

## *Foreword*

Over the past decade the Federal Government of Brazil has undertaken a series of reforms of its public sector. Enhancing public governance is a key element in the country's political reform agenda. They aim at making government more cost-effective, improving accountability and preventing corruption.

This Public Integrity Review of Brazil assesses the implementation and coherence of instruments, processes and structures to safeguard integrity within Brazil's federal public administration. It is based on four sets of policy principles developed by the OECD: the Principles for Managing Ethics in the Public Service, Guidelines for Managing Conflict of Interest in the Public Service, Principles for Enhancing Integrity in Public Procurement and Principles for Transparency and Integrity in Lobbying.

The review recognizes the important progress made so far and points at ways in which the Federal Government of Brazil could further reinforce its integrity and anti-corruption reforms by: *i*) integrating operational risk management as a core element of management responsibility, *ii*) ensuring adequate capability within public organisations to safeguard public resources; *iii*) enhancing efforts to assess the impact of integrity institutions and measures; and *iv*) increasing co-ordination at the policy and implementation levels in order to better develop a collective commitment.

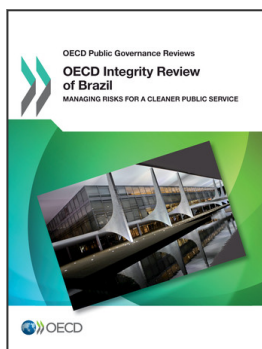
This report also underlines the importance of a comprehensive approach that examines issues of integrity across different parts of the public administration. Three case studies – on Brazil's federal tax administration, Family Grant and National STD/AIDS Programmes – demonstrate that there are significant differences in the implementation of integrity measures within individual public organisations. In parallel with formulating government-wide initiatives, central integrity authorities should focus on providing more practical “how to” guidance and tools to provide capability in individual public organisations. Moreover, these central authorities have a critical role in monitoring implementation.

The significance of this report is global. This is the first public sector integrity peer review of a G20 country. It is part of the OECD contribution to implementing the G20 Anti-Corruption Action Plan agreed at the Seoul Summit in November 2010. It is also complementary to other activities in support of international and regional conventions against corruption. Last but not least, Brazil's willingness to be reviewed by its peers on an important systemic issue highlights its growing role and profile in international debates and decision making processes.

The report embodies the ongoing engagement between the OECD and Brazil in the field of public governance. It follows three previous reviews of Brazil on Public Budgeting (2003), Regulatory Reform (2008) and Human Resource Management in Government (2010). As an active participant in the OECD Public Governance Committee, Brazil plays a key role in building stronger frameworks for good governance. All these efforts contribute to our common goal of better policies for better lives.



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