

Third Funding Round: All you need to know.

Important Information on the Siemens Integrity Initiative

Siemens has launched a global Siemens Integrity Initiative that supports organizations and projects fighting corruption and fraud through Collective Action, education and training with over US\$ 100 million.

Objective and project categories

The main objective of the Siemens Integrity Initiative is to create fair market conditions for all market participants by fighting corruption and fraud through Collective Action, education and training with over US\$ 100 million.

The Initiative focuses on supporting projects that have a clear impact on

the business environment, can demonstrate objective and measurable results, and have the potential to be scaled up and replicated. Siemens will consider those projects in the business sectors and countries in which Siemens is active.

Project proposals can be submitted for the following two sub-themes and must demonstrate a clear link to the fight against corruption and fraud.

- **“Collective Action”**: Raise compliance standards and create awareness by creating alliances between the public and the private sector

- **“Education & Training”**: Build capacity, foster a culture of integrity and promote knowledge sharing between institutions and stakeholders

The Siemens Integrity Initiative aims to support a mix of global, regional and country-specific projects and projects of various sizes. At least two-thirds of the funds will be allocated to the sub-theme “Collective Action”. During the First Funding Round an initial tranche of around US\$ 40 million was committed to about 30 projects from more than 20 countries. The Second Funding Round covered 24 projects with a funding volume of US\$ 35,554 million. The Third Funding Round foresees a funding volume of up to US\$ 30 million for up to 25 projects.

The Siemens Integrity Initiative seeks to attract proposals that include a portfolio of activities rather than one-time activities, and proposals with a time horizon of 3 to 5 years. The maximum funding per project proposal is US\$ 5 million. Applications from projects for amounts below this maximum are welcome provided that the requested funding exceeds the mini-

imum amount of US\$ 500,000. Applicants may submit several projects, although Siemens may introduce a funding limit per organization in the course of the selection process.

Please see page 3 for eligibility criteria.

Application for funds from the Siemens Integrity Initiative is generally open to non-profit organizations, such as non-governmental organizations (NGOs), international organizations, business associations and academic institutions.

The Siemens Integrity Initiative and the World Bank Group

On July 2, 2009, the World Bank Group announced a comprehensive settlement with Siemens. As part of the settlement, Siemens agreed to co-operate to change industry practices, clean up procurement practices and engage in Collective Action with the World Bank Group to fight fraud and corruption. As a result of this commitment, Siemens has set up the Siemens Integrity Initiative and committed to fund projects and organizations fighting corruption and fraud through Collective Action, education and training with US\$ 100 million over 15 years. The World Bank Group has audit rights over the use of these funds and veto rights over the selection of anti-corruption groups or programs receiving funds.

Siemens and the European Investment Bank (EIB)

On March 15, 2013 the European Investment Bank (EIB) and Siemens announced that they had entered into a settlement agreement. As part of this settlement, Siemens has committed itself to providing funds, totaling 13.5 million euros over five years to international organizations, inter-governmental organizations, non-governmental organizations (NGOs), business asso-

ciations, and academic institutions that support projects or other initiatives promoting good governance and the fight against corruption. The EIB has the right to reject the projects proposed.

Why Siemens supports

Collective Action

Collective Action – building alliances against corruption

In the face of the widespread and deep-rooted corruption problem that affects society in general, governments and their procuring entities and the private sector in equal measure, it seems highly unlikely that individual activities alone will be sufficient to bring about significant ethical changes and improve the transparency of business processes.

This is precisely where Collective Action methods become important

Collective Action enables corruption to be fought collectively, with various interest groups, working together and building an alliance against corruption so that the problem can be approached and resolved from multiple angles.

The ultimate aim of these joint efforts is to create fair and equal market conditions – a “level playing field” – for all market players and to eliminate the temptations of corruption for all of them.

Collective Action promotes a fair competitive situation in which a transparent process based exclusively on market economic criteria (such as quality, price, innovation and service) ensures that the contract is awarded to the best bidder. It prevents competition from being distorted and destroyed by corruption, and ensures that companies acting honestly and morally are not disadvantaged.

The available methods range from integrity pacts for individual procurement transactions right through to

industry-specific codes of conduct and compliance pacts, as well as joint measures implemented as part of a long-term initiative to raise a country's public awareness and tighten up its regulatory system and procurement guidelines. Ideally, such action should involve competitors, authorities, non-governmental organizations (NGOs) and other interest groups working jointly for the common good. It is also crucial to examine the anti-trust aspects in each individual case.



Eligibility and selection criteria

Eligibility criteria – Who can apply?

The Siemens Integrity Initiative is open to applications from legal entities that fulfill the following eligibility criteria:

- Recognized non-profit organizations, including, but not limited to: non-governmental organizations (NGOs), international organizations, in particular inter-governmental organizations, business associations, and academic institutions
- Ability and willingness to sign the Standard Funding Agreement
- Experience in combating corruption and fraud
- Capacity to implement projects of a similar size (start-up organizations are eligible for funding if the individuals acting on behalf of such organizations can demonstrate that they have the relevant experience)

Individuals and for-profit organizations or organizations with no established legal entity, and political and religious organizations, including churches are not eligible for funding from the Siemens Integrity Initiative. Any organization pertaining or closely related to Siemens or institutions of the World Bank Group or the EIB will not be considered for funding.

Applicants may submit joint applications with other organizations that also fulfill the eligibility criteria, provided that

- one organization assumes a leading position,
- the merit of the joint application is clearly described and compelling,
- the partnership does not introduce unnecessary complexity into the project,
- if funding is awarded, this organization assumes responsibility for administering the distribution of funds

between those participating in this joint application/project.

In the case of joint applications Siemens retains the right to make any pay out of funds conditional upon all partners of the project meeting the relevant milestones.

Selection criteria

Siemens intends to award funds to the most promising and innovative project proposals submitted. The quality of the project proposals and the capacity of the applicant organization to perform the proposed activities will be assessed against a set of predefined selection criteria, as outlined below. The assessment will be based on the information provided in the Expression of Interest form, and further due diligence in the course of the selection process.

The Siemens Integrity Initiative seeks project proposals that

- can demonstrate a clear fit with the objective of the Initiative,
- have a direct impact on the business environment,
- can demonstrate objective and measurable results, and
- have the potential to be scaled up and replicated.

Project proposals can be submitted for the following two sub-themes and must demonstrate a clear link to the fight against corruption and fraud. Please refer to the table below (content fit) for further details of the project categories.

- **“Collective Action”:** Raise compliance standards and create awareness by creating alliances between the public and the private sector
- **“Education & Training”:** Build capacity, foster a culture of integrity and promote knowledge sharing between institutions and stakeholders

At least two-thirds of the funds will be allocated to the sub-theme “Collective Action”.

Siemens will consider those projects in countries where Siemens has a local office to ensure effective in-country project support and monitoring, and which complement Siemens’ business fields, in order to enable projects to draw on Siemens’ expertise during the implementation phase.

The Siemens Integrity Initiative aims to support a mix of global, regional and country-specific projects and projects of various sizes.

Therefore, in order to achieve an overall geographically balanced portfolio of projects in the Third Funding Round, preference will be given to projects with activities in the following countries: Adriatic Region, Angola, Argentina, Brazil, China, Colombia, Egypt, India, Indonesia, Iran, Iraq, Ivory Coast, Kenya, Korea, Libya, Morocco, Mozambique, Myanmar, Nigeria, Pakistan, Russia, Saudi Arabia, Spain, South Africa, Syria, Tunisia, Turkey, United Arab Emirates, Ukraine.

The Third Funding Round foresees a funding volume of up to US\$ 30 million for up to 25 projects.

The Siemens Integrity Initiative seeks to attract proposals that include a portfolio of activities rather than one-time activities, and proposals with a time horizon of 3 to 5 years. The maximum funding per project proposal is up to US\$ 5 million. Applicants from projects for amounts below this maximum are welcome provided that the requested funding exceeds the minimum amount of US\$ 500.000. Applicants may submit several projects, although Siemens may introduce a funding limit per organization in the course of the selection process.

Content fit

	Main objective
Siemens Integrity Initiative	<ul style="list-style-type: none"> • Creating fair market conditions for all market participants • Fighting corruption and fraud through Collective Action and education and training

Category	Main objective
I. Collective Action	<p>Raising compliance standards and creating awareness by establishing alliances between the public and the private sector</p> <p>Projects in the Collective Action category can cover one, several or all sub-categories described hereunder. All the projects must be based on a collective approach.</p>

Sub-categories	Type of project we support
a) Creating alliances	<p>Establishment of platforms for ongoing dialogue between the public and the private sector on the fight against corruption and fraud with the aim of</p> <ul style="list-style-type: none"> • strengthening national legal systems and voluntary standards, • creating incentives for good performers, • identifying the need for reforms and capacity building.
b) Strengthening the rule of law	<p>Strong anti-corruption laws which follow internationally accepted frameworks such as the UN Convention Against Corruption and the OECD Anti-Bribery Convention help to create a level playing field. Projects will be supported</p> <ul style="list-style-type: none"> • that help to strengthen and coordinate anti-corruption laws relating to the private sector, • that provide incentives to the business community to cooperate with law-enforcement authorities, such as measures by governments to mitigate penalties for such cooperation and for adopting anti-corruption programs, • that support the inclusion of anti-corruption standards and the concept of Integrity Pacts into procurement laws.
c) Strengthening voluntary standards	<ul style="list-style-type: none"> • Strengthening of existing efforts to develop anti-corruption and compliance standards and promote coherence between standards; • Development of new industry-specific standards on anti-corruption and compliance; • Strengthening of standards for Integrity Pacts and their use in public procurement; • Development of monitoring and certification systems for voluntary standards.

Sub-categories	Type of project we support
d) Creating incentives for good performers	<p>To encourage more companies to invest time and resources in fully functioning anti-corruption and compliance systems, we will support projects that work towards the creation of incentives for good performers, e.g.</p> <ul style="list-style-type: none"> • Integration of anti-corruption standards into investment decisions and evaluation of companies by financial institutions; • Creation of tax incentives; • Consideration of corporate anti-corruption programs and compliance systems in bidding processes.

Category	Main objective
II. Education & Training	<p>Build capacity, foster a culture of integrity and promote knowledge sharing between institutions and stakeholders</p> <p>Projects in the category “Education & Training” should cover at least two sub-categories, include provisions for students from emerging markets and developing countries and, most importantly, aim to reach a maximum number of students.</p>

Sub-categories	Type of project we support
a) Curricula development	<ul style="list-style-type: none"> • Development of curricula on measures to prevent, detect, investigate and prosecute corruption and fraud and measures to foster a culture of integrity, • Incorporation of such curricula into standard courses of academic educational institutions such as business, law and engineering schools.
b) Capacity building	Education and training of future and current managers, engineers, government officials and civil society leaders through short-term and long-term courses.
c) Platform for dialog	Facilitation of an exchange of knowledge between practitioners from all sectors with the aim of advancing knowledge in the area of anti-corruption and of enriching curricula and training courses.
d) Knowledge sharing	<ul style="list-style-type: none"> • Support for students from emerging markets and developing countries or students from low-income backgrounds through the establishment of scholarship funds or special financing schemes to enable them to attend courses or studies related to anti-corruption; • Support of knowledge exchange and standardization of curricula between universities and training institutions

Impact on business environment

Sub-categories	Description
Business sectors and countries	<p>To ensure effective in-country project support and monitoring, Siemens will consider those projects that</p> <ul style="list-style-type: none"> • have activities in countries where Siemens has a local office • have activities in business fields where Siemens has experience and expertise <p>Preference will be given to projects with activities in the following countries: Adriatic Region, Angola, Argentina, Brazil, China, Colombia, Egypt, India, Indonesia, Iran, Iraq, Ivory Coast, Kenya, Korea, Libya, Morocco, Mozambique, Myanmar, Nigeria, Pakistan, Russia, Saudi Arabia, Spain, South Africa, Syria, Tunisia, Turkey, United Arab Emirates, Ukraine.</p>
Impact on business environment	<p>Projects</p> <ul style="list-style-type: none"> • should have a clear impact on the business environment, and • aim to contribute to the creation of fair market conditions.

Quality of projects and implementing organizations

Selection Criteria	Description
Innovation	<p>The approach and project</p> <ul style="list-style-type: none"> • should demonstrate a new and innovative way of countering corruption and fraud • should go beyond existing efforts in its respective field • should take into account new technologies where possible • should consider, if and where possible, topics reflected on in the global anti-corruption discourse, such as systematic linkages between human rights and anti-corruption compliance, linkages between export control and anti-corruption compliance, and/or technological advances (e.g. digitalization), and the extent to which technological advances could be used in the fight against corruption (e.g. Big Data, Social Media).
Sustainability	<ul style="list-style-type: none"> • Applicants must describe how they intend to achieve long-term financial and organizational sustainability beyond the funding received through the Siemens Integrity Initiative, and how outputs and outcomes in and of themselves can remain sustainable. • For organizational sustainability, proposals should outline how the organization's capacity and the capacity of potential partner organizations will be built in order to sustain the results of the project. • For financial sustainability, projects should outline how they intend to attract additional funds or develop financing schemes to cover the future costs of the project; this should include a realistic strategy for sustaining the project's results after termination of support from the Siemens Integrity Initiative.
Growth potential	<p>A premium is put on projects</p> <ul style="list-style-type: none"> • that have the potential for large scale impact, and • can be replicated in other areas and regions.

Selection Criteria	Description
Objective & measureable results	<ul style="list-style-type: none"> • The project should have clear and measurable results that will have a direct impact on the business environment. • The planned results should be supported by relevant and measurable baseline data relating to the higher level ('bigger') issue(s) that project achievements are likely to contribute to, and relevant and measurable baseline data relating to the specific immediate issue(s) that the project is aiming to address. • The project should clearly describe what it will do to address the higher level ('bigger') and immediate issue(s). • The expected results/outcomes should be achievable within the time frame of implementation of the funding from the Siemens Integrity Initiative. • The quality of proposed indicators to measure results/outcomes and project success will be examined.
Project design and organizational capacity	<ul style="list-style-type: none"> • The project should set out a basic theory of change concept explaining how the project activities plan to bring about medium to long-term change and how the project will measure this change against the baseline data at the start of the project. • The project should have a realistic plan with concrete steps/activities to achieve the project objective within the implementation timespan of 3 to 5 years. • The organization's, and if applicable, its partner's capacity and characteristics to implement the project will be assessed.
Selection Criteria	Description
Type of funding	<ul style="list-style-type: none"> • No indirect funding: Organizations that are interested in funding must apply directly for funds (no intermediaries) • The maximum amount an organization can apply for per project is US\$5 million. Proposals with lower funding requirements are welcome provided that the requested funding exceeds the minimum amount of US\$ 500,000. • For applicants submitting more than one project/application, Siemens may introduce a funding limit per organization in the course of the selection process • The Siemens Integrity Initiative seeks project proposals that include a portfolio of activities rather than one-off activities and proposals with a time horizon of 3 to 5 years • Project proposals may not include funding of general expenses or general administration of entities, unless these are clearly linked to the project and do not exceed 10% of the total cost of activities proposed for financing through the Siemens Integrity Initiative.



Third Funding Round: Application and selection process

Summary of the application process

Siemens intends to award funds to the most innovative and promising project proposals submitted. The selection and review process comprises two steps:

1. Call for the submission of Expressions of Interest (EOI) including supporting documentation; performance of a thorough due diligence on the applicants' implementation capabilities, their financial management capabilities, their legal structure and their compliance background.

The short-listed projects will be presented to the World Bank Group, which has a veto-right over the selection of projects, and to the European Investment Bank, EIB, which has the right to reject proposed projects.

2. Thereafter, invitation by Siemens to short-listed applicants to submit a more detailed Full Proposal; review and assessment of documents.

The applicants selected for funding will be invited to enter into a Standard Funding Agreement with Siemens.

3. Funding decisions are communicated in a staggered approach starting from spring 2019.

Timetable for the Third Funding Round – Siemens Integrity Initiative*

*Dates are subject to change

1. Call for Expressions of Interest (EOI)

March 13, 2018: Call for EOIs
May 8, 2018: Deadline for submission of EOIs (12 noon CET)

2. Review and due diligence phase

May - July 2018

3. World Bank non-veto process / EIB Decision

August - October 2018

4. Invitation to submit Full Proposal

November 2018: Invitation to short-listed applicants to submit a Full Proposal
January 21, 2019: Deadline for submission of Full Proposals

Review and due diligence: February - April 2019

5. Award and signing of Funding Agreements

Spring 2019: Announcement of first selected projects

Siemens reserves the right to involve third parties, and in particular the World Bank Group and the EIB, in the review and selection process at any time. The World Bank Group has audit rights over the use of the funds and veto rights over the selection of anti-corruption groups or programs receiving funds. The EIB has the right to reject project proposals.

To avoid any uncertainty, Siemens reserves full discretion in the selection of the organizations that will be awarded funds from the Siemens Integrity Initiative until the Standard Funding Agreement is signed. The decision whether or not to move ahead with any of the applicants in the selection process is therefore not subject to any judicial review or scrutiny of any kind. Siemens may decide at its sole discretion to fund proposed projects at lower amounts than those asked for, or only selected parts of a project and the proposed activities. Siemens is not

obliged to state reasons for any selection decision, including but not limited to the grounds for its decision not to move forward with any particular applicant organization at any stage of the selection process.

Participation in the selection process and/or successful review does not entitle the applicant to be selected for the award of any funds. Successful participation in prior funding rounds and the award of funds to any applicant does not entitle or qualify such applicant to be awarded further funds in any subsequent funding round.

The selection process is governed exclusively by German law, excluding any conflict of law provisions. Judicial review of the selection process or Siemens' decisions during the selection process is excluded.

Expression of Interest (EOI)

Applicants must submit the EOI form filled out in full, in English, with all the

required information and supporting documentation.

Please note that the deadline for submitting applications for the Third Funding Round is May 8, 2018, 12 noon CET via e-mail only.

The EOI form includes an overview of the project goals, a baseline assessment, a theory of change, a summary of activities, a budget plan and time frame for the project as well as background information on the applicant and on project partners, if any, in the case of joint applications. For details, please refer to the EOI form.

Next steps (Third Funding Round):

Step 1:

Fill in Expression of Interest form and gather supporting documentation

All applicants must fill in the EOI form in English and provide the required supporting documentation; where two or more organizations intend to submit a joint application, Annex 1 to the EOI form as well as the information and documentation outlined in Annex 1 must be submitted for EACH project partner organization.

Step 2:

Send signed EOI form to Siemens

The EOI form, including its annexes, must be signed by an authorized representative of the applicant organization and sent – via e-mail only – together with the required supporting documentation to the following e-mail address: application.integrityinitiative@siemens.com by **12 noon CET, May 8, 2018**.

Step 3:**Siemens confirms receipt of EOI**

Siemens will confirm receipt of the EOI by e-mail; such confirmation is without prejudice to the review and selection process. No EOI form will be reviewed unless all annexes and the supporting documentation as defined in Annex 1 of the EOI-form have been submitted as a complete set of documents, via the above-mentioned e-mail address and by the stated deadline.

Step 4:**Review and due diligence of Expression of Interest forms**

Siemens will review those EOI forms that meet the above selection and eligibility criteria and deadlines, and will select those applications that present the most innovative and promising project ideas in line with the goals of the Siemens Integrity Initiative. The first short-list of selected projects will be presented to the World Bank Group which has veto rights over the selection of anti-corruption groups or programs receiving funds, and to the EIB who has the right to reject the projects proposed.

Step 5:**Notice to applicants**

Siemens will inform applicants by e-mail about the outcome of the initial review and whether they will be invited to the Full Proposal stage of the selection process. Siemens is not obliged to state reasons for any selection decision, including but not limited to the grounds for its decision not to move forward with any particular applicant organization at any stage of the selection process.

Step 6:**Full Proposal**

Following the initial review and due diligence and after having received the non-veto decision by the World Bank Group and the decision by the EIB, Siemens will invite selected applicants to submit a Full Proposal. Applicants will be given sufficient time to prepare this Full Proposal. Details of the Full Proposal requirements will be provided

to applicants together with the invitation to submit this Full Proposal. Siemens will review the Full Proposals based on the information submitted. The final short list of applicants selected for the award of funds from the Siemens Integrity Initiative will be invited to enter into a Standard Funding Agreement with Siemens. All applicants will be informed via e-mail about the outcome of their participation in the Full Proposal selection round. The selection of the projects to be funded is at Siemens' sole discretion.

Step 7:**Standard Funding Agreement**

Applicants that have been selected for funding ('Funding Recipients') will be invited to enter into a Standard Funding Agreement with Siemens. Siemens will not pay out any funds to any organization before a detailed Standard Funding Agreement has been signed and has entered into force, and all conditions for payout (including milestones) under such Standard Funding Agreement have been met.

Siemens reserves the right to full indemnification of any amounts funded through such agreement in case of breach of the agreement, which includes the inability to implement a funded project due to material delays attributable to the Funding Recipient. A term sheet sets out the key terms and conditions of the Standard Funding Agreement. Siemens reserves the right to alter, amend or otherwise modify the term sheet at any time during the selection process, and prior to signature.

Ongoing review of projects during implementation

All Funding Recipients are required to report regularly, at least bi-annually, on progress made. Funding Recipients must submit an annual report summarizing the activities and results of the past year, including an audited detailed financial overview of funds spent during this time. Siemens reviews progress made in the implementation of the project at least on a bi-annual

basis and reserves the right to participate in project steering group meetings and to conduct audits on the proper use of funds at any time.

In conformity with the conditions of the Settlement Agreement, the World Bank Group reserves audit rights of expenditures by any organization that has received funding from the Siemens Integrity Initiative. Siemens shares progress reports with the World Bank Group, and with the EIB.

After completion of the project, all Funding Recipients have to prepare a final report and an audited financial report on the use of funds and, if required, an evaluation of the success and effectiveness of the project.

Contact for submission of applications
application.integrityinitiative@siemens.com

Contact for general questions
office.integrityinitiative@siemens.com