



Third Funding Round

22 projects from more than 40 countries were selected for funding in the Third Funding Round and will receive up to USD 25.2 million in funding

Siemens Legal and Compliance
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Note: due to rounding, numbers presented may not add up precisely to the totals provided.

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Overview of all Third Funding Round projects

<p>Global </p> <p>Basel Institute on Governance</p>	<p>Global </p> <p>Foundation for the Global Compact</p>	<p>Global </p> <p>International Anti-Corruption Academy, IACA</p>	<p>Global </p> <p>United Nations Office on Drugs and Crime (UNODC)</p>	<p>Regional – Africa </p> <p>Wirtschaftsuniversität Wien</p>	<p>Regional – Middle East </p> <p>United Nations Office on Drugs and Crime (UNODC)</p>
<p>Adriatic Region </p> <p>Organisation for Economic Co-operation and Development (OECD)</p>	<p>Argentina </p> <p>Fundación Poder Ciudadano</p>	<p>Bulgaria </p> <p>Transparency International – Bulgaria</p>	<p>China </p> <p>Beijing New Century Academy on Transnational Corporations</p>	<p>China </p> <p>East China Normal University (ECNU)</p>	<p>Colombia </p> <p>United Nations Office on Drugs and Crime (UNODC)</p>
<p>Indonesia </p> <p>East-West Center, Indonesia</p>	<p>Ivory Coast </p> <p>Eurocham (Chambre de Commerce Européenne en Côte d'Ivoire)</p>	<p>Kazakhstan </p> <p>Kazakhstan Bar Association (KazBar)</p>	<p>Korea </p> <p>Global Compact Network Korea</p>	<p>Mozambique </p> <p>The Ethics Institute (TEI)</p>	<p>Myanmar </p> <p>United Nations Office on Drugs and Crime (UNODC)</p>
<p>Nigeria </p> <p>Business for Social Responsibility (BSR)</p>	<p>Poland </p> <p>The Polish Chamber of Commerce of Medical Devices (POLMED)</p>	<p>South Africa </p> <p>The Ethics Institute (TEI)</p>	<p>Turkey </p> <p>ETIK VE ITIBAR DERNEĞİ (TEID)</p>		

Overview of all countries covered by the Third Funding Round projects



Global projects



Basel Institute on Governance

Positioning Collective Action as a Compliance Norm



International Anti-Corruption Academy, IACA

“GEAR UP” to fight corruption



Foundation for the Global Compact

Scaling up Anti-Corruption Collective Action within Global Compact Local Networks



United Nations Office on Drugs and Crime (UNODC)

UNODC Global Integrity Education

Basel Institute on Governance

Positioning Collective Action as a Compliance Norm

Funding Volume	USD 2.86 M
Country of implementation	Global
Duration	5 years
Registered in	Switzerland



Description of Integrity Partner

www.baselgovernance.org

Established in 2003, the Basel Institute on Governance is an independent not-for-profit competence center working around the world with public and private partners to prevent and combat corruption and strengthen the quality of governance. It does this through four specialized operational divisions:

- The International Centre for Collective Action (ICCA) supports companies and multi-stakeholder groups with advice on Collective Action initiatives and hosts the B20 Collective Action Hub.
- Compliance advisors help organisations strengthen governance systems and implement anti-corruption compliance programmes.
- The International Centre for Asset Recovery (ICAR) assists countries in tracing and returning stolen assets, with training, case and legal advice, and IT tools.
- The Public Governance team researches the root causes of corruption and develops evidence-based anti-corruption approaches.

Description of Project Partner Organization

www.oecd.org

The Organisation for Economic Co-operation and Development (OECD) is an international organisation that works with governments, policy makers and citizens, establishing international norms and finding evidence-based solutions to a range of social, economic and environmental challenges.

Project Summary

This project implemented by the Basel Institute on Governance and the Organisation for Economic Co-operation and Development aims to embed Collective Action in compliance by developing a global norm, bolstering its application, and innovating Collective Action to address demand-side bribery and human rights synergies through three objectives.

First, the project seeks to position Collective Action as a norm by key standard-setting and enforcement institutions. Through strategic awareness-raising and advocacy, the project will encourage targeted institutions to create stronger incentives for more private sector and other actors to engage in Collective Action.

Second, it will equip compliance professionals and Collective Action practitioners with effective

methodologies for launching and sustaining Collective Action initiatives through peer-learning and best-practice sharing.

Third, the project will generate innovation in anti-corruption Collective Action in two areas. To address the demand side of bribery the project will scale up the use of High Level Reporting Mechanisms (HLRM). In response to corporate demands for increased effectiveness of compliance systems, the project will identify ways to capitalise on synergies between bribery prevention and human rights protection through Collective Action.

Foundation for the Global Compact

Scaling up Anti-Corruption Collective Action within Global Compact Local Networks

Funding Volume	USD 1.70 M
Country of implementation	Global
Duration	4 years
Registered in	USA



Description of Integrity Partner

www.globalcompactfoundation.org

The Foundation for the Global Compact was established in 2006 and registered as a 501(c) (3) non-profit organization under New York State law. The Foundation is based on the principle that transparency, integrity and public-private collaboration is essential to finding lasting solutions to pressing global problems.

The Foundation supports the activities of the United Nations Global Compact including fundraising, outreach and engagement with business stakeholders. This is a policy and engagement platform for businesses that are committed to aligning their operations and strategies with the Global Compact's ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

Project Summary

The project titled "Scaling up Anti-Corruption Collective Action within Global Compact Local Networks" aims to:

- 1) mainstream Collective Action and enhance its understanding and implementation locally
- 2) mobilize multi-stakeholder efforts to identify and develop plans to address corruption challenges within a country/sector, and
- 3) engage with governments and other stakeholders to enhance public-private cooperation in fighting corruption

To this end, the project will adopt a three pronged approach:

- 1) development of Anti-Corruption Collective Action Playbook for Global Compact Local Network(s) (GCLN) to mainstream the understanding and uptake of Collective Action

- 2) global launch and roll-out of the Playbook to enable Local Networks in understanding and using the Collective Action methodology to identify and address corruption issues

- 3) support select GCLNs in their Collective Action initiatives. Underlying this approach will be an overarching goal of facilitating public-private cooperation on Collective Action through policy dialogue and engagement with governments and non-business stakeholders

The project will endeavor to mainstream Anti-Corruption Collective Action and enable GCLNs to engage the private sector and other stakeholders in understanding, initiating and supporting Collective Action.

International Anti-Corruption Academy, IACA

“GEAR UP” to fight corruption

Funding Volume	USD 1.50 M
Country of implementation	Global
Duration	5 years
Registered in	Austria



Description of Integrity Partner

www.iaca.int

The International Anti-Corruption Academy (IACA) is a pioneering institution that aims to overcome current shortcomings in knowledge and practice in the field of anti-corruption and compliance. The organization intends to empower and enable professionals for the compliance challenges of tomorrow.

The Academy provides a new, holistic and collective approach to anti-corruption education and research, delivers and facilitates anti-corruption training courses for practitioners from all sectors of society, and provides technical support and assistance to a wide variety of stakeholders. International cooperation, the sharing of knowledge and experiences, and mutual support are fundamental aspects of IACA's mandate.

The IACA became an international organization on March 8, 2011. To date, it comprises a constituency of 79 Parties, including four international organizations. In addition, IACA seeks broad partnerships with private sector institutions, international and non-governmental organizations, as well as civil society.

Project Summary

Within the five years of the project, IACA will train and educate participants in its academic degree programmes, Summer Academy trainings at IACA, Regional Summer Academy (RSA) and Regional Alumni Conference.

Students and participants will be provided with a neutral platform for learning with innovative curricula in a unique, international, interdisciplinary, and inter-sectoral setting. Educational activities during academic studies, trainings as well as the RSA and Regional Alumni Conference, will include practice oriented techniques which will drive incremental change and impact, including compliance and AC labs, panels and roundtable debates, field trips, ethical dilemma trainings, simulation games, industry specific assessments, and Collective Action workshops.

World class practitioners and academics will be involved.

The RSA and the Regional Alumni Conference will be organized in parallel in Africa, in a region of high impact.

These two activities will contribute to increasing the AC and Collective Action initiatives in the region as well as to growing and strengthening the existing alumni network.

The project will place particular emphasis on enhancing the impact of participants' activities. For this purpose impact driven academic activities will be used together with incentives, and follow-up or monitoring mechanisms.

Building upon IACA's institutional strengths, the ultimate goal of the Project is to put theory and knowledge into practice with real impact.

United Nations Office on Drugs and Crime (UNODC)

UNODC Global Integrity Education

Funding Volume	USD 1.00 M
Country of implementation	Global (with focus on Pakistan, Kenya, Mexico)
Duration	3 years
Registered in	Austria



www.unodc.org/unodc

Description of Integrity Partner

The United Nations Office on Drugs and Crime (UNODC) is a global leader in combatting illicit drugs, transnational organized crime and corruption. It is committed to achieving health, security and justice for all by tackling such global threats, and by delivering legal and technical assistance to prevent terrorism.

Established in 1997, the Office fulfils a three-fold mission: research and analysis to produce authoritative reports on mandated areas; technical assistance to States in ratifying and implementing international treaties on drugs, crime and terrorism, which includes developing domestic legislation consistent with these treaties; and training judicial officials.

Project Summary

The project will establish and implement an effective integrity education programme that fosters ethical decision-making in the private sector and empowers employees to serve as “ethics ambassadors” in companies.

The project’s most innovative aspects are: integrity education modules co-created by academics and business practitioners; student-focused teaching methods; and graduates who join the private sector as key ethics players.

The project will increase ethical commitment in the private sector by involving business managers in localizing education materials for universities and implementing on-the-job ethics courses that fit the work environments of industries vulnerable to corruption (e.g. law firm, banks). It utilizes bottom-up

and top-down approaches for the highest impact. Significantly, the project will establish a link between university education and practical training, ensuring that ethics education is an ongoing process continuing from the formation to the career stage. Impact studies aimed at monitoring, evaluating and learning (MEL) will be carried out periodically to ensure goal attainment.

The project will be implemented in Pakistan, Kenya and Mexico, and will inform a global audience of educators and practitioners connected through UNODC’s worldwide networks.

Country projects

South America

Colombia

United Nations Office on Drugs and Crime (UNODC)

On the Level: Business and Government against Corruption in Colombia (Phase II)



Argentina

Fundación Poder Ciudadano

Virtuous alliance: SMEs and public enterprises Co-creating environments of integrity for sustainable and inclusive growth



Fundación Poder Ciudadano, Argentina

Virtuous alliance: SMEs and public enterprises co-creating environments of integrity for sustainable and inclusive growth

Funding Volume	USD 0.80 M
Country of implementation	Argentina
Duration	3.5 years
Registered in	Argentina



Description of Integrity Partner

www.poderciudadano.org

Fundación Poder Ciudadano, Argentine chapter of Transparency International, has almost 30 years of experience leading the fight against corruption and promoting transparency in Argentina.

Our mission: to promote citizen participation, transparency and access to public information to strengthen the institutions of democracy through Collective Action.

Our "Integrity in the Private Sector" Program together with our expertise in public procurement, position us as a technical and legitimate voice to interact and mediate between the State and its suppliers in order to improve the integrity environment.

We are pioneers in working with Integrity Pacts and Multisector Integrity Agreements in the country, and recognized as a proactive organization aimed at promoting reform processes that uphold the principles of integrity, transparency and ethics in the state and business relationship.

Project Summary

This proposal is related to contribute to the development of virtuous alliance between Small and Medium Enterprises (SMEs) and Public Enterprises, focused on the co-creation of integrity environments for sustainable and inclusive growth.

We propose i) to raise awareness about the importance of integrity as a condition for improving the competitiveness of SMEs and public companies in the energy sector in Argentina; ii) to strengthen SMEs and public companies, through the incorporation and elevation of compliance standards; and iii) to promote preferential public policies and regulations in order to improve SMEs participation in public procurements, such as decartelization mechanisms and fight against corruption.

We will evaluate the levels of integrity of SMEs and public companies in the energy sector, allowing us to create a training and support system for SMEs that enables them to adapt their structures to current legal obligations and access to good practices and international standards in terms of compliance.

We will build a broad alliance between civil society, sector representatives and specialists to influence decision makers to generate preferential public policies and increase the participation of SMEs in public procurement processes and improve their competitiveness.

United Nations Office on Drugs and Crime (UNODC)

On the Level: Business and Government against Corruption in Colombia (Phase II)

Funding Volume	USD 1.10 M
Country of implementation	Colombia
Duration	4 years
Registered in	Austria



www.unodc.org/unodc

Description of Integrity Partner

The United Nations Office on Drugs and Crime (UNODC) is a global leader in combatting illicit drugs, transnational organized crime and corruption. It is committed to achieving health, security and justice for all by tackling such global threats, and by delivering legal and technical assistance to prevent terrorism.

Established in 1997, the Office fulfils a three-fold mission: research and analysis to produce authoritative reports on mandated areas; technical assistance to States in ratifying and implementing international treaties on drugs, crime and terrorism, which includes developing domestic legislation consistent with these treaties; and training judicial officials.

Project Summary

Since 2015, UNODC has led *On the Level*, a Collective Action project in Colombia that brought together the public and private sectors to enhance corruption prevention and enforcement, supported by the UN Global Compact Colombian Network and the Secretary of Transparency of the Presidency.

Building on that, the new project will promote a culture of integrity and a better understanding of corruption in public procurement.

It will focus on two industries vulnerable to corruption: energy and healthcare.

In particular, the project will review existing legislation and public policy to identify corruption risks and typologies and provide recommendations on improving public procurement in Colombia.

Beneficial ownership will be addressed in this context.

The project will also promote the signing and implementation of Integrity Pacts involving representatives from public sector, energy and healthcare industries, guilds, small and medium sized enterprises (SMEs), as well as civil society organizations (CSOs).

The Pacts will underline the importance of transparency in public procurement and raise awareness on corruption's impact on the Sustainable Development Goals.

The project will have a strong online communication strategy to promote knowledge sharing and the dissemination of relevant tools on anti-corruption.

Country projects

Europe

Adriatic Region



Organisation for Economic Co-operation and Development (OECD)

Fair Market Conditions for Competitiveness in the Adriatic Region

Bulgaria



Transparency International – Bulgaria

Setting the Ground for Business Integrity in Bulgaria

Poland



The Polish Chamber of Commerce of Medical Devices (POLMED)

MedKompas III

Turkey



ETİK VE İTİBAR DERNEĞİ (TEİD)

Leveling The Playing Field with The Turkish Integrity Center Of Excellence – TICE

ETİK VE İTİBAR DERNEĞİ - TEİD

Leveling The Playing Field with The Turkish Integrity Center Of Excellence - TICE

Funding Volume	USD 0.80 M
Country of implementation	Turkey
Duration	3 years
Registered in	Turkey



www.teid.org.tr

www.tice.org.tr

Description of Integrity Partner

The Ethics and Reputation Society (Etik ve İtibar Derneği – TEİD) is a not-for-profit NGO founded in 2010 with competence in integrity risk management and anti-corruption aiming to develop and encourage adherence to internationally recognized business ethics principles within the Turkish business environment. TEİD acts as a point of reference for private sector companies to implement the principles of business ethics and with the public sector in the pursuit of a socio-economic environment that incentivizes compliance with these principles.

TEİD has over 145 corporate members with a total yearly income exceeding 15% of Turkey's GDP, employing more than 250 000 persons.

All corporate members are signatory of TEİD Integrity Pledge, which is Turkey's biggest cross-sectoral collective action initiative. TEİD has also several roles and memberships in international anti-corruption initiatives.

Project Summary

Since 2014, Turkish Integrity Center of Excellence (TICE) has been working on elevating the awareness on the corruption effects and developing tools to combat it in the private sector while also setting an example for public sector with its content development and capacity building activities.

With this project at hand, TICE aims now to take its efforts to the next level and elevate the integrity risk management abilities of local companies to match the high "extended enterprise integrity risk management" standards of multinational companies. TICE will contribute with two specific objectives:

1) provide practical solutions that transform companies' intent into impact by leveraging behavioral and institutional dimensions of

integrity to therefore be in better accord with the extended enterprise integrity risk management priorities of Multi-National Companies (MNCs)

2) develop Collective Action to disseminate and incentivize standardized sustainable and responsible business conduct by building alliances against corruption

TICE's priority is to reach out to local companies in selected sectors and cities. Large companies and MNCs operating in Turkey will play a leveraging role to help their supplier Small and Medium Enterprises (SMEs) to establish their own anti-corruption compliance program.

Organisation for Economic Co-operation and Development (OECD)

Fair Market Conditions for Competitiveness in the Adriatic Region

Funding Volume	USD 1.70 M
Country of implementation	Bosnia and Herzegovina, Croatia and Serbia
Duration	3 years
Registered in	France



Description of Integrity Partner

www.oecd.org/south-east-europe

The Organisation for Economic Co-operation and Development (OECD) is an international organisation that works to build better policies for better lives. OECD's goal is to shape policies that foster prosperity, equality, opportunity and well-being for all. The OECD draws on almost 60 years of experience and insights to better prepare the world of tomorrow. Together with governments, policy makers and citizens, the OECD works on establishing international norms and finding evidence-based solutions to a range of social, economic and environmental challenges.

The OECD has been working with South East Europe since 2000. Governments, business leaders and civil society have worked together under the leadership of the OECD to meet economic challenges, including weathering the global economic and financial crisis and preparing for European Union accession. The OECD has supported the region to design and implement reforms to foster private sector development and competitiveness, attract more and better investment and raise living standards.

Project Summary

The project intends to support the creation of a level-playing field and fair market conditions in three pilot countries from the Adriatic Region (Bosnia and Herzegovina, Croatia and Serbia) in order to enhance competitiveness and integrity in a sustainable and inclusive way. It aims to gather government officials, business representatives, civil society and academia to form a "Collective Action" to address country-specific drawbacks by applying international standards, by:

- Raising awareness about OECD standards and good practices of anti-corruption, integrity and fair competition for competitiveness with governments, business and civil society
- Building capacity and foster the implementation of concrete OECD recommendations with regard to the transparency and efficiency of anti-corruption and competition authorities
- Promoting the latest knowledge on international standards and practices in the area of anti-corruption and integrity for competitiveness in academic curricula

The Polish Chamber of Commerce of Medical Devices (POLMED)

MedKompas III

Funding Volume	USD 0.69 M
Country of implementation	Poland
Duration	4 years
Registered in	Poland



www.polmed.org.pl

Description of Integrity Partner

POLMED is the biggest and the most recognized organization representing manufactures and distributors of medical devices in Poland. It represents the common interests of its members, offers support in all matters regarding the functioning of the Polish medical devices market, legal solutions etc.

POLMED acts as a source of information for its members, protects their interests and conveys their views to the decision makers in the industry and the government. POLMED has been involved in the promotion of ethical business conduct among medical devices market participants since 2010. It strongly emphasizes the importance of the medical devices industry's Code of ethics, which is to be respected by all member companies. POLMED is a member of MedTech Europe.

Project Summary

The project with its objectives and activities is the result of POLMED's experience in the market and its observation of the healthcare system and participants needs.

The MedKompas III project is highly innovative in respect of its size and impact on the healthcare system. It foresees numerous trainings on anti-corruption law and ethical standards of cooperation with 1 200 participants, several public debates, many anti-corruption system implementations where each implementation will have an impact on around 700 individuals employed in a given hospital.

The MedKompas III project focuses on two main objectives which are:

Objective 1: Creating fair market conditions by reducing the susceptibility to corruption among the Polish healthcare system participants

Objective 2: Prevention of illusionary implementation of anti-corruption procedures in hospitals which will contribute and lead to creation standards for fair market conditions

Both objectives are crucial in fighting corruption and raising the importance of compliance in healthcare systems.

Transparency International – Bulgaria

Setting the Ground for Business Integrity in Bulgaria

Funding Volume	USD 0.75 M
Country of implementation	Bulgaria
Duration	4 years
Registered in	Bulgaria



Description of Integrity Partner

www.transparency.bg

Transparency International (TI) – Bulgaria, being part of Transparency International – the global coalition against corruption, is a non-profit organization working on promotion of integrity and fighting corruption in Bulgaria for more than 20 years.

TI's mission is to unite the efforts of government institutions, local authorities, private sector and media in order to carry out systematic reforms and take concrete action against the spread of corruption in the country.

TI's vision is a world where governments, politics, business, civil society and the daily lives of people are free of corruption.

TI's values are transparency, accountability, integrity, solidarity, determination, justice and democracy.

Project Summary

The project 'Setting the Ground for Business Integrity in Bulgaria' ultimately aims at encouraging the adoption of voluntary anti-corruption and compliance standards and fostering a culture of integrity in business in Bulgaria.

The initiative will target the development and promotion of high-quality sectoral integrity standards in the key sectors of Energy, Industry and Healthcare, ensure pioneers to adopt and distribute them through their supply chains, and establish a better understanding of the need for business integrity in Bulgaria.

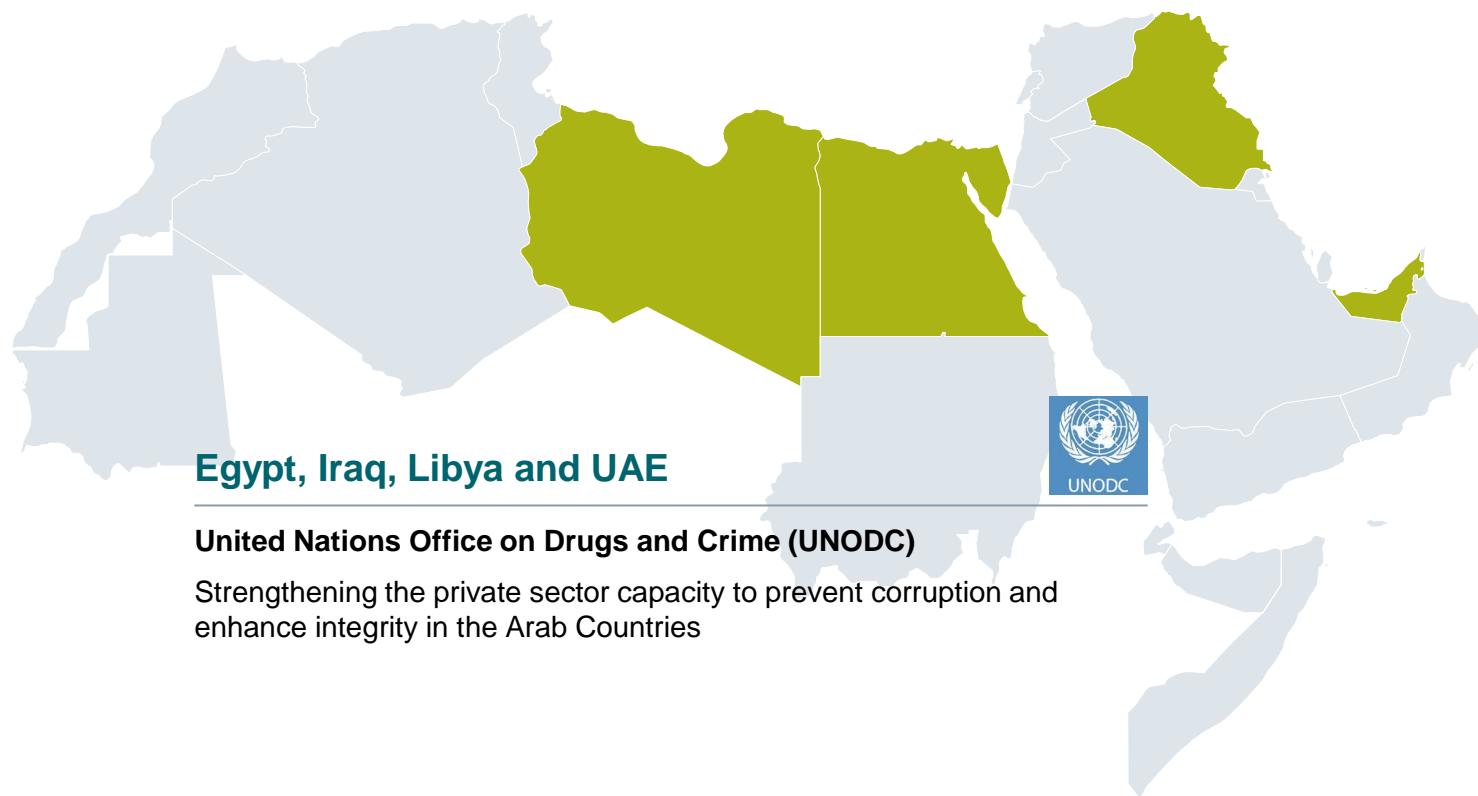
The proposed set of activities includes a participatory approach that includes all relevant stakeholders. TI will develop the sectoral integrity standards and ensure their endorsement by key business associations.

The project will map the targeted sectors and secure buy-in from at least three businesses that possess the potential to become pioneers of successful change.

TI will work with them to make sure the standards are adapted to their needs, and will engage actively in the development of a model for the further promotion of the same principles and procedures through the pioneers' supply chain.

Finally, the project will advocate the importance of the topic towards relevant institutions and provoke a more targeted dialogue with them.

Middle East and North Africa



Egypt, Iraq, Libya and UAE



United Nations Office on Drugs and Crime (UNODC)

Strengthening the private sector capacity to prevent corruption and enhance integrity in the Arab Countries

United Nations Office on Drugs and Crime (UNODC)

Strengthening the private sector capacity to prevent corruption and enhance integrity in the Arab Countries

Funding Volume	USD 2.40 M
Country of implementation	Egypt, Iraq, Libya and UAE ¹
Duration	4 years
Registered in	Austria



www.unodc.org/unodc

Description of Integrity Partner

The United Nations Office on Drugs and Crime (UNODC) is a global leader in combatting illicit drugs, transnational organized crime and corruption. It is committed to achieving health, security and justice for all by tackling such global threats, and by delivering legal and technical assistance to prevent terrorism.

Established in 1997, the Office fulfils a three-fold mission: research and analysis to produce authoritative reports on mandated areas; technical assistance to States in ratifying and implementing international treaties on drugs, crime and terrorism, which includes developing domestic legislation consistent with these treaties; and training judicial officials.

Project Summary

Reducing corruption by strengthening anti-corruption frameworks, public-private sector dialogue, and private sector capacity to enhance integrity.

The UNODC project on “Strengthening the private sector capacity to prevent corruption and enhance integrity in the Arab Countries” aims to reduce opportunities for corruption by strengthening public sector anti-corruption frameworks, private sector capacity to enhance integrity, and by stimulating public-private sector dialogue.

Project implementation will be guided by the United Nations Convention against Corruption (UNCAC) which represents the only legally binding universal anti-corruption instrument and covers many different forms of corruption.

The project will assist six Arab countries (Egypt, Iraq, Libya, United Arab Emirates and two additional countries to be selected during the project implementation) to introduce legislative improvements to combatting corruption in the private sector; improve communication between the public and private sectors by providing a common venue for further interaction, dialogue and knowledge sharing; and provide guidance to companies and Small and Medium Enterprises (SMEs) to develop their anti-corruption code of ethics and compliance programmes.

¹ plus two additional countries in the MENA region

Country projects

Africa

Ivory Coast

Eurocham (Chambre de Commerce Européenne en Côte d'Ivoire)

African certification of corporate governance



Mozambique

The Ethics Institute (TEI)

Collective Action to advance business integrity in Mozambique



Nigeria

Business for Social Responsibility (BSR)

Maritime Anti-corruption Network (MACN) Nigeria – Business Action Against Corruption (BAAC)



South Africa

The Ethics Institute (TEI)

Combating municipal and procurement corruption in South Africa



Regional¹

Wirtschaftsuniversität Wien

Tax Transparency and Corruption



¹ Nigeria, Ghana, Kenya, Rwanda, South Africa, Zambia, Uganda

Business for Social Responsibility (BSR)

MACN Nigeria - Business Action Against Corruption (BAAC)

Funding Volume	USD 1.00 M
Country of implementation	Nigeria
Duration	3 years
Registered in	USA



www.bsr.org

Description of Integrity Partner

BSR (Business for Social Responsibility) is the secretariat and lead facilitator of the Maritime Anti-Corruption Network (MACN). BSR is a global nonprofit organization that works with its network of more than 250 member companies to build a just and sustainable world.

MACN is a global business network working towards the vision of a maritime industry free of corruption that enables fair trade to the benefit of society at large. Established in 2011, MACN is comprised of companies within the main sectors of the maritime industry. With over 130 companies from the maritime industry represented, MACN members own or manage over 8 000 ships and operate more than 25 percent of the total global tonnage in the maritime industry. Since its inception, MACN has become one of the preeminent examples of an industry led Collective Action network.

Description of Project Partner Organization

www.cbiniigeria.com

The Convention on Business Integrity (CBI) was established in 1997 with the mission of promoting ethical business Practices, transparency and fair competition in the private and public sectors in Nigeria. MACN has successfully worked with CBI since 2012.

Project Summary

This project will scale-up MACN's Collective Action program in Nigeria, with the aim of improving efficiency of seaports and terminals services in Nigeria and enabling effective corruption prevention through improved compliance and create a culture of integrity.

The project will lead to clean business and fair market conditions for seaports and terminals users in Nigeria, by enabling stronger business collective action amongst port users in Nigeria, stronger government compliance environment, proving public-private arrangements for oversight of compliance.

The project will be facilitated over three years by BSR and The Convention on Business Integrity (CBI). Through this new project we

are expanding to multiple agencies and port users, enabling inter-industry and public-private sector dialogue on integrity issues, and equipping local players with proven Collective Action methodologies to drive change.

Eurocham (Chambre de Commerce Européenne en Côte d'Ivoire)

African certification of corporate governance

Funding Volume	USD 0.80 M
Country of implementation	Ivory Coast
Duration	5 years
Registered in	Ivory Coast



Description of Integrity Partner

www.eurochamci.com/fr/accueil

The European Chamber of Commerce (EUROCHAM) in Ivory Coast (IC) was created in 2009 at the initiative of businessmen and leaders, mostly companies and multinational groups established in Côte d'Ivoire.

The main activities of Eurocham aim at the following objectives:

- Representing the European business community in the Republic of Ivory Coast vis-à-vis the public authorities, corporate organizations and European bodies
- Facilitating the development of business activities originating from European countries
- Promoting industrial and commercial exchanges between the EU and the IC as well as European investments in IC
- Contributing to the improvement of the business climate and the use of good practices through constructive dialogue with the Ivorian authorities, in collaboration with other consular chambers and professional organizations
- Contributing to the economic integration of the sub region, the West African Monetary and Economic Union (UEMOA) and the Economic Community of West African States (ECOWAS), in terms of trade and free movement of goods and services and sustainable development
- Being a source of information and networking for member companies
- Providing technical and practical services to its members
- Carrying out concrete actions of advocacy and lobbying in support and defense of the interests of its members, as part of their specific common concerns

Project Summary

This project aims to support the efforts of the Ivorian Government and specialized agencies by encouraging and providing support to Small and Medium Enterprises (SMEs) in the implementation of good corporate governance measures.

The first objective of this project is to raise awareness about the importance and benefits of implementing good corporate governance measures. Examples of good practices and ways to implement these practices will be presented to participating SMEs through a year-long training scheme and the dissemination of a monthly newsletter.

The second objective, after the training period, aims to provide support to 60 SMEs for three years. During this time, at least three good corporate governance

measures will be implemented in each SME (one per year) with the help and support of an Expert Consultant.

At the end of the three years, by March 2024, all SMEs who have successfully implemented at least three good corporate governance measures will receive the Certificate of Good Governance.

This certificate will serve as a competitive and commercial advantage for SMEs. The certification will be guaranteed by the private sector itself through the promotion of the Certificate to Eurocham's members and partners.

The Ethics Institute (TEI)

Collective Action to advance business integrity in Mozambique

Funding Volume	USD 0.80 M
Country of implementation	Mozambique
Duration	5 years
Registered in	South Africa



Description of Integrity Partner

www.tei.org.za

The Ethics Institute is an independent public institute producing original thought leadership and offering a range of services and products related to organisational ethics.

Vision: Building an ethically responsible society.

Mission: To be a globally recognised thought leader providing comprehensive ethics solutions to organisations.

What we do: We pursue our vision and mission through thought leadership and an organisational ethics-related offering, including:

- training offerings
- advisory services
- assessments
- audit services
- products
- videos

Project Summary

This project focuses on interventions using a Collective Action approach. The purpose is to strengthen business integrity capacity, contributing to reducing corruption in business activities, resulting in enhanced business practices in Mozambique.

The first objective is to initiate and maintain the formation of a Coalition for Organisational Integrity (COI) in Mozambique.

The second objective aims to strengthen ethics management capacity of the participants of the COI by training its representatives on institutionalising business integrity.

The third objective is focused on the development and implementation of an ethics and anti-corruption training program

for small-and-medium enterprises (SMEs).

In sum, this project aims to establish an effective Collective Action platform to affect significant change in business conduct, as thought-leaders engage in the sharing of best practices. This could result in improved procurement, stakeholder management and relations between business and the public sector.

The Ethics Institute (TEI)

Combating municipal and procurement corruption in South Africa

Funding Volume	USD 1.00 M
Country of implementation	South Africa
Duration	5 years
Registered in	South Africa



Description of Integrity Partner

www.tei.org.za

The Ethics Institute is an independent public institute producing original thought leadership and offering a range of services and products related to organisational ethics.

Vision: Building an ethically responsible society.

Mission: To be a globally recognised thought leader providing comprehensive ethics solutions to organisations.

What we do: We pursue our vision and mission through thought leadership and an organisational ethics-related offering, including:

- training offerings
- advisory services
- assessments
- audit services
- products
- videos

Project Summary

Based on TEI's experience with local government, it was established that ethical challenges at municipal level will not be solved without an intervention on the ethics of political leadership. TEI and relevant national government structures conceptualised an intervention for developing a national code of ethical governance in municipalities. The code should be the outcome of a structured national dialogue and consultation, should have broad societal legitimacy, and should give practical guidance on the ethical intricacies faced by political and administrative leaders in municipalities.

The second objective is the implementation of an Ethically Aware Supplier Induction (EASI) training and accreditation programme that will allow small-and-medium enterprises (SMEs)

to be accredited as 'Ethically Aware Suppliers'. The aim is to create a network of large organisations that are committed to utilising ethically aware suppliers, and a network of trainers who will continue to train suppliers in their organisations resulting in a culture of ethical business and co-accountability escalating across all procurement relationships.

The third objective aims to build capacity in the Gauteng Provincial Government to support municipalities ethics initiatives. The development of an ethics management monitoring and reporting tool will assist ethics officers structure interventions and improve reporting to oversight structures. This will ensure external oversight of ethics remains a drive of improved governance.

Wirtschaftsuniversität Wien

Tax Transparency and Corruption

Funding Volume	USD 0.80 M
Country of implementation	Nigeria, Ghana, Kenya, Rwanda, South Africa, Zambia, Uganda
Duration	4 years
Registered in	Austria



www.wu.ac.at/taxlaw

Description of Integrity Partner

WU (Vienna University of Economics and Business) is Europe's largest Business and Economics University offering degree programs as well as a wide range of specialization areas and research opportunities. Project responsibility will be undertaken by the Institute for Austrian and International Tax Law.

The Institute for Austrian and International Tax Law is one of the world's largest academic institutions engaged in the research and teaching of the tax law. The Institute has a long standing tradition in organising international conferences and trainings both for practitioners and tax administrations.

Project Summary

The project aims to change the dynamics of the interaction between business and tax administrations and to deepen the cooperation between tax authorities and other law enforcement agencies in countering tax evasion and other financial crimes.

The project would promote the concepts of good tax governance and the importance of a transparent tax system for economic development and how law enforcement agencies and tax authorities can cooperate to counter the misuse of beneficial ownership and client/attorney privileges to counter evasion and money laundering.

The project will be developed with the view of attaining the following objectives:

1. Identifying and mobilizing stakeholders in national tax administrations and private sectors and setting out a research agenda
2. Drafting model national tax legislation and international tax agreements with an aim of strengthening country specific anti-avoidance rules, improving the effectiveness of the tax administrations to get access to information and fostering better cooperation between tax authorities and Multi-National Enterprises (MNE's)
3. Creating a network of "ambassadors" of key institutions in Africa who will be able to disseminate and promote the outcomes from the project

Country projects

Asia

Kazakhstan



Kazakhstan Bar Association (KazBar)

Implementation of corporate governance in Kazakhstan according to OECD standards

China

Beijing New Century Academy on Transnational Corporations



Improving the Effectiveness of Compliance Programs of Chinese Enterprises

East China Normal University (ECNU) Great China Compliance



Myanmar



United Nations Office on Drugs and Crime (UNODC)

Strengthening the Integrity and Anti-Corruption Efforts of the Private Sector in Myanmar

Korea



Global Compact Network Korea Business Integrity Society (BIS)

Indonesia



East-West Center, Indonesia

Advancing the Indonesian Fight Against Corruption

East China Normal University (ECNU)

Great China Compliance

Funding Volume	USD 0.80 M
Country of implementation	China
Duration	3 years
Registered in	China



Description of Integrity Partner

www.english.ecnu.edu.cn/

Founded in Shanghai in October 1951, the East China Normal University (ECNU) is one of the most prestigious universities in China and is sponsored by the national programs “Project 211” and “Project 985”. ECNU offers doctoral programs in 30 of its first-level disciplines and master’s programs in 37 first-level disciplines, and is authorized to confer 20 professional master’s degrees and doctoral degree in education. The university sponsors or supervises the publication of 23 academic journals and periodicals, as well as four English-language academic journals.

The Research Center for Corporate Compliance (RCCC) of ECNU is the first non-profit research organization in China that provides platforms for researchers, compliance practitioners and policy-makers to communicate. The orientation of the research center is to achieve the combination of the research on law and other fields with close practices of compliance and to train people so that they become experts on corporate compliance.

Project Summary

The project seeks to develop a compliance education program for college students and professionals. Companies and universities will be able to benefit from our project and its positive outcomes.

Furthermore, group work on compliance R & D and annual meetings for Collective Action will be launched as one aspect of the project.

The project will be divided in two parts. The first part covers the compliance education program. The higher education of corporate compliance will be integrated as a subject in the system of higher education.

A short-term Corporate Compliance Program will be launched as a simple version of compliance education for students and professionals (one step at a time from the city of Shanghai to the region of Shanghai, and then

countrywide).

The second part of the program refers to Collective Action in the form of publications, working groups, and annual meetings. These activities seek to share compliance knowledge, techniques.

An annual meeting of the healthcare sector in Shanghai will be planned to summarize the healthcare compliance development.

At the end of the project, the standards of corporate compliance higher education will be established, the first experiences of which will have been undertaken; thus, the compliance awareness and compliance techniques of compliance professionals in the healthcare sector in China will be enhanced.

East-West Center, Indonesia

Advancing the Indonesian Fight Against Corruption

Funding Volume	USD 0.80 M
Country of implementation	Indonesia
Duration	4 years
Registered in	USA



www.eastwestcenter.org

Description of Integrity Partner

The East-West Center (EWC) was established by the United States Congress in 1960 and serves as a resource for information and analysis on critical issues of common concern, bringing people together to exchange views, build expertise, and develop policy options. Headquartered in Honolulu with an office in Washington, DC, the EWC is a non-profit organization that promotes better relations and understanding among the people of the Asia-Pacific region through cooperative study, research, and dialogue. The EWC's 21-acre Honolulu campus, adjacent to the University of Hawaii at Manoa, is located midway between Asia and the United States mainland and features research, residential and international conference facilities. The EWC brings together more than 3 000 individuals per year from around the world to participate in its programs and has 65 000+ alumni.

Description of Project Partner Organization

www.leip.or.id

The Indonesian Institute for Independent Judiciary (LeIP) is an NGO focused on judicial sector reform. Its work is founded on the belief that an independent, accountable and transparent judiciary must be achieved in partnership between civil society, the judiciary, government and other stakeholders.

Project Summary

This project addresses three of the most pressing issues in the ongoing efforts to combat endemic corruption in Indonesia:

1) uneven performance of the new regional Anti-Corruption Courts (ACC) that were created to replace a single centralized ACC

2) a confused and inadequate legal framework for the protection of whistle-blowers and justice collaborators in corruption cases

and

3) ineffective measures to address widespread corruption in the private sector and, more specifically, shortcomings in compliance regimes and internal protection for the whistleblowers

This is an opportune time to address these issues because the Indonesian government has identified “effective prevention and eradication of corruption” as a national priority, beginning in 2019.

To begin to achieve this goal, the Government enacted the National Strategy for the Prevention and Eradication of Corruption and announced that the Corruption Eradication Commission (KPK) will lead its implementation.

The project's three objectives will respond directly to the Indonesian need for support in a broad range of anti-corruption activities.

Global Compact Network Korea

Business Integrity Society (BIS)

Funding Volume	USD 0.80 M
Country of implementation	Republic of Korea
Duration	3 years
Registered in	Republic of Korea



Global Compact
Network Korea



Description of Integrity Partner

www.unglobalcompact.kr

The Global Compact Network Korea (GCNK), is the Local Network of the UN Global Compact (UNGC) operating in Korea, and aims to promote the UNGC Ten Principles in the areas of human rights, labor, environment and anti-corruption. The GCNK has played a key role in disseminating those values to the UNGC participants in Korea from the public, private and non-profit sectors by holding various workshops, conferences, conducting Corporate Social Responsibility (CSR) projects, translating UNGC & CSR related materials, and promoting social dialogue since its establishment in 2007.

The GCNK specializes in developing cooperative partnership among various stakeholders, and one of the key activities of GCNK is to gather, shape and develop collective voices of private and public sector organizations for further collaborative dialogue to advance corporate responsibility in the areas of human rights, labor, environment and anti-corruption.

Description of Project Partner Organization

www.kosif.org

The Korea Sustainability Investing Forum (KoSIF) is a powerhouse of legislation in Environment Social Governance (ESG) investment where its activities involve altering behaviors of the government, public entities and corporates. KoSIF also serves as an information disclosure authority of CDP in Korea.

Project Summary

An enabling environment accompanied by rule of law and enhanced compliance capacity of market players must go hand in hand to promote a high level of corruption-free society. Business Integrity Society (BIS) aims to achieve the overall project goal by addressing the following two key objectives during its project years from 1 Oct. 2019 to 30 Sept. 2022.

The first objective is to create an enabling environment through legislation revision and policy proposal on ESG disclosure, Stewardship Code Guideline and Procurement Act that will lead to increase in transparency and integrity of Korean companies when doing business.

The second objective is to incorporate effective compliance system and enlarge anti-corruption capacity in all levels of

management including CEOs, executives and working levels by effective training, tool and guidance. The anti-corruption training programs will cover cross sectors as well as focus on healthcare and energy industry.

This project will invite key players in the market including National Assembly, Government Ministries, National Pension Funds, Companies, Business Associations, Civil Society and Academia to successfully implement activities and maximize the project impact.

Kazakhstan Bar Association (KazBar)

Implementation of a systematic, structured and effective policy of improving business integrity and developing corporate governance in Kazakhstan according to OECD standards

Funding Volume	USD 0.80 M
Country of implementation	Kazakhstan
Duration	3 years
Registered in	Kazakhstan

 **KazBar**



www.kazbar.org.kz

Description of Integrity Partner

The Chamber of Legal Consultants “Kazakhstan Bar Association” is a self-regulated organization established on the basis of compulsory membership for the purpose of regulating the activity to provide legal assistance and control over the activities of their members with respect to their compliance with the requirements of the legislation of the Republic of Kazakhstan on advocacy and legal assistance, rules and standards of the Chamber, the Code of Professional Ethics included in the Register of the chambers of legal consultants.

Description of Project Partner Organization

www.lprc.kz

The Legal Policy Research Centre (LPRC) is a non-political, independent think tank operated in Central Asia. Their mission is to strengthen the rule of law and democratic values through effective legal reform. The LPRC conducts policy research, proposes alternative policy solutions and provides resources and support to policy makers

Project Summary

The Project activities are aimed at achieving 2 objectives:

1) Creating an enabling favorable legal environment and implementing international anti-corruption obligations by encouraging the Government to incorporate international anti-corruption standards into the laws of Kazakhstan by amending certain provisions of its anti-corruption legislation

2) Promoting international anti-corruption standards and clean business practices in corporate and academic circles by bringing draft amendments before the Government to introduce additional legislative requirements for companies to develop, adopt and implement anti-corruption standards and internal control, ethics and compliance systems

Representatives of the private sector, public administration, academia and students will be trained through online and offline project training.

Findings made as a result of diagnostics and OECD reporting will be used for promotional materials on the implementation of anti-corruption standards in business, the development of culture of integrity, ethics and compliance in business.

Owing to the project, 40% of companies in piloted sectors will implement and actively use a complete and high-quality compliance system.

Beijing New Century Academy on Transnational Corporations (NATC)

Improving the Effectiveness of Compliance Programs of Chinese Enterprises

Funding Volume	USD 1.50 M
Country of implementation	China
Duration	3 years
Registered in	China



Description of Integrity Partner

www.tncchina.org.cn

NATC is a non-profit independent legal entity specialized in researching the global and China's strategy of Transnational Corporations (TNCs), corporate governance, management structure, and corporate philosophy and culture with a focus on corporate social responsibility.

NATC has gained recognition from government agencies and from foreign and domestic companies for its research work. Drawing upon its research capability, NATC submits policy recommendations for the Ministry of Commerce and other government agencies, and at the same time offers consulting advice to Chinese and foreign TNCs.

Since 2011, NATC has conducted two rounds of Siemens Integrity Initiative projects, which provides a platform for practice and promotion as well as communication and exchange on the subjects of corporate governance, compliance and anti-commercial corruption for every aspect of governments, industries, scholars and media to further improve the corporate governance and compliance of domestic and overseas enterprises.

Project Summary

NATC will improve effective compliance management of Chinese enterprises and push compliance Collective Action in China through making efforts in the following three objectives.

Firstly, through submitting policy recommendations to government departments, unifying key driving partners and building an alliance in the target industries to address key compliance issues, publishing compliance books and conducting compliance forums to promote tools and best practices for effective compliance management, NATC will support enterprises in three target industries (energy, industry and healthcare) to improve the effectiveness of compliance management.

Secondly, NATC will promote a "Belt and Road" with emphasis on compliance and integrity by enhancing commitment from relevant Chinese departments, unifying pilot enterprises to address key compliance risks, as well as capacity building and best practice sharing for the enterprises.

Lastly, NATC will contribute to bringing up compliance talents through developing training curriculum for compliance practitioners at different levels and conduct trainings accordingly. NATC will also have dialogue with relevant Chinese departments to push them to list compliance professionals as an official profession in China.

United Nations Office on Drugs and Crime (UNODC)

Strengthening the Integrity and Anti-Corruption Efforts of the Private Sector in Myanmar

Funding Volume	USD 0.80 M
Country of implementation	Myanmar
Duration	3 years
Registered in	Austria



Description of Integrity Partner

www.unodc.org/unodc

The United Nations Office on Drugs and Crime (UNODC) is a global leader in combatting illicit drugs, transnational organized crime and corruption. It is committed to achieving health, security and justice for all by tackling such global threats, and by delivering legal and technical assistance to prevent terrorism.

Established in 1997, the Office fulfils a three-fold mission: research and analysis to produce authoritative reports on mandated areas; technical assistance to States in ratifying and implementing international treaties on drugs, crime and terrorism, which includes developing domestic legislation consistent with these treaties; and training judicial officials.

Project Summary

Reducing opportunities for corruption and creating a culture of integrity by enhancing public-private dialogue and improving the legal framework against corruption.

Corporate integrity is rarely at the top of the agenda in the private sector and most private companies in Myanmar have not yet adopted codes of conduct or guidelines on corporate integrity. The lack of anti-corruption standards is slowing down development in most of the important economic sectors. For example, the licensing system in the extractive industries is open to corruption and risk of conflict of interest.

Bribery, particularly involving public officials, is reported as common in daily business and civilian interactions. Public-private

dialogue and collaboration to design incentives for strengthening corporate integrity and cooperation have started recently but are only at early stages and are only concentrated in specific sectors.

To address the defined gaps, this project will promote the adoption of anti-corruption legislation; the development and adoption of codes and guidelines in the private sector; as well as the development of a culture of integrity in businesses in Myanmar.

Contact information

Dear Reader,

Further information can be found at www.siemens.com/integrity-initiative

The website also features all of our Annual Reports since 2011, as well as our press releases and the eligibility and selection criteria of our funding rounds.

With best regards,



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Vice President

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