participation of all Ministries.

The functions undertaken by the [Office of Conflicts of Interest \(OCI\)](#) are specially relevant, in particular its competences regarding the control of the incompatibilities regime for civil servants and staff working for the public sector, as well as the prevention and control of conflicts of interest related to top executive functions.

Likewise, the General Service Inspection Units and the General State Administration Intervention Body, or the State Attorneys, play key roles in regulatory enforcement, expenditure, and central services control.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

Notwithstanding its recent approval, Law 2/2023 has provided for the creation of internal information systems in line with the requirements of the [EU Whistleblowers' Directive](#).

The draft National Anti-Fraud Strategy envisages the approval of a 2024-2026 Action Plan. Its first Strategic Objective is oriented towards the implementation of public integrity and anticorruption policies. It contains different actions to implement institutional integrity systems and internal awareness campaigns, as well as methods to analyse and organize previously existing guidelines, manual and procedures, so that these methods can be updated, improved and/or substituted, optimizing the means to detect all breaches with regards to fraud, corruption or criminal actions. It also aims at generating a culture of ethics through different training actions that will adapt to the needs of each of the units/departments.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

The risk management system included in SIAGE provides a tool to direct and control risk associated to a particular organization, defining a framework of actions that highlights its particular specificities. It refers to procedures tackling prevention, detection and response

to risks, as well as assessing the effectiveness and potential weaknesses on already established internal control systems.

Declarations of Assets and Activities have proven to be an effective method to control public integrity. They must be forwarded to the OCI for top executive functions in the Spanish government, both at the time of taking on a certain role as well as at the time of termination, and added to the annual tax revenues and income tax declarations, that those persons are obliged to disclose while in office.

Analysing said declarations allows to effectively control, on the one hand, the fulfilment of the obligation to exclusive dedication to the positions they take on, as well as the limitation to the exercising of alternative private activities after termination (revolving doors prohibitions) and, on the other hand, potential unfair assets or income growths.

Additionally, top level functions are subject to several limitations with regards to their assets in private companies (shareholding), as well as with regards to the control and management of financial assets in their possession (when they surpass €100,000), imposing the so-called “blind administration” to those elements, so that they are managed through an authorized service provision private entity. All these measures are aimed at preventing that said officials may utilize its position to obtain unlawful economic benefits.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

The OCI undertakes training activities, both in the realm of the central state administration and directed to staff ascribed to other sub-central administrations (regional and local). The latter deal with the promotion of public integrity and, more specifically, to the prevention of conflicts of interest in the public sector and the incompatibilities regime for top level functions.

Again, SIAGE provides for the definition of an integrity competence framework tied to a training framework in public integrity, so that minimum standards are set with regards to the entire training catalogue. It also presents the basic elements to be included in guidelines for public communication amongst human resources units, as well as amongst institutional integrity coordinators and members of institutional integrity committees.

The development of this framework is undertaken by the units or agencies responsible for training in each administration. In the case of the General State Administration, INAP is in charge of its development and implementation.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁴⁵. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

Categories are established in Articles 6-8 of [Law 19/2013, of December 9, on Transparency, Access to Public Information and Good Governance](#), which refer to active publicity. These categories comprise institutional, organizational and planning information, relevant legal, economic, budget and statistical information, which is available to citizens in the [Transparency Portal](#). As of August 2024, over 78.000 requests had been received since its inception, with 97% of them already responded and the rest being processed. Up-to-date statistical data [can be consulted here](#).

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

Besides the ex-officio control, which is undertaken by the OCI, complaints may be received concerning regulatory breaches from top executive functions or to the incompatibility's regime for civil servants and staff working for the public sector. After analysing said complaints, the OCI may start a procedure preceding a formal inception, which would in turn end in a sanction procedure (the OCI would actually run the procedures itself), or the complaint would be discarded if no evidence is found.

On the other hand, the approval of Law 2/2023, which entered into force in March 2023, is particularly relevant in this context, as it transposes Directive (EU) 2019/1937 on the protection of persons who report breaches of Union law into Spanish law.

Directive 2019/1937 obliges many companies and public entities to have internal information channels considering that it is preferable for information on irregular practices to be known by the organization itself to correct them or repair the damage as soon as possible. In addition, it also requires the identification of other information channels, called

⁴⁵ [G20 Anti-Corruption Open Data Principles](#) (2015)

“external”, to provide citizens with a communication with a specialized public authority. The Directive regulates minimum aspects that must be fulfilled by the different information channels through which a natural person who becomes aware of an infringement of European Union law in an employment context can report the existence of the infringement.

The purpose of Law 2/2023 is to protect persons who, in a professional context, detect serious or very serious criminal or administrative infringements and report them through the mechanisms regulated by the law. As regards its scope of application, in addition to protecting those who report infringements of Union law, this law also covers serious and very serious criminal and administrative infringements of the Spanish legal system. In this regard, the material scope of the Directive has been extended to infringements of the national law but limited to criminal and serious or very serious administrative infringements to allow both internal and external reporting channels to concentrate their investigative activity on the infringements that are considered to have the greatest impact. It foresees the establishment of the Independent Authority for the Protection of Whistleblowers (soon to be created), as well as the adoption of a Strategy to enhance its implementation. Internal reporting channels have been implemented within all ministerial departments as well as in all constitutional and constitutionally relevant bodies.

Specifically, the Ministry of the Presidency, Justice and Relations with the Courts, whose model has been followed by other administrations and public bodies, organised a Conference on the Anti-Fraud Measures Plan in December 2023 and adopted and disseminated an Anti-Fraud Measures Plan (by virtue of which an Anti-Fraud Committee was constituted as a supervisory body within the Ministry), a Communication on Conflicts of Interest, an Institutional Declaration against Fraud, and a Code of Good Conduct.

Finally, both the strategy of the internal information system of the Ministry and the procedure for managing the internal information channel of the Ministry have been published both on the Ministry's Intranet and on its website.

8. If applicable, please provide an overview of your country’s disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

In case the public official performs an action contrary to the legal framework, the conduct could be considered as an administrative infraction or as an offence.

The regime applicable to civil servants of the General State Administration in disciplinary matters is regulated in Title VII of [Royal Legislative Decree 5/2015](#), of October 30, which approves the revised text of the Law of the Basic Statute of the Public Employee and in the Regulation that develops the Disciplinary Regime for Civil Servants of the State Administration, approved by Royal Decree 33/1986, of January 10, in everything that does not oppose the provisions of the former.

The Criminal Code ([Organic Law 10/1995, 23 December](#)) defines the offences against the public administration. The active subject of these offenses is, in most cases, an authority or public official, both understood in a broad sense. Further to the notion of authority and public official of Article 24 of the Criminal Code, the Supreme Court has included in the concept of public official those workers who perform public function tasks even if they are not civil servants, such as those who are linked to the Administration by an employment relationship. The protection of the normal or correct development of public functions is included in Title XIX (Articles 404 to 445) of the Criminal Code through the criminalization of behaviours that, for the most part, require the infringement of an official duty. These are behaviours in which the public official improperly exercises the functions that correspond to him/her by failing to comply with any of the duties of his position, or in which a private individual promotes from the outside the infringement of such duties. The penalties foreseen include disqualification for public employment and office or for the right to passive suffrage, fines, suspension from public employment or office and, in some cases, imprisonment for up to 6 years.

Other laws and regulations that may also be highlighted in the context of disciplinary frameworks for public officials and the prevention of potential irregular or corrupted practices by those officials include:

- Law 3/2015, of March 30, regulating the exercise of top executive functions in Spain's General State Administration.
- Law 19/2013, of December 9, regulating transparency, access to public information and good governance.
- Law 53/1984, of December 26, regulating the incompatibilities regimes for civil servants and staff working for the public sector.
- Royal Decree 33/1986, of January 10, regulating the disciplinary regimen for Central Administration Civil Servants.
- Law 27/2022, of December 20, institutionalizing Public Policies Assessment in the Spanish Central Administration.
- Law 2/2023, of February 20, regulating the protection whistleblowers.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

(no answer)

TÜRKIYE

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁴⁶

DIGITAL TRANSFORMATION OFFICE OF THE PRESIDENCY

Reforms in Institutional Organization in the Field of Digital Transformation and Innovative Technologies:

Following the transition to the Presidential Government System in 2018, the Digital Transformation Office (DTO) of the Presidency of the Republic of Türkiye⁴⁷ was established under the Presidential Decree No. 1, which entered into force after being published in the Official Gazette dated July 10, 2018 and numbered 30474. In this context, it marked a new era and a change in understanding regarding Türkiye's digitalization journey. Since its establishment, a more coherent and holistic inter-institutional approach to digital transformation in the public sector has begun.

While the agenda of e-Government policies prior to the Presidential Government System included moving the institutional processes of public institutions and organizations to the electronic environment and updating their organizational structures, today's conditions necessitated the redefinition of the relations between the government and all stakeholders involved in planning, decision-making and implementation processes. In this context, in addition to achieving a faster, more transparent and efficient administration, it is aimed to centrally coordinate, manage and operate the digital transformation activities carried out separately under different institutions in line with developing technologies and social demands and reform trends in the public sector; on the other hand, it is aimed to coordinate the activities related to cyber security, national technologies, big data and artificial intelligence (AI) both strategically and practically under a single roof and to implement high-level strategies effectively.

In addition, with the Presidential Decree No. 48 published in the Official Gazette No. 30928 dated 24 October 2019, the duties and organizational structure of the DTO were determined and the Head of the DTO was defined as the Government Chief Digital Officer (GCDO). In

⁴⁶ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

⁴⁷ <https://cbddo.gov.tr/en/>

order to improve the performance of public institutions, increase the efficiency of the services they provide and lead the digital transformation of the public sector; the tasks of designing public digital transformation strategies, managing the implementation processes and creating a digital transformation roadmap were primarily assigned to the GCDO. In this sense, the GCDO role stands out as a function rather than a position.

Since its establishment, the DTO has adopted the vision of “Digital Türkiye” and aims to increase the use of digital technologies in the public sector as well as digitalize public services. This concept encompasses the effective use of digital tools in the public sector, including online public services, electronic document management, data sharing, trust services such as digital signatures and secure authentication. Furthermore, Digital Türkiye aims to increase the public sector's adaptation to new technologies such as the Internet of Things (IoT), blockchain and AI to facilitate citizens' and businesses' access to public services, and to ensure that these technologies are handled in a reliable and ethical manner. The Digital Türkiye vision adopts a human-centric, user- and data-driven approach to deliver public services more efficiently and effectively. In addition to the transformation of human capital and business processes, the vision also emphasizes the creation of value from data by observing data privacy and confidentiality rules.

Digital Government:

With the opening of the Digital Türkiye Platform, also known as the E-Government Gateway⁴⁸, in 2008, recognition and awareness of e-Government has started to increase among citizens as well as the policies related to e-governance. The digital government is addressed not only as a way to deliver digital public services more easily and effectively, but also as a paradigm shift that forces the government to restructure and modernize by adopting a data-driven approach.

The technical infrastructure of the digital government in Türkiye is composed of two main elements: institutional information and communication technologies (ICT) systems and the e-Government Gateway. Enterprise ICT systems are the core registries and automation systems built and operated by individual government institutions for day-to-day operations, such as the population, cadastre and land registry, national judicial network, tax automation system, national Geographic Information Systems (GIS) and so on. These are the systems where all digital data of the state is stored and processed. The E-Government Gateway serves as a one-stop-shop for businesses and citizens to access e-government services by unifying and integrating the services offered from such individual corporate IT systems.

In addition to single services, the E-Government Gateway greatly facilitates the lives of citizens with its integrated services, the number and variety of which are increasing day

⁴⁸ <https://turkiye.gov.tr/>

by day. Recent examples of integrated services include “My Residence”, “My Vehicles”, “My Working Life”, “My Military Service” and “Heir Services”.

The e-Government Gateway, which had only 22 public services when it was launched in 2008, now offers more than 8000 digital public services. On the other hand, 96 percent of the population above the age of 15 (more than 65 million people) who are eligible to use e-Government in Türkiye are users of the e-Government Gateway. In this context, the e-Government Gateway is the most used e-government platform in the world in proportion to the country's population. In addition, 4942 mobile services (as of 28.05.2024) are offered through the platform by more than 1000 institutions/organizations, universities, municipalities and enterprises. According to the results of the “e-Government Gateway Satisfaction Survey”, which was conducted through the e-Government Gateway web page and mobile application based on data from the year 2023 and in which the opinions and suggestions of 1 million users were received, the e-Government Gateway Satisfaction Rate of Users is 94.7%. At the “Reducing Bureaucracy and Digital Türkiye” meetings attended by all relevant deputy ministers, issues related to the digital government are discussed at the highest level.

The Digital Türkiye Platform has also proven its agility in difficult times to comprehensively meet the needs of all stakeholders. During the COVID-19 Pandemic, special measures were immediately put in place to address the changing circumstances. In this context, more than 500 G2C (government-to-citizen) services and more than 300 G2B (government-to-business) services were launched on the e-Government Gateway in a very short time thanks to past experience and know-how, enabling citizens and businesses to access these new services.

Digital Türkiye’s maturity level in international indices is also constantly increasing:

- Within the scope of the e-Government Benchmark for 2023⁴⁹ published by the European Commission on 27.09.2023, Türkiye ranked 10th among 35 countries (EU27+) in the overall average, moving up 6 places compared to 2022.
 - It is emphasized in the report that Türkiye has made the greatest progress compared to the previous year.
 - Türkiye performed best in the area of “User Centricity” and ranked 3rd among all countries. Türkiye ranked 6th in “Transparency” and “Key Facilitators”. The sub-headings where we need to increase our momentum compared to other countries are “Mobile friendliness”, “Transparency of personal data”, “e-Document”.

⁴⁹ <https://digital-strategy.ec.europa.eu/en/library/egovernment-benchmark-2023>

- In the United Nations (UN) e-Government Development Index (EGDI)⁵⁰, the last of which was published in 2022, Türkiye rose 5 places compared to the previous period and ranked 48th among 193 countries and was included in the “Very High EGDI” group.
 - In the Online Services Sub-Index (OSI), which is directly related to digital government activities, Türkiye ranked 24th.
 - In the e-Participation Index (EPI) published together with the e-Government Development Index, Türkiye shared the 18th place with Thailand and the United Arab Emirates in 2022.
- Lastly, according to the results of the World Bank's GovTech Maturity Index (GTMI)⁵¹ published in 2022, Türkiye ranked in the top 35% of 198 countries on the overall average and ranked with 68 other countries in Group A, which is characterized as “GovTech Leaders”.
- Improvements are continuously made to Türkiye’s e-Government Gateway with an innovative perspective in order to further increase its use by our citizens and improve their experience:
- Citizens aged 65 and over can request their e-Government Gateway passwords to be delivered to their addresses. This service has provided the elderly with the comfort of receiving their passwords at home and accessing all online government services with this password without going to a government office.
- Citizens over 15 years of age and holding a Disability Card also receive their e-Government Gateway passwords at their addresses.
- With the Commercial Electronic Message Management service on the portal, e-Government Gateway users can view the companies that send them commercial messages or e-mails and block unwanted notifications.
- Candidates who are placed in any higher education program as a result of the higher education institutions exam can register directly through the e-Government Gateway without going to the university.
- University students can obtain their transcripts from the e-Government Gateway in two languages, English and Turkish.
- With the Address Change Notification service, citizens can easily move their residences to vacant addresses without going to the civil registry offices.
- With the Identity Card Application for a child born in a health institution, the birth can be recorded in the population records. After the application process is completed, ID Cards are securely delivered to users' addresses.

⁵⁰ <https://publicadministration.un.org/egovkb/en-us/About/Overview/-E-Government-Development-Index>

⁵¹ <https://www.worldbank.org/en/programs/govtech/gtmi>

- For ID, Driver's License and Passport applications, appointments can be made directly with the relevant population directorates via e-Government Gateway. In addition, identity documents prepared upon application are also delivered to the addresses of citizens.
- E-Government Gateway users can access the driver's license information registered in their name and query the driver's license they are registered with and the traffic fines imposed on them in the last year.
- “Quota-free E-Government” ensures that users do not spend their mobile internet quotas while using the e-Government Gateway mobile application, regardless of which operator they are registered to.
- With the multi-factor authentication method currently in use, the security of users' access to the e-Government Gateway has been significantly increased, and they can log in with the verification code sent to their mobile phones in addition to their e-Government Gateway passwords.
- Work on a blockchain-based digital wallet to be integrated into the e-Government Gateway is ongoing.

Digital Government Strategy (2024-2028, TBP)

The new Digital Government Strategy, which will be a continuation of the 2015-2018 Information Society Strategy and Action Plan and the 2016-2019 National e-Government Strategy and Action Plan, is being prepared with the vision of a data-driven government organization and a public service delivery focused on user experience.

The Digital Government Strategy is being prepared with a participatory approach by examining the current situation of our country in the field of digital government, global developments, policies of international organizations and strategy documents of various countries, and by taking the opinions and contributions of relevant stakeholders on a national scale.

In this context, the first step taken to form the basis for the strategy studies was the Digital Government Review Study launched for Türkiye at the end of 2021 with the Organisation for Economic Co-operation and Development (OECD) under the coordination of the DTO. In the process of the study, firstly, a questionnaire was applied to 115 public institutions and organizations within the scope of the current situation review of our country in terms of the OECD Digital Government Policy Framework, stakeholder meetings were held with the participation of representatives of 44 institutions/organizations and South Korea, Sweden and the OECD secretariat, and capacity building workshops on “Service Design and Delivery” and “Data-Driven Public Sector” were held with the participation of 50

institutions/organizations. The “OECD Digital Government Review of Türkiye Report”^{52 53}, prepared by developing policy recommendations in line with the identified needs and opportunities, was published on 15 May 2023.

In addition, preparations for the New Digital Government Strategy are being carried out within the framework of the following strategic priority areas, taking into account the priority needs of Türkiye and international trends:

- Strategic Alignment and Governance,
- Digital Skills,
- Data Governance in Public Sector,
- Technological Infrastructures,
- Service Design and Delivery,
- Digital Inclusion and Participation.

Within the scope of strategy preparation studies, solution-oriented stakeholder meetings were held on 9-11-12 January 2023 with the participation of 137 representatives from 58 institutions/organizations (40 central government, 7 local governments, 4 universities, 4 NGOs and 3 private sector). In addition to solution area-based one-on-one and joint institutional meetings, online meetings were organized with the representatives of 3 OECD member countries whose best practices in the field of digital government were identified.

The preparatory work carried out with the active participation of all stakeholders continues with one-to-one institutional meetings, and the new Digital Government Strategy, which will be finalized after the stakeholder consultation process, is planned to be published in 2024.

Big Data and Artificial Intelligence (AI):

In line with the “Digital Türkiye” vision and the “National Technology Move”, taking part in the field of AI, one of the strongest pillars of our development goals, has become a necessity given the current global digital trend. In this context, digital transformation initiatives are being implemented to strengthen the global policy ecosystem to better protect and defend human rights, democratic principles and the rule of law. Following these global trends in digitalization, Türkiye is also developing its own policy framework by developing strategy documents.

National Artificial Intelligence Strategy (NAIS) 2021-2025⁵⁴:

⁵² <https://www.oecd.org/digital/digital-government-review-of-turkiye-3958d102-en.htm>

⁵³ <https://web.archive.oecd.org/2023-05-12/657628-digital-government-review-turkiye-assessment-and-recommendations.pdf>

⁵⁴ <https://cbddo.gov.tr/en/nais>

AI is one of the prioritized topics in the Eleventh and Twelfth Development Plans and Presidential Annual Plans. The National Artificial Intelligence Strategy 2021-2025, prepared in cooperation with the DTO and the Ministry of Industry and Technology and with the participation of all relevant stakeholders, was published in order to ensure that our country's work in the field of AI is designed on a common ground and carried out successfully.

The National Artificial Intelligence Strategy (NAIS 2021-2025), which has the vision of “creating value on a global scale with an agile and sustainable AI ecosystem for a prosperous Türkiye”, was published in August 2021 as Türkiye’s first national strategy document on AI with the contributions of many stakeholders such as public institutions, academia, professional organizations, private sector, NGOs and international organizations.

Through the measures to be implemented, it is aimed to effectively carry out AI projects, increase the maturity of Türkiye’s AI ecosystem and create value on a global scale, taking into account the AI ethical frameworks published by international organizations such as OECD, G20, EU and UNESCO, in order to help strengthen a global policy ecosystem that protects human rights, democratic values and the rule of law, and to develop a common attitude by reducing social concerns that may arise.

The strategy is designed around 6 strategic priorities:

- (1) Training Artificial Intelligence Experts and Increasing Employment in this Field;
- (2) Supporting Research, Entrepreneurship and Innovation;
- (3) Facilitating Access to Quality Data and Technical Infrastructure;
- (4) Making Arrangements to Accelerate Socioeconomic Harmonization;
- (5) Strengthening International Cooperation;
- (6) Accelerating Structural and Labor Transformation.

In order to ensure the effective progress of the activities to be carried out, a two-tiered agile governance mechanism has been designed by considering the main dimensions of the NAIS, namely “Institutional Competence”, “Governance” and “Strategic Alignment”.

For strategic alignment, preservation of the visionary perspective and high-level coordination, a Steering Board was established under the chairmanship of the Vice President of the Republic of Türkiye with the participation of all stakeholders, and an inclusive governance mechanism was established with the AI Ecosystem Advisory Group and Action Plan Coordination Groups and Implementing Institutions. In addition, “AI Ecosystem Administrative and Technical Governance Mechanism” was established for administrative, technical and legal coordination, implementation of AI values and principles, and implementation of actions in an inclusive and participatory manner. Within this mechanism, 5 different working groups including public, private sector, academia and NGO stakeholders were established. These are;

- AI Regulation and Ethics Working Group,
- Trustworthy and Responsible AI Working Group,

- Technical Infrastructure and Platforms Working Group,
- Human Resources Working Group,
- Data Governance Working Group.

Some of the measures and objectives prepared by taking into account the priorities within the scope of the NAIS stand out in terms of the speed of digital transformation and added value they will provide:

- National AI Risk Management Framework: Defining the risks that AI technologies bring with them depending on their areas of use and implementing the necessary control mechanisms constitute an important basis for the creation of reliable and responsible AI systems. While defining risks, all elements in the life cycle of the AI-supported system should be evaluated. In this regard, the National AI Risk Management Framework is being prepared aiming to address risks in the design, development, use and evaluation of AI products, services and systems. This framework to be developed will enable a risk mapping for AI products and will also serve as a basis for the checklist of the audit mechanism being established within the scope of the “Trustworthy AI Stamp”.
- Trustworthy AI Stamp: Ensuring the widespread use of AI technologies depends on the general trust in these technologies in society and economic life, and the process is quite challenging. Therefore, there is a need for mechanisms that will contribute to the establishment of such trust. Therefore, within the scope of this strategy, the “Trustworthy AI Stamp” mechanism will be developed to certify that AI products and services comply with the relevant ethical and legal framework. It is aimed to ensure a certain level of reliability in all design, development, testing, operation and update processes for this certification. During the studies carried out within this scope, compatibilities within the framework of our international collaborations are also taken into consideration.

Considering the importance of data in the field of AI, studies are also carried out to generate added value from data:

- Public Data Space Project: The measure to establish a “Public Data Space” is based on the concept of “data spaces”, which the EU has also adopted for implementation, and stands out as one of the methods to increase efficiency and productivity and generate high value by developing data-oriented policies, services and products in public institutions in our country. The aim of the Public Data Space project is to prepare a Public Data Space Reference Architecture and a Transition Plan for defining data-related roles, infrastructure, human resources and legislation. It is to support an ecosystem conducive for AI and advanced analytics applications in the public sector by sharing and processing the service data for which public institutions are data controllers with an authorized infrastructure. The pilot study for the Public Data

Space project, which is carried out with the vision of enabling data-driven innovation and transformation by encouraging secure data sharing in our country's public institutions, is ongoing.

In addition, data sharing is valuable for both public institutions and the private sector in terms of improving productivity and data-driven innovation. Therefore, the strategy document includes a measure on the establishment of Sectoral Data Cloud Platforms. Establishment of “Artificial Intelligence as a Service Platform” and “Türkiye Artificial Intelligence Portal” for ensuring and sustaining interoperability and developing the AI ecosystem are also among the prominent measures of the strategy.

- National Data Dictionary: National Data Dictionary studies were initiated to solve many problems such as integration difficulties in the information systems of public institutions and organizations, duplicate and conflicting data, lack of language unity in information systems and unclear data ownership. With the National Data Dictionary, work on standardization of data has been initiated and a Data Dictionary Portal has been established under the auspices of DTO.
- Open Data: The Open Data Project, which was initiated with the aim of sharing the data produced by public institutions in business processes and service delivery, taking into account the principles of privacy of personal data, national secrets and trade secrets, and in this direction, adopting the principles of transparency and accountability in institutions and organizations and enabling the production of new value-added services, is carried out under the coordination of DTO. Within the scope of the Open Data Project, it is aimed to ensure the privacy of the data produced by public institutions in their business processes by taking into account the restrictions of personal data, national secrets and trade secrets, to adopt a management approach based on transparency and accountability by ensuring that they are shared within the framework of open government principles, as well as to generate social and economic value from these data, and to contribute to the development of artificial intelligence and innovative technologies in our country.

While the targeted activities require qualified human resources, this technological transformation also triggers a radical transformation in the socioeconomic structure in terms of professions and institutions. In this regard, which we attach particular importance to, within the scope of the outputs of the NAIS, we are focusing on studies on regulations that will accelerate socioeconomic adaptation, and working on models for the needed risk and impact analysis assessments.

AI-related work comes with opportunities and challenges for policymakers. The potential of AI technologies to create new jobs and drive innovation is considered as an important opportunity to generate economic growth at national and international level in

various industries. On the other hand, it is envisioned to improve the welfare of citizens by increasing the effectiveness and efficiency of public services. Developing more informed policies through data-driven decision-making also stands out among the opportunities. Thus, duplicate and incorrect resource utilization will be prevented and the efficiency of resource management will be ensured by using AI technologies. By encouraging the use of AI to achieve Sustainable Development Goals; climate modeling, optimizing renewable energy production, emission reduction in various sectors, waste management, disaster response planning and impact assessment of natural disasters are seen as opportunities for AI.

On the other hand, policymakers consider ethical concerns related to AI such as privacy, security, reliability, trustworthiness, bias and transparency as challenges. Increasing the need for new skills in the workforce and determining appropriate policies for this should be planned as necessary steps for current employees. In this context, studies on AI ethics, risk and impact assessment carried out within the scope of our country's AI Strategy are carried out in international cooperation. In addition, the cost of the infrastructures required by AI and data-driven technologies and the challenges they bring in terms of energy consumption are noteworthy.

Taking into account international efforts for responsible AI development, establishing ethical frameworks and principles in cooperation and solidarity and guiding their implementation are considered as important steps. Sharing lessons learned and best practice examples on an international and national scale to ensure more harmonized and effective AI efforts.

In order to manage the transboundary impacts of AI systems at a reasonable level and mitigate existing risks, international agreements should be prepared and implemented, international technical standards specific to AI should be determined, and platforms that encourage cooperation between countries should be established or existing cooperation platforms should include AI on their agenda. This need is also identified as a strategic priority in NAIS as “Strengthening Cooperation at the International Level” and in line with this priority, it is aimed to strengthen international multiple and bilateral cooperation in order to follow international developments in the field of AI, contribute to the work on international platforms and increase the interaction of the domestic ecosystem with stakeholders in other countries.

As a matter of fact, Türkiye is closely following many regional and international efforts of this nature. For example, Türkiye has actively contributed to and adopted important outputs such as the OECD (Organization for Economic Cooperation and Development) Artificial Intelligence Recommendation approved in 2019 and updated in May

2024⁵⁵, UNESCO (United Nations Educational, Scientific and Cultural Organization)'s Artificial Intelligence Ethics Recommendation⁵⁶, G7 Artificial Intelligence Guidelines and Code of Conduct⁵⁷, Bletchley Artificial Intelligence Security Summit Declaration⁵⁸ and shapes its policies in line with the issues accepted in these documents. In addition, Türkiye was a co-sponsor of the draft resolution adopted by the 78th General Assembly of the United Nations entitled “Seizing the opportunities of safe, secure and trustworthy artificial intelligence systems for sustainable development”⁵⁹ published on 11 March 2024. As observed during these studies, it is seen that the studies carried out at the OECD and UNESCO have guided the regulation studies on artificial intelligence both at the national and international level.

In addition, it is important to establish clear ethical guidelines and principles for the development and use of AI in the context of national security. Therefore, there is a need to ensure adherence to ethical principles such as transparency, fairness, human control and respect for human rights throughout the AI lifecycle. Indeed, the work of the Council of Europe's Committee on Artificial Intelligence (CAI) on an international convention on artificial intelligence constitutes a first and important step towards ensuring the compliance of artificial intelligence with human rights, democracy and the rule of law at the international level.

The Secretariat and the Head of Delegation of the Committee on Artificial Intelligence (CAI)⁶⁰ on behalf of Türkiye was carried out by the Digital Transformation Office (DTO) of the Presidency of the Republic of Turkey and actively contributed to the drafting of the framework. The purpose of the framework convention is to set out some basic principles and obligations aimed at ensuring that the life cycle of artificial intelligence is compatible with the principles of respect for human rights, democracy and the rule of law. The Framework Convention aims to protect human rights, democracy and the rule of law throughout the life cycle of artificial intelligence and is complementary to existing principles. The Framework Convention was adopted during the annual ministerial meeting of the Committee of Ministers of the Council of Europe, which brings together the Ministers of Foreign Affairs of the 46 member states of the Council of Europe, held in Strasbourg on 16-17 May 2024⁶¹.

⁵⁵ Organisation for Economic Co-operation and Development, <https://www.oecd.org/about/>

⁵⁶ United Nations Educational, Scientific and Cultural Organization, <https://www.unesco.org/en>

⁵⁷ G7 Yapay Zekâ Rehber İlkeleri ve Davranış Kuralları'na ilişkin basın duyurusu için bkz. https://ec.europa.eu/commission/presscorner/detail/en/ip_23_5379

⁵⁸ The Bletchley Declaration by Countries Attending the AI Safety Summit, 1-2 November 2023. <https://www.gov.uk/government/publications/ai-safety-summit-2023-the-bletchley-declaration/the-bletchley-declaration-by-countries-attending-the-ai-safety-summit-1-2-november-2023>

⁵⁹ Seizing the opportunities of safe, secure and trustworthy artificial intelligence systems for sustainable development, <https://digitallibrary.un.org/record/4043297>

⁶⁰ Committee on Artificial Intelligence- CAI, <https://www.coe.int/en/web/artificial-intelligence/cai>

⁶¹ Council of Europe adopts first international treaty on artificial intelligence, <https://www.coe.int/en/web/portal/-/council-of-europe-adopts-first-international-treaty-on-artificial-intelligence>

TURKISH COURT OF ACCOUNTS

The Court of Accounts prioritized the use of innovative technologies in its audit processes to ensure the accountability of public institutions and organizations. To this end, a data transfer mechanism was developed to ensure that financial management and accounting data of public institutions and organizations are regularly provided electronically during the relevant financial year. With this system, the effectiveness of post-expenditure external audit was enhanced; and through big data analyses, it became possible to detect possible errors or omissions in financial reports and statements, as well as public officials causing public losses as a result of their financial decisions and actions, in a timely manner.

THE PRESIDENCY OF STRATEGY AND BUDGET

Among the Vision, Main Objectives and Principles of the Twelfth Development Plan, the paragraph 292 reads as follows: "The Twelfth Development Plan will prioritize principles such as human-centricity, participation, inclusivity, accountability, predictability, transparency, efficiency, and effectiveness to realize its vision. During the Plan period, concerted efforts will be made to ensure that all segments of society embrace the outlined goals and objectives, and necessary steps will be taken to achieve them." In the Twelfth Development Plan, under the axis of 3.5. Democratic Good Governance Based on Justice, the policy number 910 is as follows: "One of the main objectives of the Plan period is to provide public services in a participatory, inclusive, accountable, transparent, fair, fast, high quality, citizen satisfaction-based and civil society supportive manner with a holistic approach, and to adopt good governance principles and integrity-oriented approach in public administration in order to increase citizens' trust in public institutions."

The main legal regulations enacted in our country to ensure integrity in public financial management are as follows:

- 1- Public Financial Management and Control Law No. 5018 (Art.1, Art.5-b, Art.8, Art.10, Art.11, Art.41, Art.49, Art.55, Art.56, Art.63, Art.68, Art.71, Art.75)
- 2- Court of Accounts Law No. 6085
- 3- Municipality Law No. 5393 (Art.25, Art.26)
- 4- Law No. 5302 on Special Provincial Administration (Art.17, Art.18)
- 5- Public Procurement Law No. 4734

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

THE REVIEW BOARD OF ACCESS TO INFORMATION

The right to information, which is one of the most fundamental principles of today's democratic governance approach, is an important concept in terms of ensuring transparency in public administration and is considered indispensable in the context of the exercise of fundamental rights.

In Turkey, the right to information was recognized by the Law No. 4982 on the Right to Information, which was published in the Official Gazette No. 25269 and dated 24 October 2003 and entered into force 6 months after its publication; and it was constitutionally guaranteed by the Constitutional amendment in 2010.

The principles and procedures for individuals to exercise their right to information in accordance with the principles of equality, impartiality and openness, which are the requirements of democratic and transparent governance, are regulated by the provisions of the Law No. 4982 on the Right to Information, the Regulation on the Principles and Procedures for the Implementation of the Law on Right to Information and the Regulation on the Working Procedures and Principles of the Review Board of Access to Information.

Pursuant to the Article 14 of Law No. 4982, **the Review Board of Access to Information (BEDK)** was established to examine the decisions made on the objections to be made regarding the applications for access to information and to make decisions regarding the exercise of the right to information for institutions and organizations.

It is adopted openness as a principle and confidentiality as an exception in the Law No. 4982, and the law was drafted accordingly.

It is stipulated in the Article 5 of the Law No. 4982 titled “Obligation to provide information” that the institutions and organizations are obliged to make all kinds of information or documents available to applicants, except for the exceptions set forth in this Law, and to take the necessary administrative and technical measures to conclude the applications for obtaining information effectively, expeditiously and accurately.

The limits of the Right to Information are listed in the fourth part of the Law No. 4982 between the Articles 15 and 28 and in the fifth part of the Regulation on the Principles and Procedures Regarding the Implementation of the Law on Right to Information between the Articles 27 and 39.

In this framework, the access to information is a legal right for everyone, while providing information is a legal obligation for public institutions and organizations and professional organizations in the nature of public institutions within the scope of the Law. Institutions and organizations may prevent access to information and documents only in the presence of the grounds exempted by the Law.

The right to information, which is one of the requirements of democracy and the rule of law, plays an important role in increasing public trust in the State, as well as ensuring an administration closer to individuals, openness to public scrutiny and transparency. This right facilitates public control of the State and strengthens the democratic character of the State.

The Review Board of Access to Information has been working since 2004 with the vision of contributing to the spread and establishment of the principles of equality, impartiality, openness and accountability in public administration, which are the requirements of democratic and transparent governance.

DIGITAL TRANSFORMATION OFFICE OF THE PRESIDENCY

Technology and e-governance: Turkey's e-Government Gateway Platform is Türkiye's largest and most reliable platform for the provision of digital services in public administration. With more than 65 million users and more than 8,000 services provided by more than a thousand institutions, the e-Government Gateway is a structure whose security is monitored at a high level thanks to its information security standards, 24/7 monitoring and reporting, two-stage verification mechanism and data retention-free structure. According to the results of user satisfaction surveys conducted in the last 3 years, the e-Government Gateway continues to maintain a 95% satisfaction rate thanks to these features.

In the management of the e-Government Gateway, the suggestions and requests of users are taken into account from the design stage of digital public services, and participation is kept at a high level. An inclusive approach is adopted in the provision of digital public services, and the e-Government Gateway is accessible not only to citizens but also to foreigners and disabled users. In order to extend inclusiveness to all segments of the society and to enable access to digital services from anywhere at any time, the e-Government Gateway also serves all users with different operating systems as a mobile application.

In addition to online user satisfaction surveys conducted regularly every year, feedback received from each service on the portal is subject to continuous evaluation and reporting. All users who meet the criteria for service provision can benefit from digital services equally 24/7 without any discrimination during the use of the services on the e-Government Gateway.

Digital Public Services Delivery: Turkey's e-Government Gateway, managed by the Digital Transformation Office (DTO) of the Presidency of the Republic of Turkey (CBDDO), is Türkiye's single and largest platform for the provision of digital public services. e-Government Gateway is a structure where central and local public institutions, municipalities, universities and services of private organizations with public service qualifications come together. e-Government Gateway includes services where users can directly communicate their requests, suggestions, complaints and similar evaluations on various issues to the relevant institutions. The approach adopted in the provision of digital services is not only to increase the number of services needed, but also to develop integrated services with high added value. These services are developed in cooperation with institutions in terms of their scope and quality.

All requests, complaints, opinions and suggestions submitted through the e-Government Gateway communication channels are examined and, when necessary, the relevant parties are contacted. Through the e-Government Gateway Call Center numbered 160, users can contact the e-Government Gateway to get information about the public services offered on the e-Government Gateway or the problems they encounter in using the e-Government Gateway. e-Government Gateway Accessible Call Center service enables hearing impaired users to directly communicate their requests and suggestions to the citizen representatives and thus access the necessary information and assistance.

The number of services offered, number of users and system usage, most used services, demographic data, types of institutions providing services and many other basic statistics regarding the e-Government Gateway are transparently shared with the public on a monthly basis through the platform.

Open Data Policy: Open Data Portal is a data sharing project that creates value from anonymized and privacy-guaranteed data and makes it available to individuals and the scientific

world. The Project, carried out by DTO, aims to share all kinds of open data, thereby developing AI and innovative technologies. In line with the policies and measures in the Twelfth Development Plan and the 2024 Presidential Annual Program, legal arrangements will be made for the sharing of public data and a national open data portal will be launched. More information is available in the Answer to Q6.

TURKISH COURT OF ACCOUNTS

In the context of the control and quality of public expenditures, the Turkish Court of Accounts conducts risk-focused and system-based audits in accordance with international auditing standards and provides reasonable assurance on the reliability and accuracy of the financial reports and statements of public administrations under general administration and state economic enterprises based on the results of the evaluation of their accounts and transactions, financial activities, financial management and control systems. In addition, a compliance audit is conducted to examine the compliance of the accounts and transactions of public administrations regarding their revenues, expenditures and properties with laws and other legal regulations.

THE PRESIDENCY OF STRATEGY AND BUDGET

Transparency policy and control and quality of public expenditures: In Law No. 5018, it is introduced regulations to ensure control, improve the quality and transparency of public expenditures:

- Provisions on the General Principles of the Use of Public Resources (Art. 7-9)
- Provisions on the Implementation Principles of Budgets (Art. 20-30)
- Provisions on Making Expenditures (Art. 30-35)
- Provisions on Annual Reports and Final Accounts (Art. 41-43)
- Provisions on Public Accounts and Financial Statistics (Art. 49-54)
- Provisions on Internal Control System (Art. 55-67)
- Provisions on External Audit (Art. 68)
- Provisions on Sanctions and Liabilities (Art. 70-76).

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

DIGITAL TRANSFORMATION OFFICE OF THE PRESIDENCY

Reducing Bureaucracy and Digital Türkiye Meetings: The Meetings are held regularly under the coordination of the DTO and chaired by the Vice President. This meeting has a high-level structure in which other digitalization activities such as data governance, cyber security, digital literacy and other digitalization activities, especially e-government activities in public administration, are discussed. Deputy ministers of all ministries, professional organizations in the nature of public institutions and other relevant institutions and organizations regularly attend the meetings, while universities, non-governmental organizations, local administrations and private sector representatives are also invited depending on the specific agenda of the meeting. Thanks to the coordination authority of the DTO in line with its legislative mandate to be the public digital transformation leader and to create the digital transformation ecosystem in the public sector, the issues decided at the meetings are shared transparently with all participants, the realization of these decisions is monitored and reported to the next meeting, and the agenda items for the meetings are determined in consultation with the institutions. Since 2018, decisions taken and progress made at the meetings held regularly are shared with the public.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

DIGITAL TRANSFORMATION OFFICE OF THE PRESIDENCY

In accordance with the principle of interoperability, the highest level of participation is ensured in Digital Türkiye (e-Government) studies and efforts to reduce bureaucracy, and studies are carried out through periodic **Reducing Bureaucracy and Digital Türkiye Meetings** held under the coordination of DTO and under the chairmanship of the Vice President of the Presidency. In order to make data governance more effective, ministries, relevant public institutions and organizations from the business world are invited to these meetings. In addition to thematic agenda items on the digitalization of public administration, developments in the e-Government Gateway are also regularly monitored at the meeting. The meeting held on 10.10.2023 under the chairmanship of the Vice President of the Republic of Turkey was the 16th of the meetings organized since 2018. Work was initiated in line with the decisions taken at the meeting. The topics discussed at the meeting are briefly as follows:

- In terms of creating value from data, it was underlined that more investments should be made in artificial intelligence (AI), big data, cybersecurity and Cyber Homeland should be among the priorities of all our institutions.
- Information was provided on the innovations brought to the integrated services developed by DTO. In the new period, "Umrah and Al-Quds Transactions" and "Hajj

Transactions" in 2022, and "My Military Service" and "Heir Transactions" in 2023 were added to the already existing integrated services of "My vehicles", "My residence" and "My working life".

- It was stated that as a country that implements policies and strategies with agile data governance, rapidly adapts to innovative technologies, has high competitiveness in electronic service delivery, and focuses on participation and user-oriented approach, it is important to maintain a high rate of citizen satisfaction of 95% with the e-Government Gateway.

The 255 decisions taken at the aforementioned Meeting were also matched with the axes of the Digital Government Strategy, being prepared by the DTO. In this context, 142 decisions were mapped to "service design and delivery", 58 decisions to "strategic alignment and governance", 35 decisions to "data management in public sector", 15 decisions to "technological infrastructures" and 5 decisions to "digital inclusion and participation".

Other than stated above, no specific challenge or impediment exists.

TURKISH COURT OF ACCOUNTS

Financial management and control systems of public administrations consist of expenditure units, accounting and financial services, preliminary financial control and internal audit.

In order to establish an adequate and effective control system; necessary measures shall be taken by the senior managers and other managers of the relevant administrations by taking into account their duties, authorities and responsibilities in order to have professional values and credible management approach, to assign financial powers and responsibilities to knowledgeable and competent managers and personnel, to ensure compliance with the established standards, to prevent activities contrary to the legislation and to ensure a proper working environment and transparency with a comprehensive management approach.

THE PRESIDENCY OF STRATEGY AND BUDGET

With the Law No. 5176 and dated 25/05/2004 on the Establishment of the Council of Ethics for the Public Service and Amendment to Certain Laws, the Council of Ethics for the Public Service was established and its powers, duties and responsibilities were regulated. Among the duties carried out by the Council of Ethics for the Public Service, it is included to carry out or have carried out studies to establish an ethical culture in the public sector and to support the studies to be carried out in this regard, and to determine the principles of ethical behavior that public officials must comply with while carrying out their duties.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

STATE SUPERVISORY BOARD

In each Ministry, audits, inspections and investigations are carried out by a board of inspectors, acting directly on behalf of and under the control of the Minister, and authorized for all activities and transactions within the structure of the Ministry.

Pursuant to the Article 21 of Presidential Decree No. 5, the State Supervisory Board is the resolution authority for disagreements or problems that arise in practice between inspection boards, internal audit units and investigators regarding their duties and powers within and between institutions.

Requests for opinions in this regard are submitted to the Board through the senior executives in the Ministries and other institutions and organizations to which the audit and investigation units are affiliated, related or associated. The disagreements are resolved by the Board.

The financial management and control systems of public administrations in Turkey are composed of expenditure, accounting, financial services, preliminary financial control and internal audit units. Among these units, the internal audit units carry out activities where the risks related to the management, control and financial transactions of the administrations are systematically evaluated before expenditure. Internal audit is a managerial function, which is an important part of the internal control system, and is performed by certified internal auditors.

Post-expenditure external audits of public administrations are carried out by the Inspection Boards on behalf of the highest competent authority of the relevant institutions and organizations and by the Court of Accounts on behalf of the Grand National Assembly of Türkiye. The purpose of the external audits, regularly conducted by the Court of Accounts, is to examine the financial activities, decisions and transactions of public administrations under general administration in terms of compliance with the laws, corporate objectives, targets and plans and to report the results to the Grand National Assembly of Türkiye.

THE PRESIDENCY OF STRATEGY AND BUDGET

According to the Law No. 5018 (Art.56);

It is mandatory for public administrations to establish an internal control system with the following aims:

- To manage the public revenues, expenditures, assets and liabilities in an effective, economic and efficient way,
- To ensure that public administrations operate in accordance with the laws and other legislation,

- To prevent irregularities and frauds in all kinds of financial decisions and transactions,
- To ensure regular, timely and reliable reporting and information acquisition for decision-taking and monitoring,
- To prevent the misuse and waste of assets and to protect against losses.

Senior managers in each public administration shall ensure the establishment of an internal control system in the administration, monitor its functioning and take necessary measures. Expenditure authorities are responsible for the functioning of internal control in relation to administrative and financial decisions and transactions within the framework of their duties and authorities. Expenditure authorities shall establish, implement, monitor and improve the internal control system in their units. The financial services unit of the administrations directs, coordinates, monitors and evaluates the implementation results of the internal control system in the expenditure units, and reports to the senior manager.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

THE ETHICS BOARD FOR PUBLIC OFFICIALS

The Regulation on the Principles of Ethical Conduct of Public Officials and Application Procedures and Principles, published in the Official Gazette dated 13.04.2005 and numbered 25785, sets out **the principles of ethical behavior that public officials must comply with while carrying out their duties.**

In this context, the Ethics Board for Public Officials conducts ethics awareness activities by organizing ethics training seminars and conferences for public officials in order to establish and develop an ethical culture in the public sector.

On the other hand, special principles of ethical behavior are determined for certain professional groups or institutions. Ethics trainings are also provided upon the request of public institutions and organizations. These trainings are attended by public officials at all levels.

PUBLIC OVERSIGHT, ACCOUNTING AND AUDITING STANDARDS AUTHORITY

The Public Oversight, Accounting and Auditing Standards Authority prepared a continuing training program for independent auditors. As stated in the “NOTICE ON CONTINUOUS TRAINING FOR INDEPENDENT AUDITORS”, the independent auditors have a continuing training obligation

to maintain and improve their professional knowledge and skills at the required level in order to provide high quality independent audit services in accordance with ethical rules. Within the scope of the continuing training obligation, the auditors receive training on accounting, independent auditing and ethical principles.

Therefore, the auditors are informed through continuous training on ethics, including integrity and accountability.

THE PRESIDENCY OF STRATEGY AND BUDGET

In the Twelfth Development Plan, under the 3.1. Stable Growth, Strong Economy axis, in the section 3.1.4. titled Inflation and Monetary Policy, there is the following measure numbered 376.2: "The registration of services that cannot be included in inflation calculations due to informality will be increased, and data infrastructure will be improved." In addition, the Fiscal Policy section 3.1.6. includes the following policy numbered 400: "The tax system will be developed in a way that complying with international norms and protects the country's interests to the maximum extent, contributing to the development and deepening of the digital economy, understanding the informality in digital activities and increasing the attractiveness of the investment environment." In addition, there is the following measure numbered 401.4 related to risk analysis: "The fight against informality will be carried out with risk analysis activities supported by technological opportunities such as artificial intelligence and big data, and with the active participation of all parties."

Standards and methods for public financial management and control processes are determined by the Ministry of Treasury and Finance, and standards and methods for internal audit are determined by the Internal Audit Coordination Board; and these institutions provide guidance to public administrations.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁶². Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

DIGITAL TRANSFORMATION OFFICE OF THE PRESIDENCY

⁶² [G20 Anti-Corruption Open Data Principles](#) (2015)

The Open Data Project ⁶³ was launched under the coordination of the Digital Transformation Office (DTO) of the Presidency of the Republic of Türkiye in order to:

- Share data produced by public institutions in business operations and service supply, while respecting the privacy principles of personal data, national secrets, and trade secrets.
- Adopt transparency and accountability principles in institutions and organizations in this approach
- Enable the creation of new value-added services

With the Project:

- Public data will be made available as open data under privacy principles in order to increase transparency, accountability and participation and to enable production of new value-added services,
- Regulations for sharing public data will be issued,
- National Open Data Portal, where public data will be shared, will be launched and the principles of data anonymization will be determined.

The Open Data Project also aims to:

- Generate social and economic value from these data generated by the public sector, and
- Contribute to advance artificial intelligence and innovative technologies in Türkiye.

Open government data is defined as data created by public institutions in the course of their business processes and in a manner that may be freely accessed, reused, and distributed/shared by anyone. Data protected by present legislation cannot be defined as open government data. Personal data, national secrets, and trade secrets, for example, cannot be disseminated as open data.

The DTO is developing the National Open Data Portal to make the data available to the public as open government data. The National Open Data Portal, which will be implemented as part of the Open Data Project, is a data sharing platform that will present anonymized and confidential open government data to our citizens and scientists via a common open data portal, as well as generate value from the data in this context.

Current situation analysis studies on the subject have been conducted, and research is ongoing to develop the National Open Data Portal in compliance with international standards. In this context, the DTO coordinates a number of technical, legal, and organizational processes for the dissemination of public data as open government data. Data management methods, legal and administrative regulatory infrastructures, and the creation of guideline papers for open government data are also ongoing.

⁶³ <https://cbddo.gov.tr/en/opendata/about-the-project/>

Apart from the establishment of a centralized Open Data Portal, other platforms established in Türkiye in this regard are as follows:

- National Smart City Open Data Platform (ULASAV):⁶⁴ Built on the open source "CKAN" infrastructure, ULASAV contains smart city data produced by municipalities and other stakeholders in Türkiye. The platform was developed by the Ministry of Environment, Urbanization and Climate Change in 2023. ULASAV, which publishes data free of charge, aims to use the data, conduct research and analysis, and contribute to the improvement and development of services by creating applications. The portal contains more than 2,700 data sets in formats compatible with the open data concept such as XLSX, CSV, JSON, PDF, API, WMS. The aim of the platform is to provide open smart city data from a single platform and to prevent each municipality from making duplicate investments while creating its own open data platform. Currently, municipalities working on open data are integrated into the platform and 113 municipalities are currently registered on the platform. In terms of best practices, the metropolitan municipalities of Istanbul, Konya, Ankara, Ordu, Izmir and Bursa are examples of municipalities with open data portals.
- Supreme Election Council Open Data Portal:⁶⁵ The Supreme Election Council Open Data Portal is a platform that includes data from all Presidential Elections, Parliamentary General Elections, General Elections of Local Authorities and Referendum elections held since 2009. The project started in May 2020 and was completed in July 2021. In the Open Data Portal; data is displayed on 40 screens, data is available in the form of downloadable reports suitable for public use, different statistical graphical representations of the data are presented, there is a Request Form that allows the user to request unpublished data on the portal, alternative service is also provided with English language option. Data shared on the map can be accessed at province, district and neighborhood level.
- TurkStat SDG Portal:⁶⁶ In 2022, the Turkish Statistical Institute (TurkStat) launched the Sustainable Development Goals (SDG) web portal. The portal provides up-to-date data on SDG indicators for Türkiye under 17 goals to users from various backgrounds. It is readily compatible with mobile devices, and its content will be enhanced with new indicators and visualizations in the near future.

TURKISH COURT OF ACCOUNTS

In order to ensure accountability and financial transparency in public administrations, the annual financial reports and statements of each public administration are regularly disclosed to the public in order to ensure the structure and functioning of public financial management,

⁶⁴ <https://ulasav.csb.gov.tr/>

⁶⁵ <https://acikveri.ysk.gov.tr/anasayfa>

⁶⁶ <https://sdg.tuik.gov.tr/en/>

preparation and implementation of public budgets, accounting and reporting of all financial transactions. In addition, each public administration prepares its budgets, strategic plans, performance programs and annual reports in detail and announces them to the public.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

THE ETHICS BOARD FOR PUBLIC OFFICIALS

The Ethics Board for Public Officials is in charge and authorized to conduct the necessary examination and research on public officials at the level of at least general director or equivalent, ex officio or upon applications to be made, with the allegation that there are behaviors and practices contrary to the principles of ethical conduct in public institutions and organizations, and to report the result to the relevant authorities, especially the Presidency.

The Article 33 of the Regulation on the Principles of Ethical Behavior of Public Officials and Application Procedures and Principles is as follows: “The application is made by natural persons to”. In the Article 36 of the Regulation, it is stated as follows: “The Board may exercise its authority to examine ex officio upon learning through various means that a public official, within the Board's authority to examine, has acted in violation of ethical principles.” The Ethics Board for Public Officials can initiate an investigation through these two procedures.

In order to facilitate the submission of applications to the Board, an application section is available on the official website. Thus, the applications can also be received over the internet.

The Board's ethics guide for public officials and other studies are available on its official website (<https://www.etik.gov.tr/>).

THE OMBUDSMAN INSTITUTION

The Ombudsman Institution is a rights-seeking institution established by the Law No. 6328 on the Ombudsman Institution, which is based on Article 74 of the Constitution. Its main duty is to examine, investigate and make recommendations on the complaints of individuals about all kinds of actions, transactions, attitudes and behaviors of institutions, organizations, collaborations and individuals within the concept of “administration” defined in the Law No. 6328, in terms of compliance with law and equity, within the understanding of justice based on human rights. With the Article 1 and the second paragraph of the Article 5 of Law No. 6328, the Ombudsman Institution is explicitly authorized to examine complaints regarding all kinds of

actions, transactions, attitudes and behaviors regarding the functioning of the administration. The only restrictions on the mandate of the Ombudsman Institution are set out in the second paragraph of the Article 5 of the afore-mentioned Law, of which the fight against corruption is not one. Therefore, the complaints against any public official, the complaints regarding corruption of the administration or a similar complaint within the scope of the subject matter are within the jurisdiction of the Ombudsman Institution.

At this point, it should be noted that the application procedure to the Institution is regulated in the Article 17 of the Law No. 6328; and after explicitly stating in the first paragraph of the said Article that all natural and legal persons may apply to the Institution, the second sentence of the paragraph states that “Upon the request of the applicant, the application shall be kept confidential.” Therefore, it should be pointed out that, if the applicant so requests, the applicants are protected by the afore-mentioned mandatory provision in the case of applications that are in the nature of a denunciation of corruption.

One of the most important objectives of the Ombudsman Institution, which serves as an effective audit and complaint tool in the field of public administration, is to ensure the establishment of an accountable and transparent administration approach. The Ombudsman Institution fulfills this purpose, by examining the complaints received by the Institution within the framework of the basic principles of law, equity and good governance principles as well as the applicable legislation.

In this context, if it is determined that there is an issue, which requires an investigation on anti-corruption in the complaint applications received by the Institution; all applicable legislation in the Turkish legal system on this subject is addressed, especially including the Law No. 657 on Civil Servants, Law No. 5018 on Public Financial Management and Control, Turkish Penal Code No. 5237 (especially Articles 247, 250, 252, 255 and 257), Anti-Smuggling Law No. 5607, Law No. 3628 on Declaration of Property, Anti-Bribery and Corruption, Public Procurement Law No. 4734, and the Law No. 5176 on the Establishment of the Ethics Board for Public Officials and Amendments to Certain Laws.

In addition to these, every application received by the Institution is examined within the scope of fairness and good governance, and whether the administrations take actions and transactions in compliance with the principle of transparency in accordance with the European Code of Good Administrative Behavior. In addition, pursuant to sub-paragraph ç of the first paragraph of the Article 7 and the third paragraph of the Article 22 of the Law No. 6328 on Ombudsman Institution, even if the complaint application has not been received, the Ombudsman Institution has the authority to prepare a special report if the Chief Ombudsman deems it necessary, and the Institution has the authority to prepare a special report on corruption.

STATE SUPERVISORY BOARD

Denunciations and complaints, made to the administrative authorities, are made in written or verbal form.

In verbal denunciations and complaints, first of all, the identity information of the complainant or informant is determined and his/her statement is recorded in the minutes. The subject and/or person(s), based on the informant's and complainant's denunciation or complaint, shall be clearly stated, and the evidence, if any, shall be attached to the report. Reports and complaints made by telephone are also immediately recorded in the minutes. In written denunciations and complaints, the name, surname and signature of the petitioner and his/her work or residence address must be present. In accordance with the provisions of Article 4 of Law No. 4483, Article 4 and Article 6 of the Law No. 3071 on the Exercise of the Right to Petition, no examination or investigation can be carried out on denunciations and complaints made with unrealistic names, addresses and signatures, or which do not contain a specific subject or which are directly related to matters falling within the jurisdiction of the judicial authorities. However, in the event that the allegations are described with the documents, which do not leave any room for doubt; the accuracy and existence of the name, surname, signature and work or residence address are not required.

Applicants shall be informed within 30 days at the latest about the outcome or the progress of their denunciations and complaints to the competent authorities. In case the progress is announced, the result shall also be notified. In the event that the petition containing a denunciation or complaint is not accepted without a legal reason or the exercise of the right to petition is prevented in any way, the authorized and responsible public official shall be prosecuted due to the offence of Preventing the Exercise of the Right to Petition in accordance with the Article 121 of the Turkish Penal Code.

The inspectors and other public officials are obliged to notify the competent authorities, when they learn that an offence requiring investigation and prosecution on behalf of the public was committed in connection with their duties. Any public official, who neglects or delays in making such notification, shall be prosecuted under the Article 279 of the Turkish Penal Code due to the offence of Failure of a Public Official to Report an Offence.

When the inspectors encounter corruption outside the scope of their mandate during the audit, inspection or investigation they are conducting; it is their duty to immediately report the situation to the Chairman of the Board of Inspectors in order to take action against those responsible, without delay, in accordance with the investigation procedure they are subject to,

and to collect evidence in cases where delay is expected to cause harm and may lead to loss of evidence.

THE PRESIDENCY OF STRATEGY AND BUDGET

The working procedures and principles of the Presidential Communication Center (CIMER) are regulated by the Regulation on the Presidential Communication Centre published in the Official Gazette dated 4/6/2022 and numbered 31856. Applications to CIMER can be made through online application, telephone application, letter-fax and in-person application. The Central Organization of the Presidency, Presidential Offices, Boards and Affiliated Departments, Ministries, Governorships, District Governorships, Universities, Affiliated, Related and Associated Institutions and Organizations, Municipalities and Special Provincial Administrations are within the scope of CIMER. Turkish citizens can also seek their rights under Law No. 3071 on the Exercise of the Right to Petition and Law No. 4982 on Access to Information.

According to the Article 64 of the Law No. 5018;

Internal auditors submit their reports directly to the top managers. Following the evaluation of the top manager, these reports shall be given to the concerned units and financial services unit for taking necessary action. Internal audit reports and information on the actions taken about them shall be sent by the top manager, latest in two months to the Internal Audit Coordination Board.

According to the Article 75 of the Law No. 5018;

In cases where there is a complete breakdown of the financial management and control system or there are indications of a major corruption or a public loss; the President shall authorize the audit staff to inspect the entire financial management and control systems, financial decisions and transactions of the public administrations as to their compliance with the legislation.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

STATE SUPERVISORY BOARD

The disciplinary penalties to be imposed on civil servants and the acts and situations that require disciplinary penalties are set out in the Law No. 657 on Civil Servants. Disciplinary penalties are coercive sanctions imposed on those, who do not fulfill the duties and obligations ordered by the legislation in order to ensure the proper execution of public services, those who do not obey the matters required to be complied with, and those who do the prohibited acts,

according to the nature of the situation and the severity of the act. Before disciplinary penalty is imposed on civil servants, an investigator must be appointed by the disciplinary supervisor and an investigation must be carried out in accordance with the procedure. In addition, it is obligatory to take the defense statement of the civil servant by the investigator during the investigation and by the authorized disciplinary supervisor or disciplinary board after the investigation. The disciplinary provisions of the Labor Law No. 4857 and the provisions of the collective bargaining agreement are applied to the disciplinary provisions of “employees” other than civil servants working in public institutions and organizations, their affiliated partnerships and their affiliated workplaces; and the disciplinary regulations of the relevant institution and organization are applied to the disciplinary procedures of “contracted” and “temporary personnel”.

DIRECTORATE GENERAL FOR PERSONNEL AND PRINCIPLES

Without prejudice to special laws, in terms of disciplinary law, five different disciplinary penalties are stipulated in the Article 125 of the Law No. 657 for civil servants. Of these, warning is to inform the civil servant in writing that s/he should be more careful in his/her duty and behavior. Reprimand is to inform the civil servant in writing that s/he is defective in his/her duty and behavior. Deduction from salary is a deduction between 1/30 - 1/8 from the gross salary of the civil servant. Suspension of progression is the suspension of the civil servant's progression in his/her current grade for 1-3 years depending on the severity of the act. Dismissal is the dismissal from the civil service, not to be appointed as a civil servant again.

The regulation also provides for various sanctions for the acts of corruption and other functional violations.

In this framework;

- Failure to notify the institution of the income-generating and continuous activities of their spouses, minor children or children under guardianship within the specified period is punishable by reprimand.

- In case of using official vehicles, equipment and similar properties belonging to the state in private business, the reprimand is imposed.

- In case of using official documents, tools, equipment and similar items belonging to the state for private benefit, the penalty of deduction from salary is imposed.

- In case of behaviors that may undermine the dignity and reliability of the civil servant in the service, the penalty of deduction from salary is imposed.

- Failure to make an asset declaration within the specified conditions and periods is punishable by the suspension of progression of the grade.

- In case of engaging in trade or other income-generating activities prohibited for civil servants, the penalty of suspension of progression of the grade is imposed.

- In case of disclosure of prohibited information, the penalty of suspension of progression of the grade is imposed.

- In case of gaining any kind of benefit in relation to his/her duty, the penalty of suspension of progression of the grade is imposed.

Disciplinary penalties shall take effect from the date of their imposition and shall be applied immediately.

Those, who are imposed a penalty of deduction from salary, and those, who are imposed a penalty of suspension of progression of the grade shall not be appointed to the positions of head of department, equivalent and higher positions of head of department, top executive positions of regional and provincial organizations, presidencies and memberships of regulatory and supervisory bodies, governors and ambassadors for 5 years and for 10 years, respectively.

Disciplinary penalties can be appealed against and administrative judicial remedies can be applied.

For other statuses other than civil servant status, the disciplinary penalties and related acts and conditions are included in the special laws (such as Law No. 2802 on Judges and Prosecutors for judges and prosecutors, Law No. 2547 on Higher Education for academic staff, Turkish Armed Forces Disciplinary Law No. 6413 for Turkish Armed Forces personnel, Statutory Decree No. 399 for personnel working in state economic enterprises, the Principles on the Employment of Contracted Personnel for the termination provisions of the contract of contracted personnel).

On the other hand, the sanctions regarding the prohibition of disclosure are also regulated in the laws of regulatory and supervisory authorities. The acts that may fall within the scope of disclosure regulations and the related disciplinary penalties can be evaluated together with the relevant legislation of regulatory and supervisory authorities, particularly the Capital Markets Law No. 6362 and the Banking Law No. 5411.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

(no answer)

UNITED KINGDOM

There was a change of government in the United Kingdom on 5 July 2024. The UK return in this Accountability Report sets out current arrangements in the United Kingdom and, where appropriate, sets out the future steps that the new government has indicated it would like to take.

These answers reflect reserved powers across the United Kingdom. Where powers are devolved, the responses provide information for Scotland, but not Wales or Northern Ireland.

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁶⁷

Ethics and integrity in central government

In July 2023, the former UK Government announced a [wide-ranging package of reforms to strengthen ethics and integrity in central government](#).

This included increasing transparency and accountability in public appointments, tightening up compliance processes, and improving the quality and accessibility of departmental transparency releases. This was in response to the recommendations made in reports from the Committee on Standards in Public Life, Sir Nigel Boardman, and the Public Administration and Constitutional Affairs Committee.

Some of this programme has already been delivered, such as publishing new guidance on departmental transparency returns detailing stricter minimum standards, and revising the Governance Code on Public Appointments so that when a minister chooses to appoint a candidate not deemed appointable, they must appear before the relevant select committee.

Following the general election in July 2024, the new UK Government has announced its plans for public integrity, including the creation of an Ethics and Integrity Commission.

⁶⁷ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.

Open government

The UK remains committed to the open government principles of transparency, accountability and public participation. The UK endorsed the Open Government Declaration and became a founding member of the Open Government Partnership in 2011. Since then, the UK has developed six National Action Plans for Open Government (NAP). The previous fifth NAP, which concluded at the end of 2023, included commitments on open contracting, open justice, algorithmic transparency and accountability, health, anti-corruption and international illicit finance, aid transparency, diversity and inclusion and freedom of information. The current sixth NAP, published at the end of 2023, includes commitments on open contracting, international aid transparency, engagement on anti-corruption, and the UN Convention Against Corruption. The Open Government Partnership's Independent Reporting Mechanism (IRM) is an independent body that reviews the NAPs of all its members, including the UK, making recommendations to support effective implementation of commitments and to inform the co-creation of future plans.

The UK adopted the principles of the International Open Data Charter (IODC) and committed to being a Lead Steward of the IODC in 2015, building on its leadership on the G8 Open Data Charter, its earlier policy statement in the 2012 Open Data White Paper, and the launch of its Open Data Portal in 2010. Open data is released primarily under the Open Government License that was introduced in 2010 as part of the UK Government Licensing Framework.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy**
- Corruption risk management system**
- Technology and e-governance**
- Digital public services delivery**
- Open data policy**
- Transparency policy**
- Open government initiatives**
- Merit-based recruitment system**
- Objective remuneration policy**
- Control and quality of public spending**

Integrity in Public-Private Relationship

Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country while also indicating any constraints or barriers faced when implementing these mechanisms.

The following section is backward looking and sets out the action of the previous UK Government. Relevant measures include the following:

Public Procurement:

The UK has embarked on a programme of Transforming Public Procurement. Following public consultation, the [Procurement Act 2023](#) was passed by Parliament and received Royal Assent on 26th October 2023. Public procurement is devolved to the Scottish Government, and this Act largely only applies in England, Wales and Northern Ireland.

The Act embeds a number of key principles (non-discrimination and equal treatment) and objectives (value for money, maximising public benefit, transparency and integrity) for public procurement. The integrity objective requires that contracting authorities have regard to the importance of “acting, and being seen to act, with integrity”. This means contracting authorities have to consider preventing fraud, corruption or misfeasance through good management, prevention of misconduct, and control. Part of the value of integrity is not just in acting properly, but it is also in being able to demonstrate to the outside world that proper process is taking place.

In March 2024, the draft Procurement Regulations 2024 were laid in Parliament. These set out additional detail as to how contracting authorities are to comply with their obligations under the Act. Following Parliamentary debates, they were made on 22 May 2024. This statutory instrument (SI), a form of secondary legislation, is [available to view](#). Along with the Procurement Act 2024, it will come into force on 28 October 2024.

The SI, together with the Procurement Act, includes measures to enhance transparency throughout the commercial lifecycle so that the spending of taxpayers’ money can be more easily scrutinised. This includes:

- Extending the scope of publication requirements to include planning and contract performance in addition to the current requirements to publish contract opportunities and contract awards.
- Implementing the Open Contracting Data Standard so that data across the public sector can be shared and analysed at contract and category level and compared internationally.
- Enhancing obligations on contracting authorities to capture potential conflicts of interests for individuals working on procurements.
- Establishing a central digital platform for supplier registration to enable businesses to store their commonly used supplier information in order to streamline participation in any public sector procurement. This includes requirements to ensure that suppliers provide information about their connected persons.
- Where a supplier is subsequently awarded a public contract, information about their connected persons will be published in the corresponding contract award notice, therefore providing information about that company's beneficial ownership.
- Mandating the publication of a transparency notice whenever a decision is made to directly award a contract without competition – currently transparency notices are voluntary.
- In most public contracts valued above £5m, mandating publication of:
 - the contract documents;
 - the identities of unsuccessful tenderers (in public contracts below this threshold information about the number of bidders and whether they have Small and Medium-sized Enterprise (SME) or Voluntary Community and Social Enterprise (VCSE) status is provided instead); and
 - where the Procurement Act 2023 requires key performance indicators to be set, an assessment of performance against at least three key performance indicators at least every 12 months over the life of the contract.
- This means that much more information in respect of public procurement will be published by Government and the public sector. The UK set out its commitment to deliver the Procurement Act 2023 and secondary legislation, along with a full programme of support for users, in detail in the latest [UK National Action Plan for Open Government 2024-2025](#).

The Procurement Act also sets out grounds and a process for the exclusion of suppliers which may be unfit to be awarded public contracts due to serious past misconduct and other circumstances. The supplier exclusion regime aims to protect contracting authorities from the risks which some suppliers pose to effective competition for public contracts, public confidence in procurement, reliable delivery of contracts, and the protection of the public, the environment, public funds, national security and the rights of workers. The exclusions regime in the Act is a refresh of the existing rules which are derived from the EU directives.

While maintaining the same structure of mandatory and discretionary grounds for exclusion, the Act strengthens the ability of contracting authorities to exclude unfit suppliers by:

- Introducing new grounds for exclusion (e.g. where a supplier has been convicted of corporate manslaughter, or has failed to provide details of its connected persons, such as beneficial owners);
- Expanding the scope of existing grounds;
- Increasing the 'look-back' period for discretionary exclusions (subject to exceptions) to five years to match the period for mandatory grounds; and
- Bringing into scope misconduct by subsidiary companies of a supplier.

The Act also introduces a debarment list, which will be a published list of suppliers that Ministers consider are or may be unfit to be awarded public contracts. Inclusion on the list will be based on meeting either a mandatory or discretionary ground for exclusion and failing to demonstrate that the circumstances giving rise to the exclusion ground are not likely to occur again. The aim of the debarment list is to support authorities in applying the grounds for exclusion, and in doing so better protect procurements from suppliers which are not fit to compete for public contracts due to criminal or regulatory misconduct or other circumstances.

Key to the delivery of the Procurement Act is enhancing commercial capability and delivering a comprehensive package of learning and development for teams working on public procurement in order to maximise the benefits and focus on compliance with the regime. This went live in April 2024.

In Scotland, the Procurement Reform (Scotland) Act 2014 implemented a number of reforms, including extending transparency, publication and equal treatment obligations to the award of lower value contracts which were previously unregulated. It also extended grounds for exclusion to these lower value contracts, and it requires public bodies to report on their procurement activity.

Managing Public Money (MPM):

[MPM](#) is the document that sets out the main principles for dealing with resources in public sector organisations in the UK, including public spending.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

The UK's commitment to enhancing ethics and integrity in central government has been evidenced by the provision of an integrity framework based on the seven principles of public life. This system is based on the principles approach and employs various mechanisms and institutions to pursue good governance. The new government set out additional planned steps to enhance ethics and integrity, including the creation of a new Ethics and Integrity Commission, in its manifesto.

Principles-Based Approach and Checks and Balances:

First set out in 1995, the Seven Principles of Public Life serve as the bedrock of ethical governance, guiding the conduct of public officeholders. They dictate individual behaviour and inform institutional practices, fostering a culture of integrity and transparency within government entities. These principles are:

- Selflessness - Holders of public office should act solely in the public's interest.
- Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or make decisions to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

- Objectivity - Holders of public office must act and make decisions impartially, fairly, and on merit using the best evidence and without discrimination or bias.
- Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- Openness - Holders of public office should act and make decisions openly and transparently. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.
- Honesty - Holders of public office should be truthful.
- Leadership - Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

More information and context on the Seven Principles can be found at:

<https://www.gov.uk/government/publications/the-7-principles-of-public-life>

Central Government Structures:

The integrity system is based on the central government institutions that promote and enforce integrity principles. The Cabinet Office is responsible for integrity standards frameworks across central UK Government, such as in relation to the management of Ministers' declarations of interests. The implementation of some of these frameworks is delegated to departments, including civil servants' declarations of interests.

The Joint Anti-Corruption Unit (JACU) within the Home Office is responsible for coordinating and leading anti-corruption policy across government, including cross-government strategy; it works closely in partnership with the Foreign, Commonwealth and Development Office. At the same time, the Government Internal Audit Agency is responsible for the financial and administrative compliance of the central government and plays an important role in monitoring and evaluation.

Scottish Government Structures:

In 2021, the Scottish Government established a Propriety and Ethics function, promoting the highest standards of integrity and impartiality within the Scottish Government, in line

with the core values set out in the Scottish Civil Service Code, and supporting the vision for the Scottish Government, “In The Service of Scotland”.

Framework Documents and Codes of Conduct:

At the heart of the integrity system are framework documents and codes of conduct that define the expected conduct of public officials. Public entities follow a framework document outlining their responsibilities regarding codes of conduct and principles, thus promoting compliance with corporate governance requirements. Managing Public Money (MPM) acts as a foundational standard that lays down the principles for adequately managing public resources and obtaining value for money from government expenditure. The Civil Service and Special Adviser Code provide guidelines on the expected conduct of civil servants and special advisers concerning impartiality, integrity, and accountability in delivering public services.

Oversight and Regulatory Bodies:

Outside of the central government, several oversight and regulatory bodies bolster the integrity system, ensuring compliance and accountability within the public sector. The Electoral Commission is the independent body that oversees elections and regulates political finance in the UK. The independent Information Commissioner is responsible for upholding information rights in the public interest. The Independent Office of the Registrar of Consultant Lobbyists is responsible for administering statutory duties for transparency in consultant lobbying. The Parliamentary Commissioner for Standards and the House of Lords Commissioner for Standards oversee and enforce cases of alleged misconduct within the houses of parliament to ensure that standards of ethical conduct are observed among members of parliament. In addition, the National Audit Office performs extensive audits of departmental expenditures and resource utilisation to ensure the proper use of taxpayers' monies.

Public Money Management and Counter Fraud Standards:

Effective stewardship of public resources is a key element of the integrity system led by the Treasury Officer of Accounts and backed by the National Audit Office. These entities play a crucial role in advising on public expenditure, enshrining the principles of MPM, and promoting accountability in financial management. Also, the Government Counter Fraud Function establishes and enforces the Functional Standard in the fight against fraud,

bribery, and corruption in public organisations while encouraging a culture of accountability and integrity in financial management.

Public Appointments and Conduct Oversight:

The integrity system extends to public appointments and conduct oversight, facilitated by the Civil Service Commission and the Commissioner for Public Appointments. These bodies ensure merit-based and transparent appointments, upholding the highest standards of governance and integrity in public service recruitment. The Advisory Committee on Business Appointments (ACOPA) provides critical advice on post-government employment, safeguarding against conflicts of interest and preserving public trust in decision-makers' impartiality.

Merit Based Recruitment System (Scotland):

A public appointment is, typically, a Ministerial appointment to the Board of a public body. Public bodies deliver the priorities of Ministers or the Scottish Parliament, through the delivery or scrutiny of services or by providing impartial, expert advice on a specific topic.

The Scottish Government administers the recruitment of public appointees on behalf of Scottish Ministers. This process is overseen by the Ethical Standards Commissioner who publishes a Code of Practice to ensure that appointments are merit based and that the process is open and transparent.

Appointment terms tend to be for a period of 4 years and cannot be held beyond 8 years.

3.1. Please provide an overview of the main challenges, impediment or barriers encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

Details provided above.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

The UK has established systems and measures for assessing corruption risks. A key measure is the [Government Functional Standard for Counter Fraud](#) which sets the expectations for

the management of counter fraud, bribery and corruption activity across Government and states that Government organisations should have a fraud, bribery and corruption risk assessment in place. To support implementation of such assessments, a [Government Fraud Professional Standard and Guidance](#) for fraud risk assessments has been published. The document outlines professional standards and guidance for those undertaking Fraud Risk Assessments within central government.

The UK also conducts a National Strategic Assessment of the threat posed by serious and organised crime. It is published annually by the National Crime Agency. The assessment is produced in collaboration with law enforcement partners, Government departments, intelligence agencies and the private sector. Examples of previous assessments can be found [here](#). The 2023 National Strategic Assessment highlights corruption as a key ‘cross-cutting enabler’ in facilitating organised crime.

In addition to overarching risk assessments such as the National Strategic Assessment, the UK makes use of other mechanisms to assess and address risk and increase transparency.

Systems for Assessing and Mitigating Corruption Risks in Public Procurement:

The UK Government is committed to rooting out fraud and corruption in public procurement. The risk of awarding a contract to a corrupt supplier is managed through the exclusions regime. The grounds for the exclusion of bidders from public procurement procedures are set out in The Public Contracts Regulations 2015 (PCR). These rules set out the circumstances in which bidders must, or may, be excluded from a public procurement process for various criminal offences and in other specific situations. Bidders must self-declare their status against the exclusion grounds for contracts above a particular value. A self-declaration is usually required from all organisations that form part of the bidder’s bidding group/consortium and any subcontractors that the bidder relies on to meet the selection criteria, regardless of which tier they represent in the supply chain.

Where the bidder is a group of organisations, including a joint venture or partnership created (or to be created) for the purpose of the contract, or is relying on another member of its corporate group to meet the selection criteria and that entity is not a subcontractor (for example where a parent company is being relied upon to meet selection criteria relating to economic and financial standing), self-declaration information must be provided about all organisations or members of the corporate group. Contracting authorities will usually only verify the self-declaration made by the winning bidder before award (although

this can take place earlier if the proper conduct of the procurement requires it) and in accordance with the means of proof permitted within Regulation 60 of the PCR.

Under the Procurement Act 2023, the exclusion regime is strengthened, including introducing new grounds for exclusion, expanding the scope of existing grounds, and the means of proof will include a broader range of evidence sources than is currently permitted.

UK's Commitment to Transparency and Anti-Corruption through the Open Government Partnership:

Civil society participation is crucial for a comprehensive approach to anti-corruption, providing valuable insights for effective strategy development and implementation. While the UK values civil society's role in anti-corruption, consistent and regular engagement is necessary to effectively incorporate their perspectives into the UK's anti-corruption efforts.

The UK also engages regularly with civil society to support the assessment of corruption risks. An example of this is shown in the [UK's Sixth National Action Plan for Open Government](#) 2024-2025 (NAP6) has been developed through a co-creation process between civil society and government. It sets out commitments to promote the core values of Open Government: transparency, accountability and public participation.

Commitment 3 of the UK's sixth National Action Plan for Open Government 2024-2025 is related to engagement on anti-corruption and includes a commitment on "Civil Society Engagement on Anti-Corruption and Participation in Multilateral Institutions".

The government will consult civil society on the development and delivery of the UK's Anti-Corruption Strategy, through the Joint Anti-Corruption Unit (JACU). This entails meeting with the UK Anti-Corruption Coalition (UKACC) every quarter and allows officials to obtain up to date insights and remain informed of current research from counterparts in civil society. The UK also included a civil society member in its delegation for the 2025 UN Convention Against Corruption (UNCAC) Conference of State Parties.

Information about the deliverables and milestones can be found under commitment 3:

[UK National Action Plan for Open Government 2024-2025 – GOV.UK \(www.gov.uk\)](#)

Scotland's open government work:



The Scottish Government has been a member of the OGP since 2016. This membership is separate from the UK Government's OGP membership. Open government work undertaken in Scotland is led and delivered by the Scottish Government and its civil society partners.

A key purpose of OGP is to support governments and civil society to work together to deliver multi-year action plans that make commitments on transparency, participation, inclusivity and accountability.

Since 2016, Scottish Government has collaborated with civil society to develop three Action Plans, two of which have been completed. The [current Action Plan \(2021-25\)](#) was developed in collaboration (co-created) with civil society during summer and autumn 2021, and is Scotland's longest term Open Government Action Plan to date. Its commitments focus on health and social care, climate change, fiscal transparency, improving participation, and data and digital. These are all areas in which civil society and members of the public have told us the ongoing promotion of transparency, participation, inclusivity and accountability is important to them. Anti-corruption has and continues to be an important theme across Scotland's open government work.

Information on Scotland's open government work, including updates and progress reports on each commitment, are available on the [Scottish Government website](#). Recent key activities undertaken through this Action Plan that are relevant to anti-corruption include work on fiscal transparency and availability of data.

Fiscal Transparency in Scotland

In April 2024, Scotland hosted a two-day event on fiscal transparency for the 10 Northern European OGP countries which make up the Nordic + OGP members. The aim of the event was to share learning between this group of countries, providing support to take a more active lead on one of OGP's strategic challenges, Fiscal Openness. This was also an opportunity for Scotland to showcase its work in this area.

Transparency and Data Availability in Scotland

Scotland publishes a wide range of open data, from education and economy to planning and parks. The responsibility for publication is distributed across public bodies including central and local government, agencies, and other institutions.

Scotland is currently updating its strategies, guidance, and communications based on the shifting data and policy environment since the launch of the Open Data Strategy in 2015. This new strategic vision will take a long-term, coordinated, and deliberate approach to open data, which will not be considered a separate entity but part of several trends, such as government openness, participation, digital improvement, and data maturity.

A changing nation, Scotland's Digital Strategy (2021) commits to making more open data available and discoverable, setting out how open data initiatives can complement and contribute to broader digital objectives. Scotland's Open Government Action Plan (2021-25) includes a commitment to "support government openness, transparency and empowerment through open data" and to "improve the accessibility and usability of our data and information about public finances". Fiscal openness has been an important theme in Scotland's three action plans since becoming a member of the Open Government Partnership in 2016. Scotland's Open Data Strategy (2015) and supporting resources set out Scotland's ambition for making data open and available for others to use and reuse for public service improvements and wider societal and economic benefits.

The distributed responsibility for open data publication in Scotland makes discovery and availability a particular area for improvement. Although central portals are available for Scottish Official Statistics, spatial data and health data, amongst others, the civil society-run Open Data Scotland site has led the collation of efforts across the variable landscape of Scottish public bodies and local authorities, providing regional metrics of availability. The issue of discovery is being addressed by the development of Find.Data.Gov.Scot, a Scottish Government platform designed to make public data more accessible and usable. Varying levels of data maturity and data literacy across the public sector creates additional challenges in building the capability and recognising the value of publishing open data.

Opening access to data in Scotland will improve transparency and accountability, digital inclusion, open government and create economic opportunity. We are in the process of new work to refresh our approaches, advice and messaging to reflect changes to the data and policy landscape since publication of the Open Data Strategy in 2015. This will set out a stronger strategic vision for open data in Scotland with a long-term, collaborative and intentional approach, viewing open data not as an isolated topic, but a component of broader trends including government openness, participation, digital improvement, and data maturity.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

The UK has committed to accountability and integrity in both the public and private sectors. These commitments are evidenced in the most recent UK NAP for Open Government 2024-2025, the Government's propriety and ethics framework and measures under the Procurement Act 2023.

Training and Capacity-Building Programs, Policies and Guidance:

Civil Service Training Programs:

All new civil servants of any grade are introduced to propriety and ethics training matters as a standard part of their induction period. This foundational training helps equip civil servants with the knowledge to understand and navigate ethical issues during their careers.

Civil servants can undergo professional training regularly during their service. These include continuing education training that enhances previous learning and focuses on present and future ethical concerns.

The Propriety and Ethics team within the Cabinet Office has collaborated with the Government Skills and Curriculum Unit to establish different courses to enhance civil servants' knowledge of their obligations under the Civil Service Code. The training is aimed at assisting civil servants to address propriety issues in the course of their duties regardless of the position they hold. The training also aims to help civil servants at all levels understand when and how to escalate issues to the appropriate levels.

The Seven Principles of Public Life and various codes of conduct are ethical standards used in the training of government officials. These principles have been incorporated into the curriculum so that civil servants at all levels know their ethical responsibilities and how to work through ethical issues.

The Government also intends to promote the Codes and complaint mechanisms through the new cross-Civil Service induction programme to ensure that all civil servants know their rights and obligations from the beginning of their employment.



The induction program for Senior Civil Servants has also been updated to include appropriate content on propriety and ethics, ensuring that senior leaders understand the expected ethical behaviour.

Evaluation and Improvement of Training:

The Civil Service People Survey is a valuable tool in evaluating the overall success and sustainability of these training initiatives. Findings from the survey reveal the level of civil servants' understanding of the Civil Service Code and their confidence in the mechanisms for raising and addressing concerns. For instance, the 2023 People Survey showed that 89% of civil servants knew the Civil Service Code and, 70% knew how to raise a complaint. The Government uses this information to develop more effective training programs over time.

In Scotland:

The Scottish Government has established its own Propriety and Ethics Directorate to bring together a number of propriety functions including the ministerial complaints procedure for civil servants and post-civil service appointments under the ACOPA rules.

Access to Information in Scotland:

Scotland's statutory access to information rights is enforced through the Freedom of Information (Scotland) Act 2002 (FOISA) and the Environmental Information (Scotland) Regulations 2004 (EI(S)Rs). These laws mandate Scottish public authorities to provide information upon request, offer assistance to requesters, and proactively publish information about their operations. Compliance is overseen by the Scottish Information Commissioner, an independent official appointed by HM the King upon the Scottish Parliament's nomination.

Following a public consultation, the Scottish Government has committed to enhancing the operation of access to information rights, including updating statutory guidance for Scottish public authorities and exploring the extension of FOISA and EI(S)Rs to additional organisations and sectors.

Foundational to effective access to information is the requirement to have an effective and efficient process and system for storing records. The Scottish Government voluntarily submits its Records Management Plan to the Keeper of the Records in Scotland, annually

through the Progress Update Review. The feedback from the Keeper is published on the Scottish Government's webpages. A formal review takes place every five years.

The Scottish Government have commissioned an externally led review into the use of mobile messaging apps and non-corporate technology in Scottish Government. This review will conclude shortly and will provide recommendations on how transparency and integrity in this area is improved.

Open Government Initiatives:

Commitment to Open Contracting:

The open contracting component of the UK's Transforming Public Procurement Programme seeks to achieve the following: enact the Procurement Act 2023 and secondary legislation; enhance implementation through a government Learning and Development Programme; improve the digital platform; and support the development of civil society community. Together, these will allow the greatest value to be derived from the increased transparency the reforms will bring about.

Civil Society Engagement:

The UK's Civil Society Strategy explains how the government ensures that civil society can fulfil its role without compromising its integrity. This approach entails collaboration with civil society in policy formulation and service delivery.

The UK Multi-Stakeholder Forum (MSF) for Open Government is a joint endeavour of civil society and government that works to promote the principles of transparency, accountability and public participation in an effort to ensure policy and implementation are well-informed. The MSF has four goals:

- Oversee the co-creation of National Action Plans for Open Government
- Oversee the implementation of and reporting on National Action Plans for Open Government
- Promote the development of open government within the UK
- Promote UK engagement with international partners on common open government endeavours



The Government provides the secretariat for the MSF which is the focal point for promoting open government and overseeing the co-creation and implementations of National Action Plans. The MSF is jointly organised with the UK Open Government Civil Society Network and relevant government contacts, and meets on a quarterly basis, with a 12-month rolling horizon of meetings.

The Government will consult civil society on the development and delivery of the UK Anti-Corruption Strategy. This entails holding meetings with the UK Anti-Corruption Coalition every quarter and ensuring that a member of civil society is included in the UK delegation for the 2025 UN Convention against Corruption's Conference of State Parties.

Collaborative Efforts and International Engagement:

International Cooperation:

The UK is one of the OGP member countries, where the countries share knowledge and conduct research and anti-corruption measures. This encompasses work on beneficial ownership, aid transparency, and open contracting.

As one of the OGP Steering Committee members, the UK can influence the partnership's work and focus on fighting corruption.

Support for Developing Countries:

The UK collaborates with the World Bank to assist International Development Association countries in engaging their publics in policy-making. This means providing money to civil society organisations (CSOs) to make pledges on issues such as beneficial ownership, participatory budgeting, and fiscal transparency.

Ultimately, these measures have allowed the UK to foster a corporate governance culture in the public and private sectors in the fight against corruption.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁶⁸. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

⁶⁸ [G20 Anti-Corruption Open Data Principles](#) (2015)

The UK makes relevant data linked to grants and procurement available to the public, a process which has in part, been driven by the UK's Open Government Partnership National Action Plans (NAPs).

UK Public Procurement Platforms and Data Access

Currently, Find a Tender provides information on high-value opportunities or awarded contracts, typically over [£138,760](#), including VAT, but varying in some cases, across the whole of the UK. Information on contracts over [£12,000](#), including VAT (or £30,000 outside central government), can also be found on:

- [Contracts Finder](#) for England and other non-devolved parts of the UK
- [Public Contracts Scotland](#) for Scotland
- [Sell2Wales](#) for Wales
- [eSourcing NI](#) and [eTendersNI](#) for Northern Ireland

The data on Finder a Tender Service and Contracts Finder Service is available in various formats and output in the Open Contracting Data Standard (OCDS). Information about how to access this data can be found [here](#) and [here](#).

The enhanced public procurement data that will be available under the Transforming Public Procurement programme, as set out under 2.1, will also be made available in the OCDS format. This will be available on the Central Digital Platform, an enhanced version of Find a Tender. This covers notices, supplier information, and a single registration service. Over time, the service will be enhanced further to provide various datasets, e.g., a register of commercial tools.

Enhancing Citizen Engagement and Transparency Through the UK's Open Government Partnership Initiatives:

The UK's Fourth NAP included the Government Grants team's delivery on commitments to publish data on grants to charities, in line with the 360 Giving Standard. This was an example of government and civil society working together on a shared objective around data. The benefit for civil society and charitable organisations is progress on transparency and an ability to see where grants are being awarded (sectors/particular areas of

investment, etc. and from whom). The benefit for government is the means to compare and manage grants funding more effectively, including being able to reduce fraud.

From 2018/19, grant data across all UK grant-administering departments has been released to the 360Giving data standard, a recognised format for this type of data, allowing new levels of analysis and public oversight.

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From 2018/19, grant data across all UK grant-administering departments has been released to the 360Giving data standard, a recognised format for this type of data, allowing new levels of analysis and public oversight.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The UK has a general whistleblowing framework, which covers protections and reporting avenues for workers in the public and private sectors. Government departments are also responsible for putting in place whistleblowing arrangements, alongside measures related to specific measures such as public procurement. The new government has indicated a desire to enhance protections for whistleblowers in the workplace further.

Protections for Whistleblowers:

The Employment Rights Act 1996 (as amended by the Public Interest Disclosure Act 1998) provides rights and legal protections for workers in the public and private sectors who 'blow the whistle'.

To be covered by these rights, a worker who makes a disclosure must reasonably believe two things: the first is that they are acting in the public interest. The second is that the disclosure tends to show past, present, or likely future wrongdoing falling into one or more of the following categories:

- criminal offences (this may include, for example, types of financial impropriety such as fraud)
- failure to comply with an obligation set out in law
- miscarriages of justice
- endangering someone's health and safety
- damage to the environment
- covering up wrongdoing in the above categories

To qualify for the protections, a worker must make their disclosure either to their employer or other responsible person or a 'prescribed person'. Prescribed persons are most often organisations with a regulatory responsibility for the sector in which the worker works, or for the type of wrongdoing that is being disclosed. Disclosures can also be made to a legal advisor or an MP.

The UK framework protects workers from dismissal or detrimental treatment from their employers. This means that disclosures usually are made by workers who are likely to have witnessed the wrongdoing first-hand and are likely to understand when they are witnessing genuine wrongdoing which needs to be exposed to scrutiny. The compensation awarded by an Employment Tribunal reflects the detriment that the worker has suffered. There is no cap on the compensation that can be awarded.

Departmental Whistleblowing Policies and Guidance:

The Cabinet Office has oversight of whistleblowing arrangements in the Civil Service and supports the work of departments. It provides support across government organisations by setting a model policy, offering guidance, training, and collecting whistleblowing data. Individual departments are responsible for setting their own whistleblowing arrangements and procedures.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

The UK Government seeks to prevent corruption or other functional violations committed by public officials through training. As mentioned previously, the Propriety and Ethics team

within the Cabinet Office has collaborated with the Government Skills and Curriculum Unit to establish different courses to enhance civil servants' knowledge of their obligations under the Civil Service Code. The training is aimed at assisting civil servants to address propriety issues in the course of their duties, regardless of the position they hold. The training also aims to help civil servants at all levels understand when and how to escalate issues to the appropriate levels.

The Propriety and Ethics team also provides specific training for senior officials in Government Departments, including those in the Permanent Secretaries' offices and Ministers' private offices. Where the Civil Service Code is breached, this is dealt with as a disciplinary issue.

Serious breaches of integrity are also dealt with under the common law criminal offence of misconduct in public office. This applies to public officials when, while acting as a public official, they wilfully neglect to perform their duty or wilfully misconduct themselves to such a degree so as to amount to an abuse of the public's trust in the office holder, without reasonable excuse or justification.

The UK also passed the Bribery Act 2010 which applies to private individuals as well as public officials. It created offences of bribing, being in receipt of a bribe as well as bribing foreign public officials. Other legislative provisions such as the Fraud Act 2006 or Theft Act 1968 may also apply to public officials (as well as private individuals) where there was some fraudulent or dishonest appropriation of property (construed in the widest sense to include money and other property).

Furthermore, as another example, police officers are also subjected to a regulated disciplinary framework, which includes the role of the Independent Office for Police Conduct (IOPC) in the most serious and sensitive cases. Police forces must, by law, refer all allegations of serious corruption to the IOPC under the designed mandatory referral criteria and, where criminal allegations of corruption are made against police officers, section 26 of the Criminal Justice and Courts Act 2015 introduced a statutory offence of "corrupt or other improper exercise of police powers and privileges", limited solely to constables.

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.



The G20 could consider further promoting and supporting the implementation of a range of existing communities and initiatives, such as the Open Contracting Partnership, UN Convention Against Corruption, and International Aid Transparency Initiative. Associated with such initiatives, the G20 ACWG could advocate for investing in the digital and data governance and capabilities necessary to achieve and support such endeavours.

UNITED STATES

1. Please provide a brief overview of the strategic measures – including preventive measures and innovative deployment of technology – taken by your country to implement the general principles on organizing its public administration to promote a culture of integrity and address corruption risks, as envisaged in the G20 High-Level Principles on Organizing Against Corruption (2017). Please share any information you may find relevant regarding how your country promotes public integrity.⁶⁹

The United States implements and enforces a comprehensive framework of laws, policies, and regulations that promote accountability, transparency, and integrity within the public sector. Below are illustrative examples of how this framework is consistent with the High-Level Principles on Organizing against Corruption.

Within the Executive Branch of the federal government, responsibility for the day-to-day implementation of ethics programs falls to the individual departments and agencies, which receive support and guidance from the U.S. Office of Government Ethics (OGE). As the supervising ethics office for the Executive Branch, OGE has developed a single, comprehensive, and clear set of standards of conduct for all Executive Branch employees. It also operates an advisory program service to provide guidance on the application and meaning of the ethics laws and regulations as well as maintains an effective system for public and confidential financial disclosure.

As part of its prevention framework, and consistent with the High-Level Principles, the United States has established a comprehensive program for the prevention of conflicts of interest and the establishment of ethical standards in the Executive Branch. This program is based on written, enforceable conflict of interest statutes and Presidential Executive Orders as well as the Executive branch-wide Standards of Ethical Conduct for Employees of the Executive Branch (Standards of Conduct) and agency-specific supplemental regulations that augment the Standards of Conduct. Each agency must designate a Designated Agency Ethics Official (DAEO) and Alternate Designated Agency Ethics Official (ADAEO) to oversee the day-to-day activities of the ethics program. Agencies must also conduct comprehensive and risk-tailored ethics education and training for their employees as well as provide

⁶⁹ The answers may include relevant measures related to the implementation of the 2023 High-Level Principles on Promoting Integrity and Effectiveness of Public Bodies and Authorities Responsible for Preventing and Combating Corruption.



individual advice and counsel to current and former employees to allow them to understand and conform their conduct to appropriate expectations. Oversight of agency ethics programs is conducted by OGE through periodic program compliance reviews and through an annual questionnaire.

Over the last decade, OGE has made a concerted effort to bring much of its education into a web-based format. In 2018, OGE launched the Institute for Ethics in Government (IEG) “Access On-Demand Library,” which contains the entire library of training videos. The “Access On-Demand Library” contains a wide variety of education resources including recordings of training presentations, slide decks, job aids, and research blogs which are open and free to access by department and agency officials and any member of the public. Users can search for training and educational resources by modality, topic, skill level, or legal construct. In turn, these department and agency officials can bring the right lessons back to their organizations and train them on anti-corruption compliance.

The U.S. Office of Personnel Management (OPM) is the central human resources agency for the Federal Government and is integral to promoting a merit-based system of hiring. Its mission is to “Recruit, Retain and Honor a World-Class Workforce to Serve the American People.” To carry out this mission, OPM provides human resource advice and leadership to Federal agencies, supports agencies with human resource policies, holds agencies accountable for their human resource practices, and upholds the merit system principles. Additionally, OPM delivers human resource products and services to agencies on a reimbursable basis, including personnel background investigations, leadership development and training, staffing and recruiting assistance, supporting organizational assessments, and training and management assistance. OPM also delivers services directly to Federal employees, those seeking Federal employment, and Federal retirees and their beneficiaries.

The U.S. Office of Special Counsel (OSC) was created on January 1, 1979, by the Civil Service Reform Act of 1978 (CSRA). OSC initially operated as an investigative and prosecutorial arm of the Merit Systems Protection Board until it became an independent executive agency pursuant to the Whistleblower Protection Act of 1989. Subsequent legislation has strengthened OSC’s ability to protect federal employees from certain personnel actions and safeguard the merit system. OSC is currently reauthorized through 2023. OSC protects the merit system and federal employees in the following ways:

- (a) OSC receives and investigates complaints of prohibited personnel practices, which include whistleblower retaliation, retaliation for other defined protected

activity, hiring and merit promotion-related offenses, and other violations of law, rule, or regulation concerning merit system principles;

(b) OSC serves as a channel for federal employees, former employees, and applicants for federal employment, to make disclosures of government wrongdoing, which OSC may forward to the agency involved for an investigation, report, and proposed corrective actions if warranted;

(c) OSC receives and investigates complaints regarding the possible violations of the Hatch Act, which prohibits certain political activity by federal employees as well as certain state and local employees, and OSC also provides advisory opinions regarding what may be permitted and prohibited under the Hatch Act;

(d) OSC receives and reviews complaints of violations of the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), and may seek corrective action for service members whose rights have been violated by their federal agency employer.

2. Please indicate the measures adopted by your country to promote a culture of integrity, accountability, and transparency in the public administration:

- Integrity policy or strategy
- Corruption risk management system
- Technology and e-governance
- Digital public services delivery
- Open data policy
- Transparency policy
- Open government initiatives
- Merit-based recruitment system
- Objective remuneration policy
- Control and quality of public spending
- Integrity in Public-Private Relationship
- Other

2.1 Please provide a brief description of illustrative relevant measures indicated above that were adopted by your country, while also indicating any constraints or barriers faced when implementing these mechanisms.

Ethics and Integrity

As previously outlined, the U.S. Office of Government Ethics (OGE) serves as the supervising ethics office for the Executive Branch. OGE's staff of approximately 70 full-time officials includes experts in financial disclosure, ethics program management, and ethics law and policy. OGE is committed to ensuring its staff have the training needed to carry out their functions. To do so, OGE ensures that it is meeting its employees' professional development needs by providing significant education and training opportunities and support through the dedication of time and resources. For example, all OGE employees participate in the OGE Employee Development Plan (EDP) program. The EDP identifies individual employee learning objectives that must be tied directly to OGE's strategic plan and to the organizational goals of the employee's work unit. The EDP identifies specific formal training, mentoring, self-study, and/or on-the-job training activities that the employee will complete in the covered period. Significantly, the EDP also identifies objective measures for assessing the employee's acquisition of the targeted knowledge or skills. Often, this measurement will involve the employee's completion of a work product or delivery of a presentation related to the training that is evaluated by the employee's supervisor to determine whether the training was effective. To ensure accountability in this continuous learning process, the completion of the EDP is part of each employee's performance standards. This mixture of support and accountability has helped OGE to foster a performance culture through continuous learning.

OGE also plays a major role in supporting ethics training for Executive Branch employees and has released programmatic guidance on effective, risk-based training programs, including an ethics education risk questionnaire and ethics education maturity model. In addition, OGE continued to work with executive branch agencies who wish to modify or supplement the Executive Branch-wide Standards of Conduct by adoption of supplemental agency regulations. OGE also issued many comprehensive guides concerning the analysis of how common investments, liabilities, and outside employment may create financial conflicts of interest. OGE has also updated the OGE website with the objective of enhancing usability, public access, and transparency.

Human Resources/Merit-Based Hiring

USAJOBS (www.usajobs.gov) is the Federal Government's central web-based employment portal that provides on-line worldwide job vacancy information, employment information, fact sheets,



job applications, and integration with other Federal hiring systems. Most federal agencies are required by law and regulation to post job openings on USAJOBS and this public notice helps ensure open competition by informing job seekers when, where, and how to apply for these jobs.

USAJOBS is updated daily and averages 12,000 listings at any given time covering worldwide job opportunities, handles more than 3 million applicant search requests daily, and processes millions of job applications each year. USAJOBS offers the applicants one central secure place to save their application documents like resumes and college transcripts, then leverage these saved documents towards multiple job applications across the Federal government. USAJOBS is built upon best practices using an open framework and ensures access for applicants with differing physical and technological capabilities. Additionally, the system sends applicants daily email alerts based on their personal saved search criteria keeping them up to date regarding new postings. USAJOBS is convenient, user friendly, and with the exception of scheduled maintenance, is available 24 hours a day, 7 days a week. USAJOBSRecruit (www.usajobsrecruit.gov) is a companion website for Federal employees with recruiting responsibilities. It is designed to create a Federal recruitment community for sharing best-in-class recruiting practices, ideas, insights, lessons learned, and for creating recruiting solutions. USAJOBSRecruit provides tools (e.g., School Sorter, templates, checklists), job aids, learning modules, information on effective recruiting strategies, and webinars. Other special features include recruiting blogs and interactive forums with featured recruiting experts to further foster collaboration and communication among Federal employees with recruiting responsibilities.

The U.S. Government conducts background investigations to determine if applicants or employees meet the suitability or fitness requirements for employment, or are eligible for access to Federal facilities, automated systems, or classified information. The scope of a background investigation varies depending on the duties and access requirements for the position. Executive Order 10577 directs the U.S. Office of Personnel Management (OPM) to examine "suitability" for competitive Federal employment. Determinations of "suitability" are based on a person's character or conduct that may have an impact on the integrity or efficiency of the service. By Executive Order 13488, individuals in positions of public trust are reinvestigated periodically in order to ensure that they remain suitable for continued employment.

On its website (<http://www.opm.gov/investigate/investigations/index.aspx>) the U.S. Office of Personnel Management (OPM) describes the purpose of background investigations, the authority through which OPM conducts investigations, the role each agency has in determining the level of the background check, and information on how an individual may request a copy of his/her background report.



OPM also provides leadership on Federal pay and leave administration policies and programs. It maintains pay tables for General Schedule employees, manage the Federal Wage System, and develop and provide Governmentwide regulations and policies on other pay and leave authorities. Ultimately, each Federal agency is responsible for complying with the law and regulations and following OPM's policies and guidance to administer pay policies and programs for its own employees.

Transparency

A number of U.S. laws and regulations ensure and encourage public sector transparency. Principal among these laws is the Freedom of Information Act (5 U.S.C. § 552) ("FOIA"). This law generally provides that any person has a right, enforceable in court, to obtain access to federal agency records and agencies must respond to the requests within twenty or thirty working days depending on if unusual circumstances exist as define in the statute. FOIA is administered through a decentralized system so that each federal agency is responsible for implementing the Act's requirements. Agencies also make a wide variety of information available to the public proactively, including frequently requested records which are required to be posted online so that they are readily available to all. Other laws, such as the Federal Funding Accountability and Transparency Act of 2006 (FFATA), and the later Digital Accountability and Transparency Act (DATA Act), require that certain federal contract, grant, loan, and other financial assistance awards be displayed on a publicly accessible and searchable website to give the American public access to information on how their tax dollars are being spent.

Evaluation, Monitoring, Improvement

U.S. agencies and departments are responsible for evaluating and, where necessary, improving the policies and practices that contribute to public sector transparency and citizen participation. Several independent oversight and administrative agencies are also responsible for identifying potential issues and providing recommendations on how to improve the functioning of these policies and practices. For example, the Administrative Conference of the United States (ACUS) is an independent federal agency within the executive branch whose statutory mission is to study the efficiency, adequacy, and fairness of federal administrative processes. ACUS is charged with promoting effective public participation in the regulatory process by reducing unnecessary litigation and improving the use of science and the effectiveness of applicable laws. ACUS has issued hundreds of recommendations to improve rulemaking, adjudication, and other administrative processes since its inception in 1968. Many have resulted in reforms by federal agencies, the President, Congress, and the Judicial Conference of the United States. Recommendations are issued by the Assembly, which is made up of a Chairman appointed by the

President and confirmed by the Senate; ten presidential appointees who, with the Chairman, comprise the Council; 50 senior officials designated by the heads of participating federal agencies; and 40 academics, practitioners, and other private-sector experts. Except for the Chairman, all members are unpaid. The work of ACUS is supported by a small, full-time staff within the Office of the Chairman. In addition to supporting the consideration and adoption of recommendations, the Office of the Chairman commissions research reports, prepares sourcebooks, organizes forums and roundtables, and conducts other activities to study and improve federal administrative processes.

3. Is there a coordinated and coherent approach or integrity system across the public administration in your country? Please provide a brief overview of the institutional public integrity approach or system across the public administration, including information regarding the structure and functions of the different parts of the system, particularly of the coordination unit, if relevant.

Because the Executive Branch ethics program is decentralized, each of the over 130 agencies is responsible for implementing required ethics laws, policies, and regulations. See answers to questions 1 and 2.1 for an illustrative overview of the U.S. system.

3.1 Please provide an overview of the main challenges, impediment or barriers, encountered (if any) in implementing this approach or system, as well as share some of its main achievements.

The scale of the U.S. federal governments presents a challenge in terms of ensuring compliance with ethics standards. The Executive Branch has more than 130 agencies and departments with more than 2.3 million employees. Each one of these agencies and departments has unique human resources needs. This is one of the major reasons the United States has adopted a decentralized ethics and integrity system. This form of decentralization has a number of advantages. It allows preventative, investigative, and enforcement bodies to focus on those missions, and develop and maintain specialized expertise and competencies appropriate for each of the distinct phases of combatting corruption. It also ensures that preventative and enforcement activities are appropriately funded, by allowing separate consideration of the necessary resources and budget for the agencies that conduct those missions. Decentralization also ensures that there are dedicated ethics officials embedded at each agency who are familiar with the culture, mission, and operations of their employing agency, resulting in better tailored guidance, training, and procedures to address the specific risks of corruption present at that agency.



Through this system, nearly 372,000 employees have received initial ethics training and more than 405,000 employees have received annual ethics training. More than 29,000 public financial disclosure reports and 422,000 confidential financial disclosures (CY23) have been filed.

4. Please indicate if your country has established any systems or methods to regularly assess corruption risks in public sector bodies and authorities. If so, please share your experience.

Because the Executive Branch ethics program is decentralized, each of the over 130 executive branch agencies is responsible for conducting a program to prevent conflicts of interest and to ensure compliance with the financial disclosure process. OGE's Compliance Division is responsible for monitoring and reviewing agency ethics programs to ensure compliance with applicable ethics requirements established by statutes, rules, regulations, and Executive Orders. To do so, the Compliance Division, through the Program Review Branch, conducts periodic ethics program reviews ("program reviews") of agencies' ethics programs. The purpose of a program review is to identify and report on the strengths and weaknesses of an agency's ethics program by evaluating (1) agency compliance with ethics requirements as set forth in relevant laws, regulations, and policies and (2) ethics-related systems, processes, and procedures for administering the program. These reviews are a vital means by which OGE can assess the ability of an ethics program to engender faith and confidence in the work of an agency.

Pursuant to the Ethics in Government Act, OGE's Compliance Division conducts three types of ethics program reviews through the Program Review Branch: plenary reviews, inspections, and follow-up reviews.

A plenary review examines, in-depth, all elements of an agency's ethics program and results in a written report providing a narrative description of the ethics program, including how it is administered, what model practices are in place, and what deficiencies, if any, were found during the review. Reports also include recommendations directing the agency to correct any deficiencies that were not corrected prior to the conclusion of the review.

Inspections are a streamlined version of the plenary review and focus primarily on results. An inspection report indicates in a summary format whether an ethics program has substantially complied with certain core requirements. Inspection reports also provide brief narrative statements to justify findings of deficiencies, explain any apparent discrepancies and highlight model practices, as appropriate. Additionally, an inspection report, like a plenary review report, may include recommendations directing an agency to correct deficiencies. The results of an inspection may lead the Program Review Branch to conduct a more comprehensive plenary review

of an agency's ethics program. This would occur if the findings of an inspection indicated the ethics program had deficiencies that could be more adequately addressed through a plenary review.

Follow-up reviews are conducted when a plenary review or inspection results in a recommendation. The follow-up report primarily focuses on determining if the agency took action to respond to the recommendation and whether that action was sufficient to resolve the underlying deficiency. However, if new deficiencies are identified during a follow-up review, additional recommendations will be issued and additional follow-up reviews will be conducted, as necessary.

Ethics program reviews are designed to ensure consistent and sustainable ethics program compliance with established executive branch ethics laws, regulations and policies and to provide recommendations for meaningful program improvement. Both plenary and inspection reviews provide for the comprehensive evaluation of an agency's ethics program against objective statutory and regulatory criteria. The major topics that are covered in a program review include:

- processes for public and confidential financial disclosure program administration;
- processes for notifying prospective employees that they are covered by the ethics laws and regulations;
- processes for notifying new supervisors of their heightened ethical obligations;
- processes for complying with initial and annual ethics training requirements; and
- reviewing samples of ethics advice and counseling provided by agency ethics officials for consistency with applicable laws and regulations.

OGE occasionally also conducts special issue reviews, which are more narrowly focused on implementation of new or existing requirements, emerging issues, or other matters that have an impact on the ethics program. In the past, OGE has conducted special reviews on such topics as post-Presidential election readiness, use of waivers and authorizations, successful financial disclosure programs, and ethical implications of emergency response.

These program reviews are supplemented by an Annual Agency Ethics Program Questionnaire. This Questionnaire is administered by OGE each year and is completed by the ethics program at each of the 130 plus executive branch agencies. The Questionnaire seeks extensive information about agency ethics programs, including core elements of the ethics program that assist in the identification and resolution of potential conflicts of interest. Following completion of the Questionnaire by each agency, OGE publishes on its website both the individual agency responses and a summary report that provides insight into the resources and common practices used to implement the executive branch ethics program as well as the aggregate numbers and compliance



rates for each of the main program areas designed to prevent, detect, and resolve conflicts of interest.

The U.S. Government Accountability Office (GAO) is an independent, nonpartisan agency that works for Congress. Often called the “congressional watchdog,” GAO investigates how the federal government spends taxpayer dollars. The head of GAO, the Comptroller General of the United States, is appointed to a 15-year term by the President from a slate of candidates Congress proposes. GAO’s mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people. GAO provides Congress with timely information that is objective, fact-based, nonpartisan, nonideological, fair and balanced. GAO’s work is done at the request of congressional committees or subcommittees or is mandated by public laws or committee reports. GAO also undertakes research under the authority of the Comptroller General. They support congressional oversight by:

- Auditing agency operations to determine whether federal funds are being spent efficiently and effectively;
- Investigating allegations of illegal and improper activities;
- Reporting on how well government programs and policies are meeting their objectives;
- Performing policy analyses and outlining options for congressional consideration; and
- Issuing legal decisions and opinions, such as bid protest rulings and reports on agency rules.

GAO advises Congress and the heads of executive agencies about ways to make government more efficient, effective, ethical, equitable, and responsive.

The Council of the Inspectors General on Integrity and Efficiency (CIGIE) is an independent entity established within the executive branch to address integrity, economy and effectiveness issues that transcend individual Government agencies and aid in the establishment of a professional, well-trained and highly skilled workforce in the Offices of Inspectors General. Statutory Inspector Generals (IG) are structurally unique within the Federal government. Each IG is responsible for conducting audits and investigations relating to the programs and operations of its agency, and providing leadership and coordination and recommending policies for, and to conduct, supervise, or coordinate other activities for the purpose of promoting economy, efficiency, and effectiveness and preventing and detecting fraud and abuse in those programs and operations. Significantly, many OIG’s employ sworn law enforcement officers who work closely with the Department of Justice to investigate allegations of fraud, including public corruption, targeting Federal programs.

5. Please provide examples of measures taken by your country to engage members of the public and private sectors in promoting a culture of integrity and accountability, including through training and capacity-building programs, dissemination of policies, rules, guidance, conventions, and administrative procedures relevant to corruption prevention.

U.S. agencies and departments engage in a number of public outreach and awareness campaigns to highlight U.S. anti-corruption efforts. For example, this year the Office of Government Ethics (OGE) used Sunshine Week (March 10 – 16) to highlight its ongoing efforts to facilitate transparency by making ethics documents publicly available and raising the American public’s awareness about the systems in place to prevent conflicts of interest and mechanisms available to hold their government accountable.

OGE also uses its website to make publicly available key information about nearly all of its activities as the supervising ethics office of the executive branch. Available documents include agency program review reports, policy guidance, information about each agency’s ethics program, documentation of senior leaders’ compliance with ethics commitments, and financial disclosure reports of high-level officials. In addition, anyone can access a repository of documents released in response to Freedom of Information Act requests and review oversight correspondence holding agencies accountable, as well as OGE’s responses to Congressional inquiries. The public can also stay apprised of OGE’s current rule-making activities.

The United States also strives to make information about anti-corruption efforts publicly available. For example, www.Oversight.gov – a website managed by the Council of the Inspectors General on Integrity and Efficiency - consolidates in one place all public reports from Federal Inspectors General (IGs) in order to improve the public’s access to independent and authoritative information about the federal government. Here the public can read published IG reports from Inspectors General across the executive branch of the federal government, including those that address issues of waste, abuse, or fraud. The website also provides useful information to individuals wanting to report potential instances of waste, abuse, or fraud and/or file a complaint about potential retaliation.

A variety of departments and agencies also routinely publish reports on actions taken against instances of corruption or related actions. These reports serve an important role in raising awareness about corruption as well as measures the government taken to prevent and combat it. For example, every year, the Department of Justice publishes an annual report outlining, among other things, the enforcement actions the Department has taken against acts of foreign bribery. This report highlights annual FCPA enforcement statistics and provides examples of FCPA cases concluded that year.



OGE publishes quarterly statistics of when executive branch agencies refer a potential violation of a criminal conflict of interest statute to a U.S. Attorney or the Department of Justice's Public Integrity Section. These referrals may be accepted for prosecution, returned for further investigation, or declined for prosecution and referred back to the agency for potential administrative action. Each year, OGE also issues a survey of prosecutions involving the conflict of interest criminal statutes (18 U.S.C. §§ 202-209) and other related statutes. These are just some examples of such public reporting.

USDOJ and the U.S. Securities and Exchange Commission also conduct outreach to the private sector and civil society in forums, conferences, and meetings, as well as through press releases and online information. Both agencies routinely participate in international conferences on the FCPA with the private sector, where they discuss key developments and other issues, and receive questions from participants.

6. Please indicate which type of relevant data is publicly available in your country, in line with the G20 Anti-Corruption Open Data Principles⁷⁰. Where applicable, please describe the strategies or implementation mechanisms adopted to enable the publication of such relevant data.

The United States is committed to transparency and open data. Pursuant to Executive Order of May 9, 2013, *Making Open and Machine Readable the New Default for Government Information*, the Office of Management and Budget (OMB) issued Memorandum 13-13, entitled *Open Data Policy-Managing Information as an Asset*, which established a framework to help institutionalize the principles of effective information management at each stage of the information's life cycle to promote interoperability and openness. More information on the U.S. Open Data Policy can be found here: <https://digital.gov/resources/open-data-policy-m-13-13/>.

On January 14, 2019, the Foundations for Evidence-Based Policymaking Act ("Evidence Act"), which includes the OPEN Government Data Act, was signed into law. The Evidence Act requires the OMB, the Office of Government Information Services, and the General Services Administration to develop and maintain an online repository (Resources.data.gov) of tools, best practices, and schema standards to facilitate the adoption of open data practices across the Federal Government.

Resources.data.gov is an effort by OMB, the Office of Government Information Services of the National Archives, and the General Services Administration to provide an online repository of guidance and tools to implement the OPEN Government Data Act and the Federal Data Strategy.

⁷⁰ [G20 Anti-Corruption Open Data Principles](#) (2015)

While the site is required by the OPEN Government Data Act, resources.data.gov serves a broader purpose as the central repository for Federal Enterprise Data resources including tools, case studies, playbooks, and guidance on how to manage and use Federal data. The repository will be frequently updated with additional tools and resources and will be developed in an open, collaborative manner.

On June 4, 2019, the Office of Management and Budget published Memorandum M-19-18, *Federal Data Strategy — A Framework for Consistency*, which provided a Mission Statement, Principles, and Practices to provide a government-wide vision for how agencies should manage and use federal data by 2030. Specifically, the FDS calls for the federal government to replicate, accelerate, and scale leading practices related to government data, including steps to:

- Provide consistent, reliable and privacy-preserving access to federal government data to the public, businesses, and researchers for commercial and other public purposes;
- Fill gaps in government capacity and knowledge;
- Increase the sharing and use of data for federal decision-making and operational needs;
- Make federal data more findable and discoverable through rich descriptions and metadata;
- Utilize data and operational maturity models and evidence-based planning assessments;
- Provide data-management tools and protocols for secure data access for state, local, tribal, and territorial governments; and
- Plan for secondary data uses from the outset, through re-identification risk assessments, stakeholder engagement, and sufficient information to assess fitness for use.

M-19-18 calls for annual government-wide Action Plans to guide federal agency implementation of the FDS, and to “identify and prioritize practice-related steps for a given year, along with target timeframes and responsible entities.” This approach balances long-term goals stretching across budgets and administrations with short-term flexibility to adjust for emerging national priorities, new legislation, and data maturity levels, needs, and capabilities that vary across agencies. The 2021 Action Plan was developed in consultation with an interagency, interdisciplinary working group and the Chief Data Officer (CDO) Council Executive Committee.

7. Please indicate the available mechanisms for reporting corruption within the public administration and the existence of operational procedures for receipt and treatment of reports.

The United States maintains a number of systems available for whistleblowers to report, among other things, fraud and corruption. For example, the government website Oversight.gov provides a centralized site to help whistleblowers report fraud, waste, and abuse in Federal programs. The site not only provides information about how to report such acts, it also helps whistleblowers



navigate to the appropriate reporting channel. Oversight.gov is complemented by other reporting channels. The U.S. Office of Special Counsel (OSC), which serves as a confidential channel for disclosures by federal employees, former employees, and applicants, of fraud, waste, and abuse, and investigates claims of whistleblower retaliation against federal employees, former employees, and applicants, had previously launched an updated and more streamlined complaint form to make it even easier for reporting persons to confidentially disclose alleged wrongdoing. The user-friendly complaint form is accessible on OSC.gov.

The FBI also provides several secure reporting channels for individuals who want to report a crime. For example, individuals can use the FBI's Tip website - tips.fbi.gov – to report federal crimes, including those involving corruption. The website provides links to the reporting channels of other federal agencies, such as the Federal Trade Commission, the Department of Homeland Security, and the Department of the Treasury's Inspector General for Tax Administration. Individuals can also use the FBI's website - ic3.gov - to report internet-based fraud.

8. If applicable, please provide an overview of your country's disciplinary frameworks to address acts of corruption or other functional violations committed by public officials, including measures for remediation and accountability.

The Public Integrity Section (PIN) oversees the investigation and prosecution of all federal crimes affecting government integrity, including bribery of public officials, election crimes, and other related offenses. PIN investigates and prosecutes some of the most sensitive, complex, and contentious public corruption cases handled by the Department, including cases involving elected and appointed officials at all levels of government. PIN also serves as a source of advice and expertise for federal prosecutors and agents regarding the handling of public corruption cases nationwide, and plays a key role in developing Department policy concerning public corruption and election crime investigations and prosecutions. PIN handles cases in Districts across the country, either on its own or in partnership with the local U.S. Attorney's Office.

The Section is staffed with experienced trial attorneys with extensive public corruption experience, who regularly provide briefings and training to federal and state prosecutors and law enforcement officers as well as foreign counterparts.

The Criminal Division has launched a Pilot Program on Voluntary Self-Disclosures for Individuals designed to encourage voluntary self-disclosure by individual participants in certain types of criminal conduct involving corporations. In exchange for self-disclosing, fully cooperating with authorities, and paying any applicable victim compensation, restitution, forfeiture, or disgorgement, including returning any ill-gotten gains, the Criminal Division will enter into a non-

prosecution agreement (NPA) where certain specified conditions are met. This Pilot Program provides transparency regarding the circumstances in which Criminal Division prosecutors will offer mandatory NPAs to incentivize individuals (and their counsel) to provide original and actionable information. Receiving such information will help us investigate and prosecute criminal conduct that might otherwise go undetected or be impossible to prove, and will, in turn, further encourage companies to create compliance programs that help prevent, detect, and remediate misconduct and to report misconduct when it occurs. Elected or appointed foreign government officials and domestic government official at any level, including any employee of a law enforcement agency, are excluded from participation in the program. Because the program doesn't apply, domestic government officials are still subject to both criminal prosecution and administrative action.

Pursuant to the Ethics in Government Act of 1978, the Attorney General annually submits to Congress a report on the operations and activities of the Public Integrity Section. The Report describes the major activities and significant cases prosecuted by the Section during the year, as well as presents nationwide data regarding the national federal effort to combat public corruption over the past twenty years.

<https://www.justice.gov/criminal/criminal-pin/annual-reports>

9. If possible, please indicate how the G20 ACWG could address the organization of public administration to strengthen public integrity and tackle corruption in the future.

The ACWG should continue to revisit and review implementation of the many prevention-focused principles and best practices adopted by the Group. These include, but are not limited to:

- G20 High-Level Principles on Asset Disclosure by Public Officials
- G20 Principles for Promoting Integrity in Public Procurement
- G20 High-Level Principles for Preventing and Managing 'Conflict of Interest' in the Public Sector
- G20 High-Level Principles for the Effective Protection of Whistleblowers
- G20 Anti-Corruption Open Data Principles

Future presidencies should consider including review of these principles as part of the Accountability Report.