Session 1: Identifying, managing and preventing conflict of interest

13 May 2026 | ACI Regional Seminar, Tashkent

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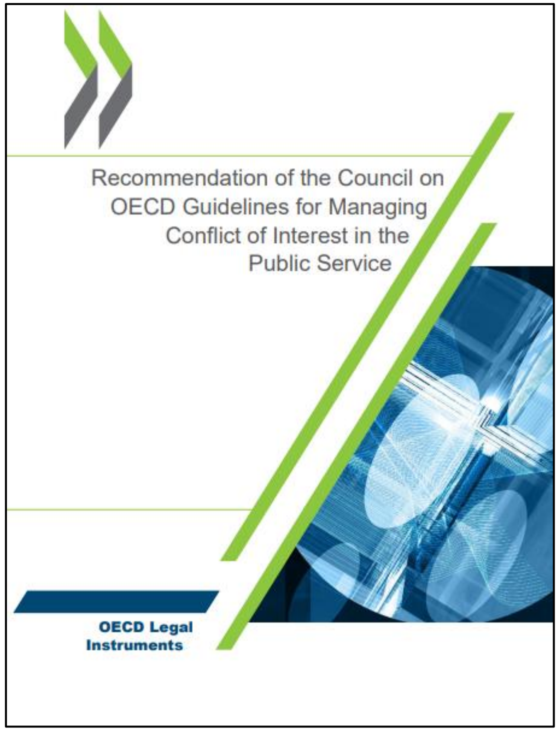
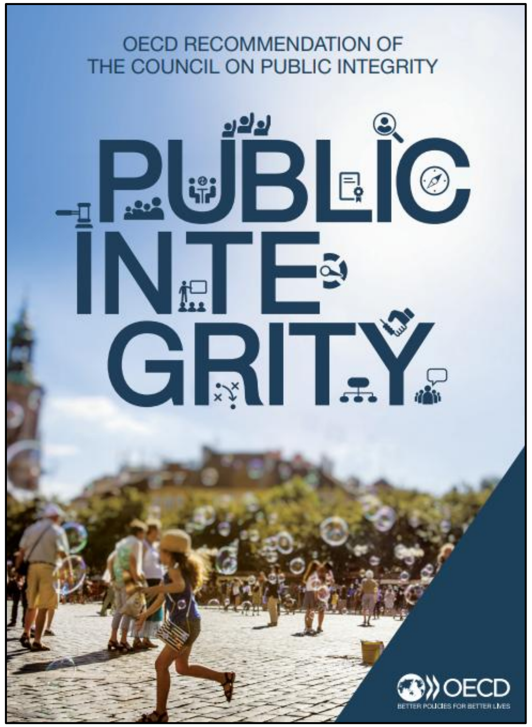
OECD instruments on public integrity

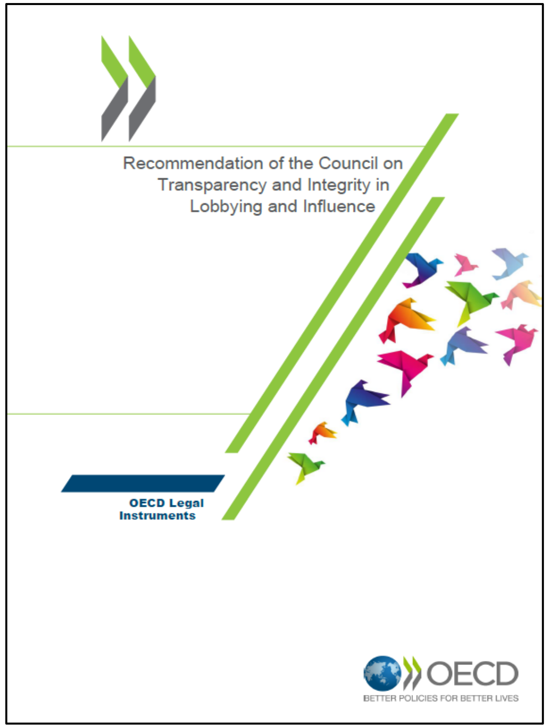
Recommendation on OECD Guidelines for Managing Conflict of Interest in the Public Service (2003)



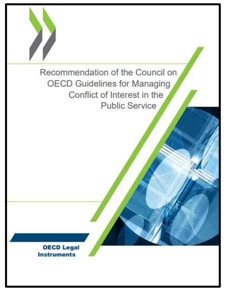
Recommendation on Public Integrity (2017)



Recommendation on Transparency and Integrity in Lobbying and Influence (2024)



OECD Recommendation on Conflict of Interest



Core principles of the Recommendation:

Public interest

Transparency

Personal responsibility

Culture of integrity

Increased interaction between:

- Public and private sectors
- Public officials and external actors

Poorly managed conflicts can:

- Undermine impartial decision making
- Erode public trust
- Increase corruption risks

Purpose:

- Provide principles and practical guidance to help governments manage conflicts of interest effectively

Definition of a conflict of interest

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

Actual	• A private interest directly conflicts with public duties right now.
Perceived	• A reasonable observer could perceive a conflict, even if none exists.
Potential	• A private interest could create a conflict in a future role or decision.

Definition of a conflict of interest

Not all conflicts equal corruption — but all require active management.

Actual	• A private interest directly conflicts with public duties right now.
Perceived	• A reasonable observer could perceive a conflict, even if none exists.
Potential	• A private interest could create a conflict in a future role or decision.

What counts as a private interest?

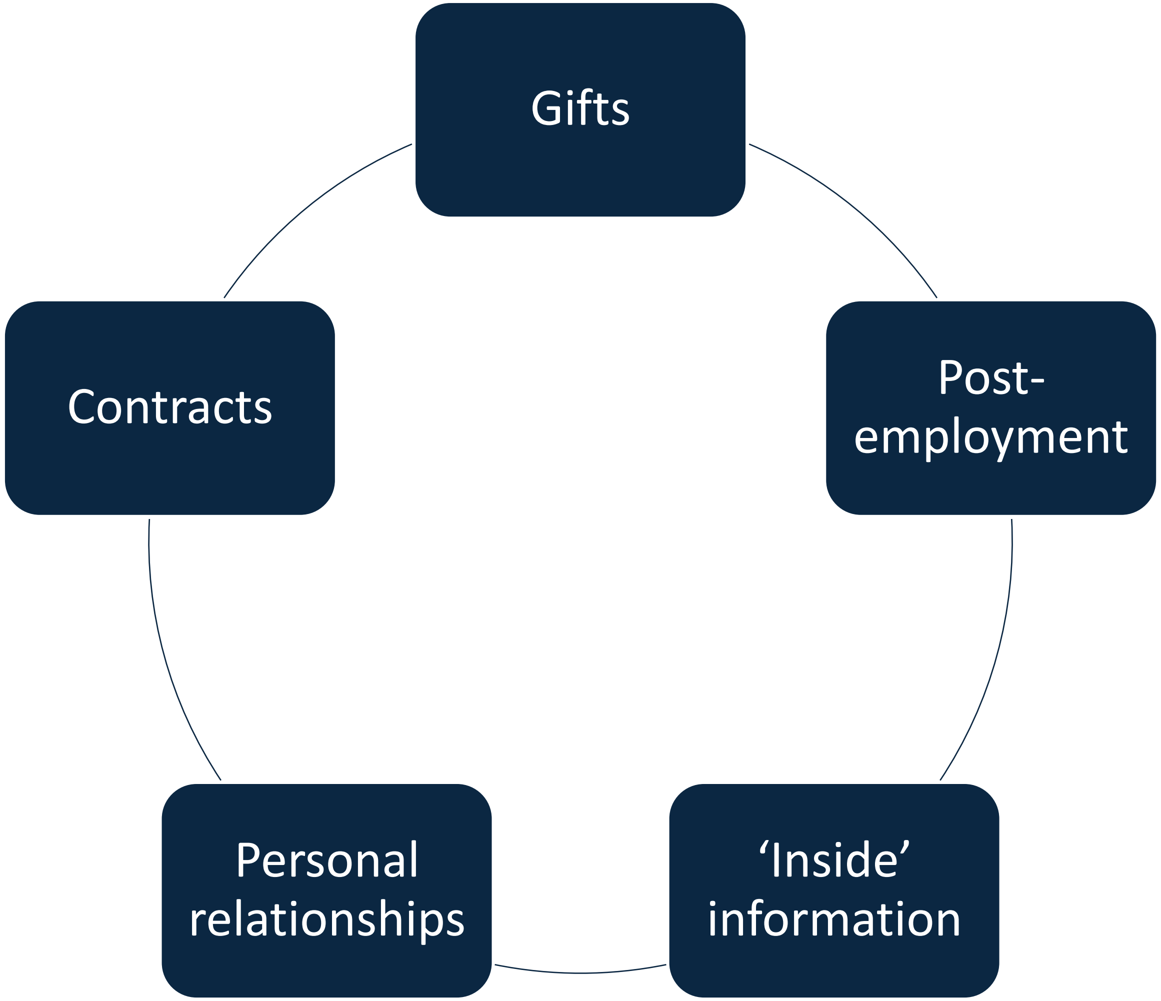
They may include:

- Financial and economic interests.
- Family and personal relationships.
- External roles or affiliations.
- Negotiation of future employment.
- Access to non-public information.

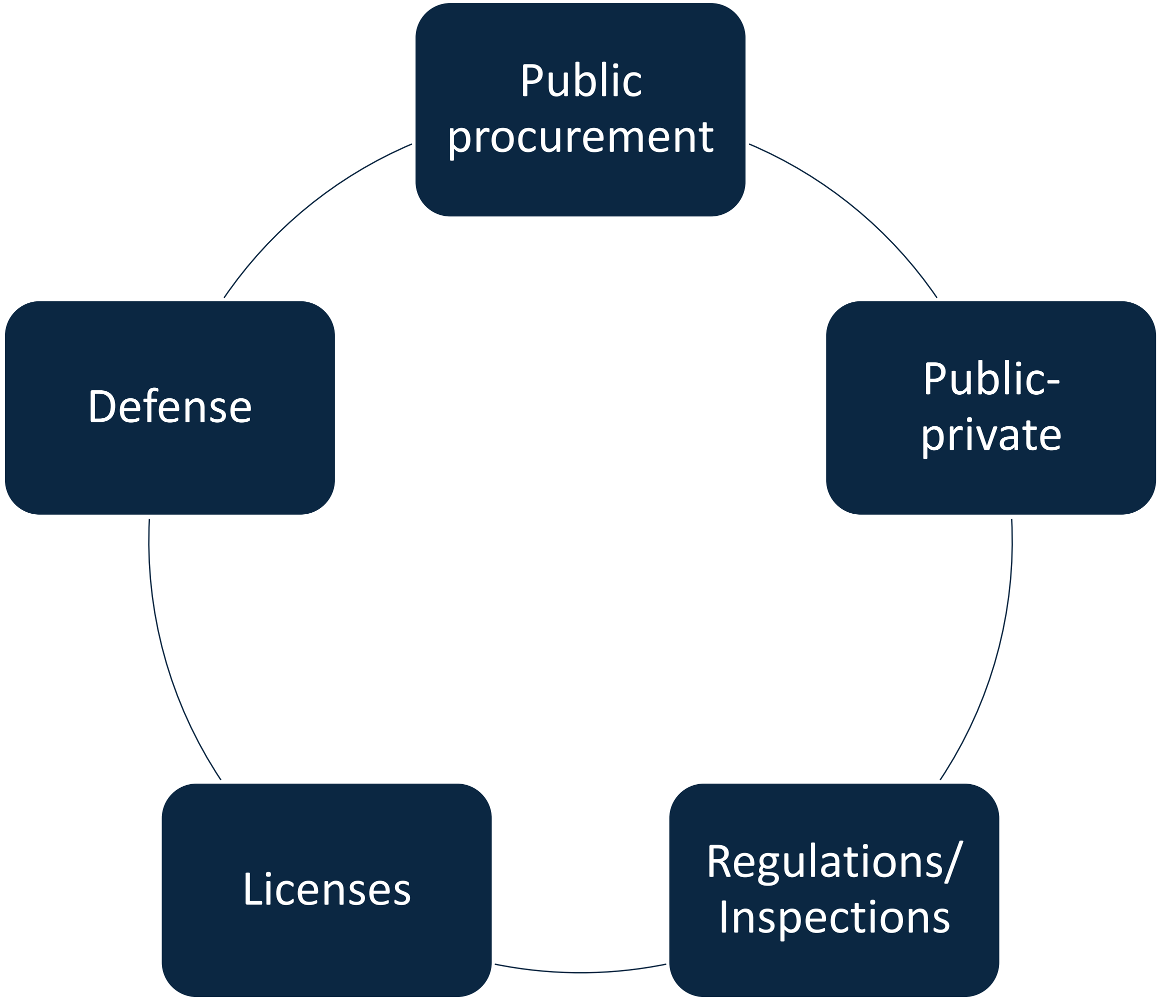
Private interests go beyond financial gain.

Even legitimate interests can create risks.

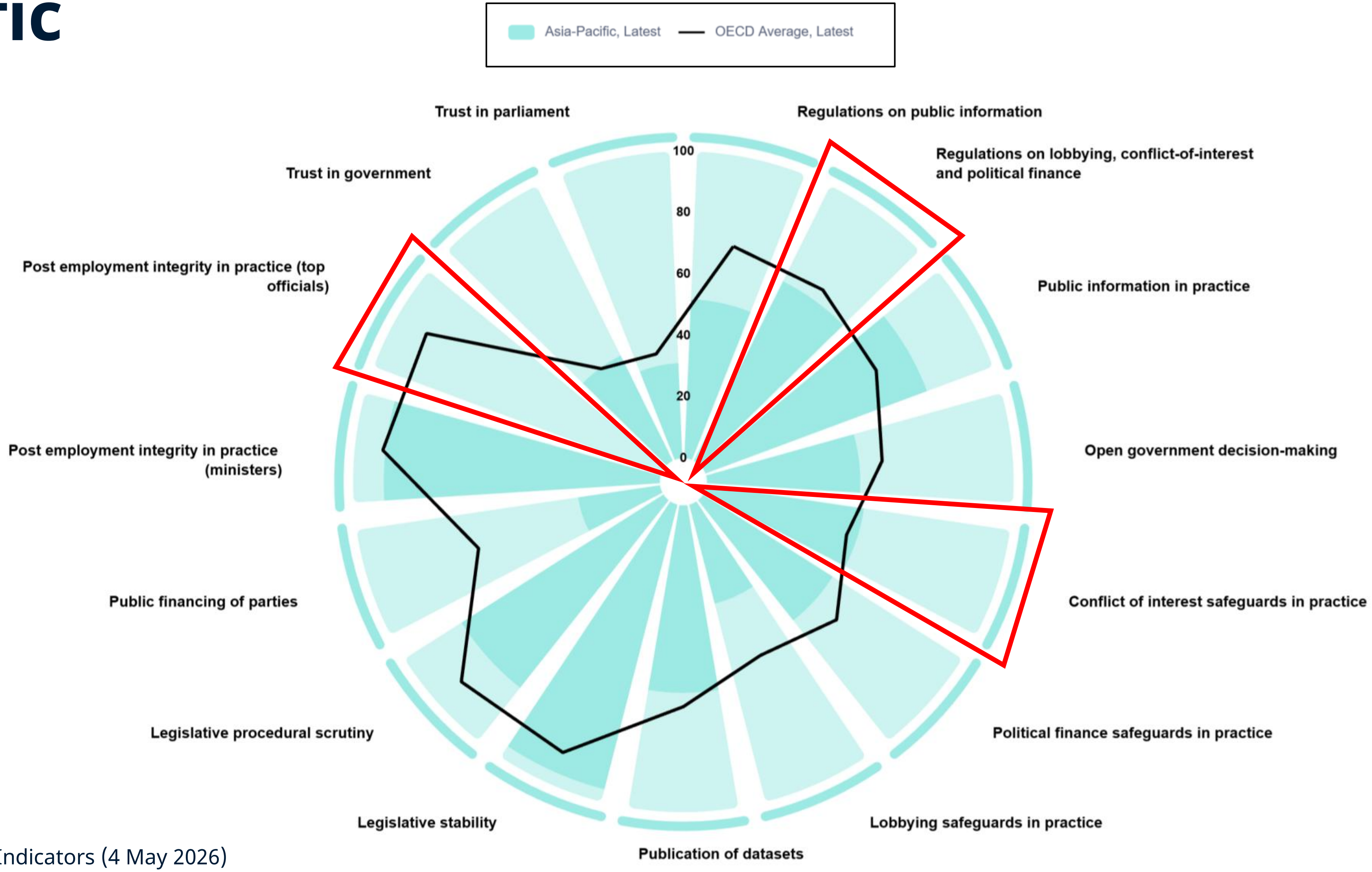
At-risk areas for conflict of interest



At-risk sectors for conflict of interest

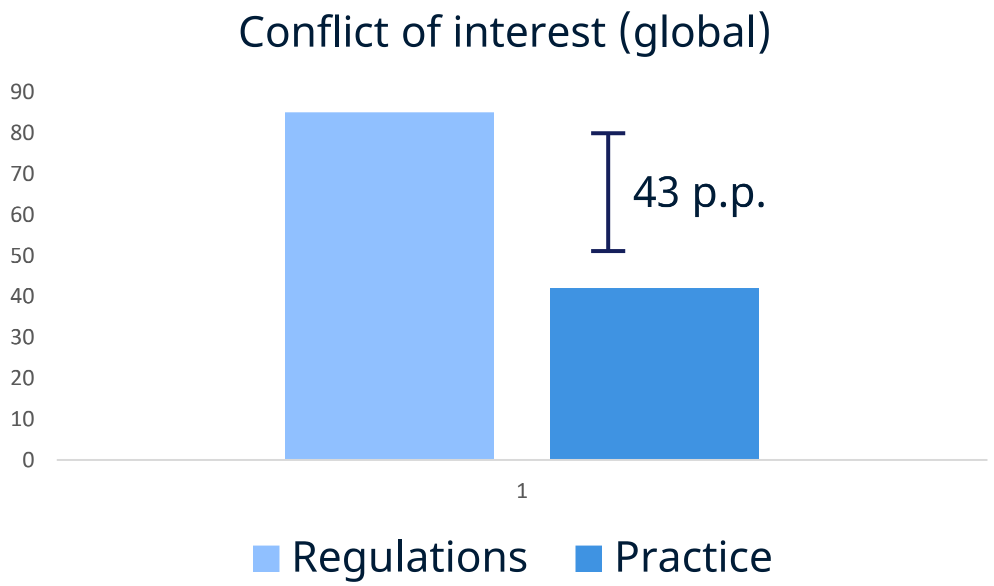


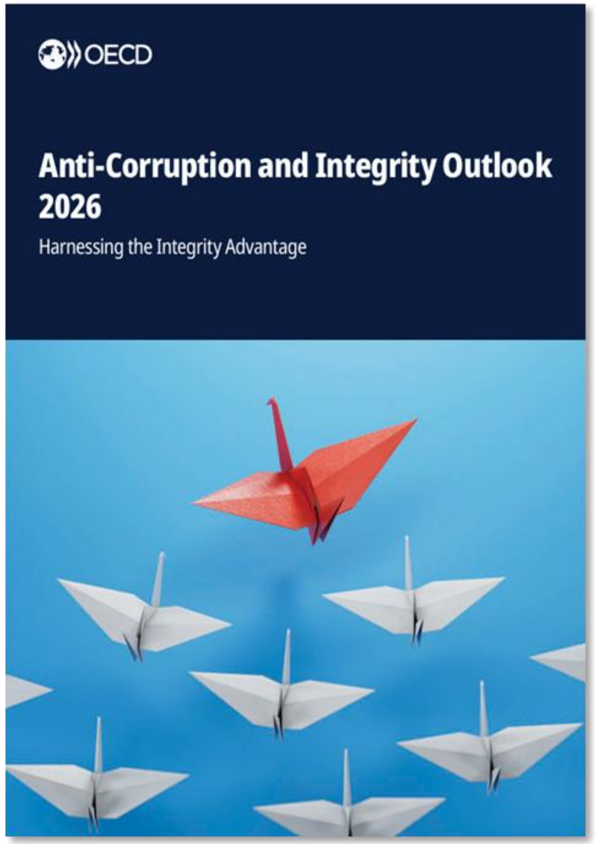
Accountability of public policy making in Asia-Pacific



Source: OECD Public Integrity Indicators (4 May 2026)

2026 OECD Anti-Corruption and Integrity Outlook





English

Source: OECD 2026 Anti-Corruption and Integrity Outlook

Managing conflict of interest

Identify	Resolve	Enforce
• Interest disclosures (ad hoc or at regular, pre-defined periods) • Transparency • Proactive	• Divestment • Recusal or abstention from decisions • Reassignment of duties • Restricted access • Controls on post-public employment • Resignation	• Proportional consequences • Deterrent • Punitive • Monitoring • Support the institutional framework

Developing a conflict-of-interest policy

Key elements of an effective framework:

1. Clear definitions and scope.
2. Identification of high-risk functions.
3. Leadership commitment and example.
4. Awareness-raising and training.
5. Proportionate disclosure requirements.
6. Regular review and adjustment.

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