



**B20 Task Force on Improving
Transparency and Anti-corruption**

**Design and Enforcement
of Voluntary Anti-
Corruption Agreements
in the Private Sector**

a study commissioned by
the G20 Anti-Corruption Working Group
and prepared on behalf of the B20 Task Force

DRAFT 30th May 2013

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Introduction

During the February 2013 meeting of the G20 Anti-Corruption Working Group (ACWG) with the B20 Task Force on Transparency and Anti-Corruption, the Russian co-chair of the ACWG requested the B20's assistance in finding out more about Collective Action. This resulted in the current study on the "Design and Enforcement of Voluntary Anti-Corruption Agreements in the Private Sector".

The term "Collective Action" was used in the B20 Task Force's recommendations to the G20 in Los Cabos Mexico in 2012. There, the B20 proposed as a priority action the "promoting, extending and implementation of Collective Action and Sectoral Initiatives", as well as the creation of "a Central Hub...to document, measure existing Collective Action and Sectoral Initiatives across industries and countries". The G20's Action Plan for 2013 to 2014 also encouraged "exploration of the potential and effectiveness of integrity pacts between business and governments and other mechanisms for sharing anti-corruption expertise among businesses and governments". It also sought to "support public-private partnerships to combat corruption in specific sectors".

In their request to the B20, the G20 expressed particular interest in the following aspects of Collective Action:

- a) Common experience of companies in G20 countries in signing and implementing integrity pacts/collective action
- b) Best practices and successes in implementation
- c) Lessons learned from a) and b) above
- d) Recommendations on how to develop and implement collective action, avoiding pitfalls and enhancing measurable impact
- e) The possibility of developing a model anti-corruption charter

Long established as a business strategy for tackling corruption, Collective Action has only recently been fully recognized for its true power and potential. There is an increasing number of Collective Action initiatives where the interests of business, government and civil society in fighting corruption intersect – locally, nationally, regionally and globally. Driving this new trend is a conviction that no single government, company or civil society organisation can tackle corruption alone. Only through joint efforts – *Collective* Action – can the risks of corruption be mitigated.

This study presents an initial overview of key classifications of Collective Action initiatives, which it illustrates with a number of case studies from G20 countries and beyond. It does not claim to be comprehensive but attempts to provide a preliminary response to the first two points of the G20's request.

Once operational, the Collective Action Hub will further refine the methodology for categorizing Collective Action initiatives and evaluating their effectiveness. The Hub will draw on a broader sample of case studies and respond in detail to the other three points in the G20 request.

Context, Definitions and Methodology

Almost by definition, corruption is a Collective Action problem that demands a Collective Action response. As Kingston (2004) rightly put it, “citizens or firms dealing with a corrupt government official would all benefit from an agreement not to pay bribes, but each has an incentive to pay bribes”.

Recently, Collective Action has gained prominence in international efforts to combat corruption. Companies and business associations, international organizations and civil society have all hailed it as a crucial element in wider strategies to combat corruption. In the area of anti-corruption, Collective Action is now “a kind of catch-all term for industry standards, multi-stakeholder initiatives, and public-private partnerships” (Pieth 2007). The World Bank Institute defines Collective Action as “a collaborative and sustained process of cooperation amongst stakeholders”. It justifies Collective Action as a means of “increasing the impact and credibility of individual action, bringing vulnerable individual players into an alliance of like-minded organizations and levelling the playing field between competitors. Collective Action can complement or temporarily substitute for, and strengthen, weak local laws and anti-corruption practices.” (World Bank 2008)

As this paper illustrates, Collective Action may take diverse forms depending on the kind of corruption it is designed to combat and the market environment and business culture in which it applied. It has particular significance as a way out of a serious dilemma confronted by companies when faced with solicitation.

This paper presents examples of Anti-corruption Collective Action initiatives in a selection of G20 countries and beyond, as well as regional and global projects. The Collective Action initiatives included in this report were mostly initiated by business for business, though other stakeholders, such as government, multilateral organisations and civil society, were also often involved. The selection is not comprehensive; other Collective Action initiatives could be added to this collection. Also an initiative’s inclusion in, or exclusion from, this list or a particular category should not be understood as an expression of endorsement or non-endorsement by the B20 Task Force.

This study classifies the case studies according to a structure loosely adapted from the World Bank Institute’s classification scheme for Collective Action Programmes (see figure 1).

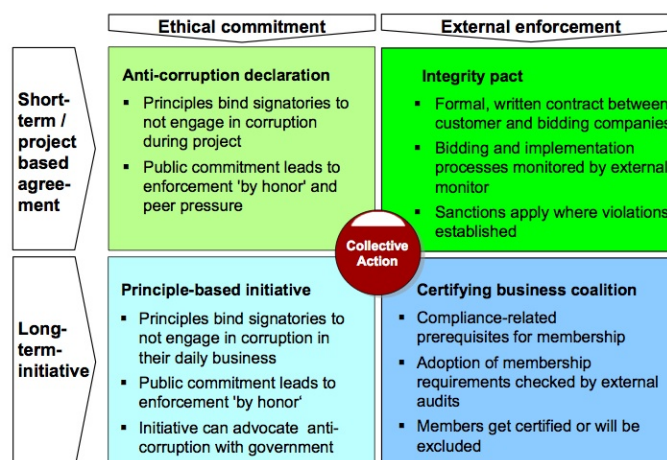


Figure 1: WBI's classification of Collective Action Programmes

It differentiates forms of Collective Action primarily according to the level of enforceability of the participants' commitments. Thus, unmonitored but morally binding *Declarations and joint activities* are distinguished from *Standard setting initiatives*, which aim to harmonize anti-corruption standards amongst participants and commit participants to a clearly defined behavioural code. The culmination of Collective Action comes with *Integrity Pacts*, which are monitored by an external party and more binding still due to a greater degree of legal or reputational enforceability. The case studies that follow have been assigned to these three categories: 1) Declarations and joint activities, 2) Standard setting initiatives, and 3) Integrity Pacts.

	Declarations and Joint Activities	Standard Setting Initiatives	Integrity Pacts
South Africa: National Anti-corruption Forum			
Indonesia: IBL Business Ethics Initiative			
Latin America: Multilatinas compliance dialogue			
Global: Maritime Anti-Corruption Network			
China: China Business Leaders Forum's Business Integrity Handbooks and Ethics course			
Korea: Pact on Anti-Corruption and Transparency			
Brazil: The Brazilian Business Pact for Integrity and against Corruption			
Europe: Standards for the European Aerospace and Defence Industries			
Global: Partnering against Corruption Initiative (PACI)			
Global: International Federation of Pharmaceutical Manufacturers & Associations Code of Practice			
Global: Wolfsberg Group on Money Laundering			
Russia: The Anti-Corruption Charter of the Russian Business			
Russia: IBLF Industrial Company Working Group			
Global: International Chamber of Commerce Anti-Corruption Clause			
Germany: Berlin Airport Construction			
Mexico: Social Witness/Integrity Pacts in Government Procurement			
Brazil: Clean games inside and outside the stadium			
UK and Global: Construction Sector Transparency Initiative			
Global: Extractive Industries Transparency Initiative (EITI)			

Figure 2: Classification of case studies according to three categories

It should be noted that the boundaries between these categories are often blurred, particularly over time. The attribution of an initiative to one category rather than another is not always clear-cut.

Neither is one approach necessarily “superior” to another. Which method of Collective Action is chosen and whether a particular form of Collective Action succeeds in changing the participants’ behaviour will depend on local market conditions, such as levels of state capture and corruption, heterogeneity of markets, the legal framework and rule of law. Furthermore, experience shows that a Collective Action initiative may over time evolve from a declaration to a code of conduct, and beyond that, to an integrity pact. Finally, Collective Action initiatives vary in terms of their geographic reach (local/national, regional, or international), thematic scope (sectoral or cross-sectoral) and timeframe (project-specific or long-term).

As is clear from the diverse manifestations of corruption and therefore the diverse solutions required, there may be overlap between the categories. For example, a project may mix elements of both a declaration and a code of conduct, or may call itself a pact when in fact it is a declaration. On the other hand, whilst declarations and joint activities are often met with scepticism by observers because of their lack of “teeth” or because of their perception of being so much “window-dressing”, they are an essential part of getting the key actors around a negotiating table, building confidence and trust between them, and establishing the rules of the game. Without this initial confidence and consensus building, the more advanced codes of conduct and integrity pacts are practically inconceivable.

This research is based on the self-reporting of the initiatives themselves rather than a qualified assessment of their scope or effectiveness by an objective third party. This will be the subject of future studies. Indeed the refining of this methodology, how case studies are categorised, and the assessment of their success in achieving their goals and their impact on reducing corruption, are all work for the Collective Action Hub to take on once it is operational.

Preliminary conclusions

The research underlying this brief paper on Collective Action has revealed a large gap in knowledge, information and actual programmes of Collective Action. Notably, our research has confirmed that there is no established method of classifying Collective Action. There is indeed no unified understanding of what constitutes or not a Collective Action.

For example, would any sort of dialogue among businesses or between business and government and/or civil society on anti-corruption issues qualify as Collective Action? Or, as the authors believe, should an initiative, in order to be qualified as Collective Action, entail a certain level of commitment by participating actors to a predetermined set of individual or joint anti-corruption actions?

By the same token, while there are many initiatives that seem to unite businesses and other stakeholders in the fight against corruption, they rarely describe themselves as “Collective Action”. This may be because their participants do not consider the concerned initiatives as Collective Action; or it may indicate that their participants are simply not yet aware of the term “Collective Action” as they may not be interacting regularly with the global forums for policy dialogue on this issue. Last but not least, a lot of the initiatives that could potentially qualify as Collective Action are either badly documented or seem to have very limited measurable outcomes.

In summary, and fully acknowledging that more in-depth research needs to be conducted to verify these preliminary findings, it would seem that there is still a lot of room, on the one hand for deepening this debate at a policy level and on the other hand for engaging much more actively with business actors and other stakeholders in the promotion of new Collective Action initiatives.

Case examples

Declarations and joint activities

A declaration is a statement by a group of companies, or by companies and government, committing the parties not to engage in corruption, and to respond to corruption should it be detected. Declarations are the simplest form of Collective Action in terms of enforceability because they do not involve an external monitoring component. This is a voluntary agreement and adherence is based on the participants' "word of honour". The level of self-enforcement will depend entirely on the participating companies' own level of commitment which may in turn be dependent on peer or public pressure.

In addition, declarations are often accompanied by various types of joint activities, for example to raise awareness about ethics principles, or to engage other partners in training activities about business ethics. These joint activities are often an important means of increasing trust among partners to a declaration.

South Africa: National Anti-Corruption Forum (NACF)

<http://www.nacf.org.za/index.html>

Country	South Africa
Year of Foundation	2001
Sector	Multi-Sector
Members/Partners	30 members in total, of which 10 representatives each from civil society, business and government
Objectives	<ul style="list-style-type: none">• Contribute towards a national consensus through the co-ordination of sectoral strategies against corruption;• Advise government on national initiatives on the implementation of strategies to combat corruption;• Share information and best practice on sectoral anti-corruption work;• Advise sectors on the improvement of sectoral anti-corruption strategies
Achievements	<ul style="list-style-type: none">• Adoption of National Anti-Corruption Programme (NAP)• Completion of an ethics environmental scan in selected secondary and tertiary institutions• Promoting acts in relation to whistle-blowing, access to information and anti-corruption• Research initiative to evaluate the implementation by the executive of relevant resolutions made by Parliament and its committees

Indonesia: Indonesia Business Links (IBL) Business Ethics Initiative
www.ibl.or.id

Country	Indonesia
Year of Foundation	1999
Sector	Multi-Sector
Members/Partners	A mix of multinational companies and NGOs
Objectives	<ul style="list-style-type: none"> • To encourage and assist corporations in Indonesia in implementing CSR strategies and programs; • To promote ethical business practices among corporations in Indonesia; • To be a catalyst for knowledge and skills transfer to SMEs; • To support SMEs in developing income-producing activities; • To achieve organizational sustainability
Achievements	<ul style="list-style-type: none"> • Ethics Workshops with a number of companies • Preparation of publication named: Formulation and Implementation Code of Conduct for SMEs • IBL signed an anti-corruption integrity pact by the Indonesian Chamber of Commerce. • IBL provided training materials and facilitators during the many events organized. • Collaboration with the Indonesian Corruption Eradication Commission from 2005 to 2012, undertaking awareness raising efforts to prevent corruptive business practices in the country, among multi national, national and state-owned companies.

Latin America: Multilatinas compliance dialogue

Country	Latin America
Year of Foundation	2013
Sector	Multi-Sector, focus on Latin American multinational groups
Members/Partners	Universidad de San Andrés, Argentina
Objectives	<ul style="list-style-type: none"> • To assist multinational companies from Latin America face governance challenges specific to their structures (mostly family owned and cross-sector conglomerates) • To encourage dialogue among these companies about compliance challenges; identification of individual and joint solutions
Achievements	<ul style="list-style-type: none"> • Comparative review of literature, guidelines and existing policy documents of leading companies to identify key challenges and topics of common interest • Establishment of roundtable planned for second half 2013

Global: Maritime Anti-Corruption Network

<https://www.bsr.org/en/our-work/initiatives/maritime-anti-corruption-network>

Country	Global
Year of Foundation	2011 (formalized 2012)
Sector	The maritime sector
Members/Partners	Companies in the maritime industry, particularly vessel-owning companies but also cargo owners and service providers
Objectives	<ul style="list-style-type: none">• To support the eradication of corruption in the maritime industry so as to enable fair trade for society's greater benefit• To promote good corporate practice in the maritime industry through the adoption and implementation of the MACN Anti-Corruption Principles, the communication of progress and the raising of awareness about industry challenges, and the sharing best practice, and collaborate with key government stakeholders and international organizations
Achievements	<ul style="list-style-type: none">• The formalization of the initiative• The establishment of a pilot project in Nigeria in collaboration with the UNPD and UNODC

China: China Business Leaders Forum's Business Integrity Handbook

<http://www.cblf.org.cn/>

Country	China
Year of Foundation	2008
Sector	Multi-sector
Members/Partners	International Business Leaders Forum (IBLF), Renmin University School of Public Policy, Chinese domestic companies and global multinationals
Objectives	<ul style="list-style-type: none">• Promote business practices that will ensure the sustainable social and economic development of China.• Promote good governance and encourage transparency, as well as shape new business leadership to help business leaders in China to better confront challenges in the global market.
Achievements	<ul style="list-style-type: none">• Published first Business Integrity Handbook in 2011• Second Handbook appearing in 2013 and focused on improving compliance in the supply chain• Developing Business Ethics course for EMBA students and company in-house training• All these projects are joint efforts (collective action) of major Chinese and multinational companies.

Standard setting initiatives

Standard setting initiatives increase the commitment of participants beyond that envisaged in Declarations and Joint Activities. Standard setting initiatives often take the form of codes of conduct, for example in a particular industry. Market players are involved in the design of the standards on anti-corruption, and then voluntarily submit to these standards. Adherence to these standards is a condition of continued membership of the initiative. In other words, failure to comply with the code of conduct could result in a participant being expelled from the initiative.

Standing-setting initiatives are efforts at harmonizing compliance and thus levelling the commercial playing field in a particular location or business sector.

As illustrated by the following case studies, such standard setting initiatives lead to the creation of a more or less institutionalised form of policy dialogue. Regular forums for sharing experience in implementing the common standard contribute to the creation of communities of practice and enhanced capacity and knowledge across all participants, including competitors in the same industry.

Korea: The Korean Pact on Anti-Corruption and Transparency

http://archive.transparency.org/regional_pages/asia_pacific/newsroom/news_archive2/k_pact_2005

Country	Korea
Year of Foundation	2005
Sector	Multi-sector: construction, health, social welfare, finance and education
Members/Partners	Leaders of the public, private and civil society sectors
Objectives	<ul style="list-style-type: none"> • To lead the transformation of the public and private sectors into a centers of anti-corruption; • To construct an anti-corruption system initiated by a civil society; • To make transparency an agreed social norm.
Achievements	<ul style="list-style-type: none"> • Public Sector: the enactment of 18 laws concerning anti-corruption, illegal political funds, external audits of companies, and operations of public corporations have been enacted, including the strengthening of protection for whistle-blowers and the improvement of ethics of public officials. • Business Sector: An increase in the introduction of codes of ethics (62% of total in 2005 and 84.1% in 2006) and an improvement in corporate governance of 524 listed companies (shareholder rights protection, executive committees, disclosure, and independent audits); Establishment of the UN Global Compact Local Network

Brazil: The Brazilian Business Pact for Integrity and Against Corruption
<http://www.samarco.com.br/uploads/1g56q7b.pdf>

Country	Brazil
Year of Foundation	2006
Sector	Multi-sector
Members/Partners	Ethos Institute for Business and Social Responsibility, Patri Government Relations and Public Policy, United Nations Development Programme (UNPD), the United Nations Office on Drugs and Crime (UNODC), and the Brazilian Committee of the UN Global Compact
Objectives	<ul style="list-style-type: none"> • Engage companies to take a clear stand on behalf of integrity and against corruption in Brazil and to take measures to strengthen controls and transparency in public-private relationships
Achievements	<ul style="list-style-type: none"> • Signed by over 600 local companies • Creation of permanent Working Group to assess and propose measures to fulfil the Pact, bolster mobilization, generate information and references, and integrate anti-corruption networks. • Creation of Working Group of pipe and pipe connector manufacturers in the basic sanitation industry • Partnership with WEF-PACI to mobilize and expand the participation of companies in the related initiatives

Europe: Common Industry Standards for the European Aerospace and Defence Industries (ASD)

Country	Global
Year of Foundation	2008
Sector	Defence
Members/Partners	Aerospace & Defence Industries Association of Europe; all major European aerospace and defence industry associations
Objectives	<ul style="list-style-type: none"> • Develop common industry standards for anti-corruption to be applied across Europe in the aerospace and defence industry
Achievements	<ul style="list-style-type: none"> • Standards adopted by 32 National aerospace and defence associations in 21 European countries and their members. • Business Ethics Toolkit

Global: Partnering against Corruption Initiative (PACI)

<http://www.weforum.org/paci/>

Country	Global
Year of Foundation	2004
Sector	Cross-sectoral
Members/Partners	World Economic Forum corporate partners. PACI has one of the largest cross-industry engagement with 90+ members committing to the PACI Principles.
Funding	No membership fees, but generally restricted to members of the World Economic Forum.
Objectives	<ul style="list-style-type: none">• Selectively engage in global policy shaping activities; leveraging the CEO-level voices of PACI to define a true level playing field• Engage in a limited number of high impact collective action activities in partnership with engaged governments and PACI members.• Ensure that PACI continues to facilitate the development and sharing of best in practice case studies
Achievements	<ul style="list-style-type: none">• The Task Force meetings provide individual participants to exchange ideas and share best practices.• Development of many collective action tools (e.g. the RESIST Tool) and initiatives (e.g. Working Group on 3rd Party Due Diligence).• The Mongolian government and business leaders created partnership to jointly address local corruption challenges Managed B20 Anti-corruption Task Force during Los Cabos 2012

Global: International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) Code of Practice

<http://www.ifpma.org/>

Country	Global
Year of Foundation	1981, latest revision 2012
Sector	Pharmaceutical and Health Care Sector
Members/Partners	Research-based pharmaceutical, biotech and vaccine companies
Funding	Corporate membership funding
Objectives	<ul style="list-style-type: none"> • Encourage a global policy environment conducive to medicines innovation for the benefit of people around the world. • Promote and support principles of ethical conduct and practices voluntarily agreed upon, as exemplified by the IFPMA Code of Practice. • Promote and support the adoption of high standards of manufacturing practices and quality assurance for pharmaceutical products. • Contribute industry expertise and foster collaborative relationships and partnerships with international organizations dedicated to the improvement of public health, especially in developing and emerging countries. • Ensure regular experience-sharing and coordinate efforts of members towards achieving these objectives.
Achievements	<ul style="list-style-type: none"> • Updated and expanded Code of Conduct released in 2012 • Regular exchange among members on implementation practice • Trainings

Global: Wolfsberg Group on Money Laundering

<http://www.wolfsberg-principles.com>

Country	Global
Year of Foundation	2000
Sector	Finance sector
Members/Partners	11 largest global private banks, Transparency International, Basel Institute on Governance
Objectives	<ul style="list-style-type: none"> • Develop financial services industry standards, and related products, for Know Your Customer, Anti-Money Laundering and Counter Terrorist Financing policies.
Achievements	<ul style="list-style-type: none"> • 15 globally recognized standards and practice guidance for banks on specific aspects of AML, including correspondent banking, anti-corruption • Annual multi-stakeholder forum with banks and regulators to share best practice and identify new threats and challenges

Russia: The Anti-Corruption Charter of the Russian Business

www.unodc.org/documents/commissions/CCPCJ_session22/ECN152013_CRP8_eV1382800.pdf

Country	Russian Federation
Year of Foundation	2013
Sector	Multi-Sector
Members/Partners	Founded by the Russian Union of Industrialists and Entrepreneurs (RUIE), the Chamber of Commerce and Industry of the Russian Federation (the CCI of Russia), the all-Russian Public Organization “Delovaya Rossiya” (Business Russia), and the all-Russian Public Organization of Small and Medium Business “OPORA Russia”. Open to accession by business associations, individual business people, and companies.
Objectives	To prevent and combat corruption by <ul style="list-style-type: none"> • Stating the corporate consensus against corruption and • Setting forth corporate measures to address corruption within and between companies, and between companies and government.
Achievements	<ul style="list-style-type: none"> • The creation of a Charter and a Charter Road Map under the auspices of the UNODC.

Russia: International Business Leaders Forum’s (IBLF) Industrial Company Working Group (ICWG)

<http://en.iblfrussia.org/>

Country	Russian Federation
Year of Foundation	2012
Sector	Multi-Sector: equipment manufacturers, pharmaceutical, high tech
Members/Partners	28 organizations: as multinational and Russian companies as well as representatives of public authorities (Moscow Government, State Duma, Federal Antimonopoly Services)
Objectives	<ul style="list-style-type: none"> • To clarify tender procedures, make them more transparent and build the confidence of the business community that tenders are being conducted in a fair and even-handed way • To develop anti-corruption mechanisms in public procurement in order to provide civilized competition and combat to gray economy
Achievements	<ul style="list-style-type: none"> • Analysed the draft federal Law On Federal Purchasing System, prepared its recommendations on its amendment • Two representatives of the Group participated in the working group for amendment of the draft Federal Law On Federal Purchasing. Nearly 40% of ICWG recommendations were absolutely or partly taken into account in the new law. • Looked into the existing procedures of public procurement and identified the problems facing the participants of the process (both companies and government officials). • Studied the tendering experience of some big corporations and identified the anti-corruption mechanisms and schemes employed by business that could be applied to public authorities

Global: International Chamber of Commerce Anti-Corruption Clause

<http://www.iccwbo.org/News/Articles/2012/New-ICC-tool-responds-to-G20-anti-corruption-call/>

Country	Global
Year of Foundation	2012
Sector	Cross-sector
Members/Partners	International Chamber of Commerce and its members
Objectives	Enhance transparency and fight corruption in business transactions by facilitating the introduction of legally binding anti-corruption clauses in any contracts that may be signed by companies
Achievements	Launch of the ICC Anti-Corruption Clause as a legally enforceable contractual clause to commit its signatories to commit to complying with ICC's voluntary Rules on Combating Corruption or to implement a corporate anti-corruption compliance programme

Integrity Pacts

The third category– Integrity Pacts – embraces the most binding level of Collective Action. As in declarations and standard setting coalitions, participants commit not to pay bribes or collude; but in Integrity Pacts these commitments are often connected to a concrete public tender or bidding for a large project such as a sports event or a major construction object.

Above all Integrity Pacts contain external third party monitoring. At its most enforceable, the Integrity Pact will include a certification process which may stipulate sanctions in case of violations of the terms of the agreements, including exclusion from the Collective Action initiative. Indeed, contracts are usually formulated in such a way to enable participants to sue each other for non-compliance.

Germany: Berlin Schönefeld Airport

<http://www.transparency.de/Integritaetspakt.80.0.html>

Country	Germany
Year of Foundation	2005
Sector	Construction (Airport)
Members/Partners	Flughafengesellschaft FBS, Transparency International, Bidding companies
Funding	Federal Government and State Governments of Berlin and Brandenburg through their joint Flughafengesellschaft FBS
Objectives	<ul style="list-style-type: none"> • Secure a corruption free conduct of the expansion of the Berlin Schönefeld Airport • All bidding companies have to sign a precast and standardized contract, in which they obligate themselves to refrain from any corrupt practices. • An independent Monitor is supervising the tendering procedures and supports the FBS to enforce a transparent and clean culture in the tenders. His regular reports also contain recommendations for the conduct of further tendering procedures and for the prevention of former r shortcomings. The reports are presented to the executive board and the supervisory board of the FBS on a three-month basis.
Achievements	<ul style="list-style-type: none"> • The involvement of external monitors helped to re-start the tender process, which had been stopped due to the high amounts of the originally submitted bids.

Mexico: Social Witness/Integrity Pacts in Government Procurement

<http://www.tm.org.mx/c/inicio/>

Country	Mexico
Year of Foundation	2000
Sector	Public Procurement
Members/Partners	TI Mexico
Objectives	<ul style="list-style-type: none">• Enhance transparency of public procurement processes• Strengthen public trust in procurement• Create an environment for open discussions of technical decisions in procurement processes• Contribute to competition, efficiency and savings
Achievements	<ul style="list-style-type: none">• Integrity Pact/Social Witness tools in over 100 public procurements• Developed methodology applied to the Mexican context, combining mini-contracts (integrity pacts/IPs) with an intensive monitoring during the bidding process

Brazil: Clean games inside and outside the stadium (World Cup 2013, Olympics 2016)

<http://www.transparency.de/Integritaetspakt.80.0.html>

Country	Brazil
Year of Foundation	2011
Sector	Large infrastructure and sport
Members/Partners	Instituto Ethos
Funding	Siemens Integrity Initiative
Objectives	<ul style="list-style-type: none">• Establish sectoral agreements• Create local administration transparency indicators• Local administration transparency pacts• Foster social control• Mobilization
Achievements	<ul style="list-style-type: none">• Creation of 3 national and 12 local committees on Collective Action• Agreements and pacts in development

Global: Construction Sector Transparency Initiative (CoST)

<http://www.constructiontransparency.org/>

Country	UK and Global (Vietnam, Philippines, Ethiopia, Tanzania, Zambia, Malawi, Guatemala)
Year of Foundation	2007
Sector	Construction
Members/Partners	A mix of multinational companies and NGOs including TI, EAP (Engineers Against Poverty), ICE (Institution of Civil Engineers), Tiri (Making Integrity Work), IDASA (Institute for Democracy in Africa), ONE, The UK Anti-Corruption Forum, International Business Leaders Forum, UK National Consumer Federation, EIC (European International Contractors); Balfour Beatty, Halcrow Group; Ramboll Group, Skanska, STRABAG Group, FIDIC (International Federation of Consulting Engineers)
Objectives	<ul style="list-style-type: none"> • Improve the value for money spent on the construction of public infrastructure • Achieve the delivery of good quality infrastructure projects at lower cost • Improve the use of funds in public construction, resulting in better and more reliable infrastructure • Freeing savings to extend social and economic services • Raising investor confidence
Achievements	<ul style="list-style-type: none"> • Pilot phase of a new multi-stakeholder approach to public sector procurement of major construction projects which increases transparency and accountability • Establishment of a Multi-Stakeholder Group (MSG) comprising members from government, private sector, and civil society organizations by countries which participated in pilot phase of CoST • Performing an assurance review of the disclosed project information, identifying causes for concern and releasing the findings to the stakeholders and the public.

Global: Extractive Industries Transparency Initiative (EITI)

<http://eiti.org/>

Country	Global (23 compliant countries, 16 candidate countries)
Year of Foundation	2002
Sector	Extractive Industry
Members/Partners	Government of Norway (20 %), Supporting Countries and NGOs (40 %), Private sector (Oil and Gas Companies, Mining companies, Institutional Investors) (40 %)
Objectives	<ul style="list-style-type: none">• Setting a global standard for companies to publish what they pay and for governments to disclose what they receive• Strengthen governance in resource-rich countries by improving transparency and accountability in the extractives sector• Level the playing field for companies• Make sure civil society receives reliable information about the extractive industries sector
Achievements:	<ul style="list-style-type: none">• 37 countries were implementing the EITI with 18 of these compliant to the EITI standard. Australia had begun to pilot EITI implementation in some of its provinces and Colombia, Ukraine and the United States had started preparation to implement.• 70 major oil, gas and mining companies had expressed support for the EITI Principles.• Over 100 EITI Reports had been published which covered a total of over US\$700 billion of revenues paid.

Further Reading

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