Anti-Corruption Policy Dialogue & Collective Action Workshop

28-29 September 2011
Johannesburg, South Africa

Together with the UN Global Compact Office, the UN Global Compact Local Network South Africa, through the National Business Initiative, has initiated an anti-corruption collective action process at the national level. Supported by Siemens AG, the initiative aims to strengthen business implementation of the Global Compact Tenth Principle on anti-corruption, raise awareness on anti-corruption and initiate practical solutions-driven approaches through collaboration with government and other key actors.

This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

Objectives:

• Obtain a common understanding of corruption within business and in South Africa
• Create understanding around the concepts of collective action and integrity pacts
• Agree on how to measure progress and achievements of business involvement on anti-corruption collective action in South Africa
• Showcase examples from companies that have dealt with challenging corruption cases

DAY 1:

The first day will begin with an evening roundtable session to engage participants in a high-level discussion on the role of business in the fight against corruption. Panellists will consist of representatives from government, business, academia and civil society organisations.

As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training  
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor  
HOLIDAY INN SANDTON, 123 Rivonia Road  
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011  
17h00-19h30  
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
- **Olajobi Makinwa**: Head, Transparency & Anti-Corruption, UNGC in New York
- **Caroline Mampuru**: Executive, Forensic Audit, Office of the Auditor-General

Introduction
The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa

The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:

- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
- How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

Introduction
This workshop serves as the inaugural meeting introducing a business-led Anti-Corruption Collective Action process in South Africa. A multi-stakeholder workshop funded by the UNGC Foundation under the Siemens Integrity Initiative and hosted by the NBI, the aim is to understand and effect the collective business role on anti-corruption. The meeting will introduce Anti-Corruption Collective Action approaches such as Integrity Pacts and principles-based Long Term Compliance Agreements. Interested parties will gather to gain a common understanding of what constitutes corruption in business practice, what a collective business strategy should address while also learning from entities that have faced challenges of corruption.

08:30 Registration

Session I:

9:00 – 9:10 Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
Summary of the day’s objectives and feedback from the previous day’s events - the Training on Anti-Corruption Reporting and outcome of the evening business dialogue.

9:20 – 9:50 Keynote Address
Embedding Sustainability through Good Governance
Prof. Mervyn E King SC
Session II:

9:50 – 10:10  Ethics & Governance: The Mandatory & Voluntary Role of Business  
Prof. Deon Rossouw, CEO of the Ethics Institute

10:10 – 10:30  Introducing UNGC Initiatives on Anti-Corruption: Integrity Pact as a model of Collective Action  
Olajobi Makinwa, Head of Anti-Corruption, United Nations Global Compact, New York

10:30 – 10:40  Discussions

10:40 – 11:00  Tea Break

11:00 – 12:00  Developing a Corporate Anti-Corruption Program  
Joseph Simon, Senior Legal Counsel, A.P. Moller-Maersk A/S Copenhagen

Session III:

Learning by Sharing Through Case Studies on Anti-Corruption Efforts

12:00 – 12:20  South Africa’s Banking Sector and anti-corruption  
Cas Coovadia, Managing Director, The Banking Association of South Africa

12:20 – 12:40  Experiences from the Construction Sector  
Millard Arnold, Murray & Roberts

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Tanya Vogt, Chief Operating Officer, SA Medical Device Industry (SAMED)

14:40 – 15:00  Discussions
Session IV:

Developing a business collective action strategy, demonstrating business commitment and recommending policy actions

15:00 – 15:45 Facilitated Discussion

Dr Janette Minnaar - Expert Facilitator

Discussions and Feedback on areas below:

- What issues should a collective business strategy address?
- How can business effectively work with government on anti-corruption?
- What can business commit to and what message do we convey to government?

15:45 – 16:00 Summary, Closure and Networking – Tea to be served
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Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
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Discussion questions:

• What is or should be the business proactive and practical stance on corruption?
• Is there need for South African business to have a collective strategy on anti-corruption?
• What practical steps should business take on anti-corruption?
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• How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
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The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:

- Sipho Pityana: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- Peter Goss: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- Nic Dawes: Editor-in-Chief, Mail & Guardian
- Olajobi Makinwa: Head, Transparency & Anti-Corruption, UNGC in New York
- Caroline Mampuru: Executive, Forensic Audit, Office of the Auditor-General

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The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

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15:00 – 15:45 Facilitated Discussion
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DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training  
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor  
HOLIDAY INN SANDTON, 123 Rivonia Road  
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
- **Olajobi Makinwa**: Head, Transparency & Anti-Corruption, UNGC in New York
- **Caroline Mampuru**: Executive, Forensic Audit, Office of the Auditor-General

Introduction
The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa
The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:
• What is or should be the business proactive and practical stance on corruption?
• Is there need for South African business to have a collective strategy on anti-corruption?
• What practical steps should business take on anti-corruption?
• What are the biggest impediments to business involvement in fighting corruption in South Africa?
• How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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This workshop serves as the inaugural meeting introducing a business-led Anti-Corruption Collective Action process in South Africa. A multi-stakeholder workshop funded by the UNGC Foundation under the Siemens Integrity Initiative and hosted by the NBI, the aim is to understand and effect the collective business role on anti-corruption. The meeting will introduce Anti-Corruption Collective Action approaches such as Integrity Pacts and principles-based Long Term Compliance Agreements. Interested parties will gather to gain a common understanding of what constitutes corruption in business practice, what a collective business strategy should address while also learning from entities that have faced challenges of corruption.

08:30 Registration

Session I:

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Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
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Prof. Deon Rossouw, CEO of the Ethics Institute

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The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor - whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
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Assessing practical options for collective action in South Africa
The UN Global Compact Network South Africa, through the National Business Initiative has initiated an
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and how collective action (involving business, government and civil society organizations) on anti-
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optimize its role and influence.

Discussion questions:
• What is or should be the business proactive and practical stance on corruption?
• Is there need for South African business to have a collective strategy on anti-corruption?
• What practical steps should business take on anti-corruption?
• What are the biggest impediments to business involvement in fighting corruption in South Africa?
• How can business collaborate with other key actors on anti-corruption? Are there available best
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Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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08:30 Registration

Session I:

9:00 – 9:10 Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
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10:30 – 10:40  Discussions

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11:00 – 12:00  Developing a Corporate Anti-Corruption Program  
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Developing a business collective action strategy, demonstrating business commitment and recommending policy actions

15:00 – 15:45   Facilitated Discussion

*Dr Janette Minnaar - Expert Facilitator*

Discussions and Feedback on areas below:

- What issues should a collective business strategy address?
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- What can business commit to and what message do we convey to government?

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Together with the UN Global Compact Office, the UN Global Compact Local Network South Africa, through the National Business Initiative, has initiated an anti-corruption collective action process at the national level. Supported by Siemens AG, the initiative aims to strengthen business implementation of the Global Compact Tenth Principle on anti-corruption, raise awareness on anti-corruption and initiate practical solutions-driven approaches through collaboration with government and other key actors.

This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

Objectives:

- Obtain a common understanding of corruption within business and in South Africa
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As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training  
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor  
HOLIDAY INN SANDTON, 123 Rivonia Road  
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?  

28 September 2011  
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Gordon Institute of Business Science (GIBS), Illovo, Sandton  

Panellists:  
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14:40 – 15:00  Discussions
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15:00 – 15:45 Facilitated Discussion
Dr Janette Minnaar - Expert Facilitator

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28-29 September 2011
Johannesburg, South Africa

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DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
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(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:

- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
- **Olajobi Makinwa**: Head, Transparency & Anti-Corruption, UNGC in New York
- **Caroline Mampuru**: Executive, Forensic Audit, Office of the Auditor-General

Introduction
The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa

The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:

- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
- How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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08:30  Registration

Session I:

9:00 – 9:10  Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20  Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
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Day 1: Evening Dialogue  
Is South African Business Proactive in the Fight Against Corruption?

28 September 2011  
17h00-19h30  
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)  
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- **Nic Dawes**: Editor-in-Chief, Mail & Guardian  
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Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
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The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

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The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:

- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
- How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

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Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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08:30               Registration

Session I:

9:00 – 9:10        Welcome
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11:00 – 12:00  Developing a Corporate Anti-Corruption Program  
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Developing a business collective action strategy, demonstrating business commitment and recommending policy actions

15:00 – 15:45  Facilitated Discussion

*Dr Janette Minnaar - Expert Facilitator*

Discussions and Feedback on areas below:

- What issues should a collective business strategy address?
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- What can business commit to and what message do we convey to government?

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Together with the UN Global Compact Office, the UN Global Compact Local Network South Africa, through the National Business Initiative, has initiated an anti-corruption collective action process at the national level. Supported by Siemens AG, the initiative aims to strengthen business implementation of the Global Compact Tenth Principle on anti-corruption, raise awareness on anti-corruption and initiate practical solutions-driven approaches through collaboration with government and other key actors.

This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

Objectives:

- Obtain a common understanding of corruption within business and in South Africa
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As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training  
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor  
HOLIDAY INN SANDTON, 123 Rivonia Road  
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The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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08:30 Registration

Session I:

9:00 – 9:10 Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
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15:00 – 15:45 Facilitated Discussion
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Discussions and Feedback on areas below:

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- How can business effectively work with government on anti-corruption?
- What can business commit to and what message do we convey to government?

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Anti-Corruption Policy Dialogue & Collective Action Workshop

28-29 September 2011
Johannesburg, South Africa

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- Obtain a common understanding of corruption within business and in South Africa
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The first day will begin with an evening roundtable session to engage participants in a high-level discussion on the role of business in the fight against corruption. Panellists will consist of representatives from government, business, academia and civil society organisations.

As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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**Day 1: Evening Dialogue**

**Is South African Business Proactive in the Fight Against Corruption?**

28 September 2011

17h00-19h30

Gordon Institute of Business Science (GIBS), Illovo, Sandton

**Panellists:**
- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
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**Introduction**

The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

**Collective Action and the role of Business in curbing corruption**

Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa
The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:
• What is or should be the business proactive and practical stance on corruption?
• Is there need for South African business to have a collective strategy on anti-corruption?
• What practical steps should business take on anti-corruption?
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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- Sipho Pityana: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- Peter Goss: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- Nic Dawes: Editor-in-Chief, Mail & Guardian
- Olajobi Makinwa: Head, Transparency & Anti-Corruption, UNGC in New York
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Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
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The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

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The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:
• What is or should be the business proactive and practical stance on corruption?
• Is there need for South African business to have a collective strategy on anti-corruption?
• What practical steps should business take on anti-corruption?
• What are the biggest impediments to business involvement in fighting corruption in South Africa?
• How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

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Cullinan Room, 9th Floor
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A Business Workshop on Anti-Corruption
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09:00 – 16:30

Draft Programme

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08:30 Registration

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Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
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Prof. Mervyn E King SC
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Olajobi Makinwa, Head of Anti-Corruption, United Nations Global Compact, New York

10:30 – 10:40  Discussions

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11:00 – 12:00   Developing a Corporate Anti-Corruption Program
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Dr Janette Minnaar - Expert Facilitator

Discussions and Feedback on areas below:

- What issues should a collective business strategy address?
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This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

Objectives:

- Obtain a common understanding of corruption within business and in South Africa
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As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Anti-Corruption Policy Dialogue & Collective Action Workshop

28-29 September 2011
Johannesburg, South Africa

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• What is or should be the business proactive and practical stance on corruption?
• Is there need for South African business to have a collective strategy on anti-corruption?
• What practical steps should business take on anti-corruption?
• What are the biggest impediments to business involvement in fighting corruption in South Africa?
• How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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15:00 – 15:45 Facilitated Discussion
Dr Janette Minnaar - Expert Facilitator

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28-29 September 2011
Johannesburg, South Africa

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This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

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- Obtain a common understanding of corruption within business and in South Africa
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The first day will begin with an evening roundtable session to engage participants in a high-level discussion on the role of business in the fight against corruption. Panellists will consist of representatives from government, business, academia and civil society organisations.

As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
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The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
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Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
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• Peter Goss: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
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The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor - whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

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(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
Sandown

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:

- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
- **Olajobi Makinwa**: Head, Transparency & Anti-Corruption, UNGC in New York
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The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute\(^1\) defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors\(^2\). There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa

The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10\(^{th}\) Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:

- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
- How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

Introduction
This workshop serves as the inaugural meeting introducing a business-led Anti-Corruption Collective Action process in South Africa. A multi-stakeholder workshop funded by the UNGC Foundation under the Siemens Integrity Initiative and hosted by the NBI, the aim is to understand and effect the collective business role on anti-corruption. The meeting will introduce Anti-Corruption Collective Action approaches such as Integrity Pacts and principles-based Long Term Compliance Agreements. Interested parties will gather to gain a common understanding of what constitutes corruption in business practice, what a collective business strategy should address while also learning from entities that have faced challenges of corruption.

08:30  Registration

Session I:

9:00 – 9:10  Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20  Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
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Prof. Mervyn E King SC
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*Prof. Deon Rossouw, CEO of the Ethics Institute*

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*Olajobi Makinwa, Head of Anti-Corruption, United Nations Global Compact, New York*

10:30 – 10:40  Discussions

10:40 – 11:00  Tea Break

11:00 – 12:00  Developing a Corporate Anti-Corruption Program  
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Session IV:

Developing a business collective action strategy, demonstrating business commitment and recommending policy actions

15:00 – 15:45 Facilitated Discussion
   Dr Janette Minnaar - Expert Facilitator

Discussions and Feedback on areas below:

- What issues should a collective business strategy address?
- How can business effectively work with government on anti-corruption?
- What can business commit to and what message do we convey to government?

15:45 – 16:00 Summary, Closure and Networking – Tea to be served
Together with the UN Global Compact Office, the UN Global Compact Local Network South Africa, through the National Business Initiative, has initiated an anti-corruption collective action process at the national level. Supported by Siemens AG, the initiative aims to strengthen business implementation of the Global Compact Tenth Principle on anti-corruption, raise awareness on anti-corruption and initiate practical solutions-driven approaches through collaboration with government and other key actors.

This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

Objectives:

- Obtain a common understanding of corruption within business and in South Africa
- Create understanding around the concepts of collective action and integrity pacts
- Agree on how to measure progress and achievements of business involvement on anti-corruption collective action in South Africa
- Showcase examples from companies that have dealt with challenging corruption cases

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The first day will begin with an evening roundtable session to engage participants in a high-level discussion on the role of business in the fight against corruption. Panellists will consist of representatives from government, business, academia and civil society organisations.

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Anti-Corruption Policy Dialogue & Collective Action Workshop

28-29 September 2011
Johannesburg, South Africa

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Assessing practical options for collective action in South Africa

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Discussion questions:

- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
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Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
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A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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08:30 Registration

Session I:

9:00 – 9:10 Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
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Session IV:

Developing a business collective action strategy, demonstrating business commitment and recommending policy actions

15:00 – 15:45  Facilitated Discussion
               Dr Janette Minnaar - Expert Facilitator

Discussions and Feedback on areas below:

• What issues should a collective business strategy address?
• How can business effectively work with government on anti-corruption?
• What can business commit to and what message do we convey to government?

15:45 – 16:00  Summary, Closure and Networking – Tea to be served
Anti-Corruption Policy Dialogue & Collective Action Workshop

28-29 September 2011
Johannesburg, South Africa

Together with the UN Global Compact Office, the UN Global Compact Local Network South Africa, through the National Business Initiative, has initiated an anti-corruption collective action process at the national level. Supported by Siemens AG, the initiative aims to strengthen business implementation of the Global Compact Tenth Principle on anti-corruption, raise awareness on anti-corruption and initiate practical solutions-driven approaches through collaboration with government and other key actors.

This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

Objectives:

- Obtain a common understanding of corruption within business and in South Africa
- Create understanding around the concepts of collective action and integrity pacts
- Agree on how to measure progress and achievements of business involvement on anti-corruption collective action in South Africa
- Showcase examples from companies that have dealt with challenging corruption cases

DAY 1:

The first day will begin with an evening roundtable session to engage participants in a high-level discussion on the role of business in the fight against corruption. Panellists will consist of representatives from government, business, academia and civil society organisations.

As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
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15:00 – 15:45 Facilitated Discussion
Dr Janette Minnaar - Expert Facilitator

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The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
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(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor
HOLIDAY INN SANDTON, 123 Rivonia Road
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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
- **Olajobi Makinwa**: Head, Transparency & Anti-Corruption, UNGC in New York
- **Caroline Mampuru**: Executive, Forensic Audit, Office of the Auditor-General

**Introduction**
The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

**Collective Action and the role of Business in curbing corruption**
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa
The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:
• What is or should be the business proactive and practical stance on corruption?
• Is there need for South African business to have a collective strategy on anti-corruption?
• What practical steps should business take on anti-corruption?
• What are the biggest impediments to business involvement in fighting corruption in South Africa?
• How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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08:30 Registration

Session I:

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Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
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Day 1: Evening Dialogue
Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
- **Olajobi Makinwa**: Head, Transparency & Anti-Corruption, UNGC in New York
- **Caroline Mampuru**: Executive, Forensic Audit, Office of the Auditor-General

Introduction
The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium-sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute\textsuperscript{1} defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle-based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa

The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10\textsuperscript{th} Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:

- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
- How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

Introduction
This workshop serves as the inaugural meeting introducing a business-led Anti-Corruption Collective Action process in South Africa. A multi-stakeholder workshop funded by the UNGC Foundation under the Siemens Integrity Initiative and hosted by the NBI, the aim is to understand and effect the collective business role on anti-corruption. The meeting will introduce Anti-Corruption Collective Action approaches such as Integrity Pacts and principles-based Long Term Compliance Agreements. Interested parties will gather to gain a common understanding of what constitutes corruption in business practice, what a collective business strategy should address while also learning from entities that have faced challenges of corruption.

08:30 Registration

Session I:

9:00 – 9:10 Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa
President, BUSA

Summary of the day’s objectives and feedback from the previous day’s events - the Training on Anti-Corruption Reporting and outcome of the evening business dialogue.

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Embedding Sustainability through Good Governance
Prof. Mervyn E King SC
Session II:

9:50 – 10:10  Ethics & Governance: The Mandatory & Voluntary Role of Business
Prof. Deon Rossouw, CEO of the Ethics Institute

10:10 – 10:30  Introducing UNGC Initiatives on Anti-Corruption: Integrity Pact as a model of Collective Action
Olajobi Makinwa, Head of Anti-Corruption, United Nations Global Compact, New York

10:30 – 10:40  Discussions

10:40 – 11:00  Tea Break

11:00 – 12:00  Developing a Corporate Anti-Corruption Program
Joseph Simon, Senior Legal Counsel, A.P. Moller-Maersk A/S Copenhagen

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Learning by Sharing Through Case Studies on Anti-Corruption Efforts

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Cas Coovadia, Managing Director, The Banking Association of South Africa

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Tanya Vogt, Chief Operating Officer, SA Medical Device Industry (SAMED)

14:40 – 15:00  Discussions
Session IV:

Developing a business collective action strategy, demonstrating business commitment and recommending policy actions

15:00 – 15:45 Facilitated Discussion

Dr Janette Minnaar - Expert Facilitator

Discussions and Feedback on areas below:

• What issues should a collective business strategy address?
• How can business effectively work with government on anti-corruption?
• What can business commit to and what message do we convey to government?

15:45 – 16:00 Summary, Closure and Networking – Tea to be served
Anti-Corruption Policy Dialogue & Collective Action Workshop

28-29 September 2011
Johannesburg, South Africa

Together with the UN Global Compact Office, the UN Global Compact Local Network South Africa, through the National Business Initiative, has initiated an anti-corruption collective action process at the national level. Supported by Siemens AG, the initiative aims to strengthen business implementation of the Global Compact Tenth Principle on anti-corruption, raise awareness on anti-corruption and initiate practical solutions-driven approaches through collaboration with government and other key actors.

This two-day event will bring together key stakeholders and business executives from South Africa to identify areas where business-led collective action can effectively address the challenge of corruption, and enhance the business community’s commitment to fighting corruption.

Objectives:

- Obtain a common understanding of corruption within business and in South Africa
- Create understanding around the concepts of collective action and integrity pacts
- Agree on how to measure progress and achievements of business involvement on anti-corruption collective action in South Africa
- Showcase examples from companies that have dealt with challenging corruption cases

DAY 1:

The first day will begin with an evening roundtable session to engage participants in a high-level discussion on the role of business in the fight against corruption. Panellists will consist of representatives from government, business, academia and civil society organisations.

As a pre-meeting event, training will be offered to help participants better understand how to report their progress on anti-corruption implementation for the Global Compact’s annual Communication on Progress. The training will also assist participants in learning how to integrate the Global Compact Management Model in the development of a robust anti-corruption strategy within their organisations. Participants will interact with representatives of Global Compact Local Networks in Africa who will attend the Regional Network Forum.

DAY 2:

The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training  
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor  
HOLIDAY INN SANDTON, 123 Rivonia Road  
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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The second day will consist of a workshop that will explore the concepts of collective action and integrity pacts, review examples and scenarios on how companies have dealt with anti-corruption challenges, and identify specific areas where businesses can collectively engage with all stakeholders to enhance transparency in South Africa.
DAY1: Global Compact Management Model Training  
(Special Focus on Anti-Corruption)

Tanzanite Room, 1st Floor  
HOLIDAY INN SANDTON, 123 Rivonia Road  
Sandown

The Global Compact Management Model Training on anti-corruption aims to guide Global Compact participants on how to manage the integration of the 10th principle on anti-corruption into their operations. The training is based on the Global Compact Management Model, which supports companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy based on the Global Compact and its principles. The examples on anti-corruption for all phases of the management model are drawn from the Global Compact resources on anti-corruption, in particular the recommendations of the Reporting Guidance on Anti-Corruption, developed in partnership with Transparency International. While the training focuses on anti-corruption, participants will also get a clear picture of how to replicate their efforts in the other issue areas in order to meet Global Compact expectations and COP requirements. The Training is an excellent opportunity for managers, sustainability focal points, ethics officers, and compliance officers of corporations.

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Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:

- **Sipho Pityana**: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- **Peter Goss**: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- **Nic Dawes**: Editor-in-Chief, Mail & Guardian
- **Olajobi Makinwa**: Head, Transparency & Anti-Corruption, UNGC in New York
- **Caroline Mampuru**: Executive, Forensic Audit, Office of the Auditor-General

Introduction
The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor- whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa

The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:

- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
- How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Day 2
Inaugural Workshop: Business and Anti-Corruption Collective Action

29 September 2011
Cullinan Room, 9th Floor
Holiday Inn, Rivonia Rd, Sandton

A Business Workshop on Anti-Corruption
29 September 2011
09:00 – 16:30

Draft Programme

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<td>12.30 – 13.00</td>
<td>Implement strategies and policies</td>
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<td>13.00 – 14.00</td>
<td>Lunch</td>
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<td>14.00 – 14.30</td>
<td>Measure and monitor</td>
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<td>14.30 – 15.30</td>
<td>Producing a Communication on Progress</td>
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<td>15.30 – 16.00</td>
<td>Break</td>
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<td>16.00 – 16.30</td>
<td>Communicate and engage stakeholders</td>
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<td>16.30 – 17.00</td>
<td>Closing and survey</td>
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Day 1: Evening Dialogue
Is South African Business Proactive in the Fight Against Corruption?

28 September 2011
17h00-19h30
Gordon Institute of Business Science (GIBS), Illovo, Sandton

Panellists:
- Sipho Pityana: Chairman, Council for the Advancement of the South African Constitution (CASAC)
- Peter Goss: Partner/Director: Forensic Services, PwC and Head of Anti-Corruption Solutions
- Nic Dawes: Editor-in-Chief, Mail & Guardian
- Olajobi Makinwa: Head, Transparency & Anti-Corruption, UNGC in New York
- Caroline Mampuru: Executive, Forensic Audit, Office of the Auditor-General

Introduction
The upcoming evening dialogue will stimulate a critical discussion on the role of the private sector in fighting corruption. Whilst we acknowledge the responsibility of the public sector in developing governance frameworks and enforcement mechanisms, the objective is to highlight the private sector as an important and critical actor whose role deserves space and attention not only in the public discourse, but also through commitment to practical initiatives aimed at curbing corruption. Questions around responsibility and accountability should be applied with similar intensity across the private and public sectors. The issue of corruption has dominated South Africa’s public discourse as the single biggest risk to the growth of South Africa’s young democracy, with adverse negative impact on public service delivery, social stability, South Africa’s reputation and on business sustainability. Whilst corruption is multi-dimensional and often involves actors across sectors, public sector processes especially procurement, is understood to be the arena of some of the worst allegations of corruption since the dawn of South Africa’s democracy. The spotlight has been mostly on government as citizens demand good governance, transparency and accountability around public finances and resources. Debate on governance has focused so significantly on the role of the public sector in perpetuating corruption, or finding solutions to fighting graft, to an extent that the role of other key players such as the private sector regarding the same has not been optimally explored. Yet, corruption is believed to also pose serious sustainability risks to business. Moreover, government does seek its services and goods from the private sector and corrupt practices often would involve parties across the sectors. The duality of corruption cannot not be under-estimated.

Collective Action and the role of Business in curbing corruption
Best practices on anti-corruption interventions indicate that solutions are not only found in sound legislation and enforcement by governments, or in effective internal controls & systems by business, but also through targeted and beneficial collective action initiatives. From the business side, the challenges are not only confined to fighting graft but in finding a common understanding on what constitutes corruption, due to the constantly shifting definitions of corruption within business. Critics pinpoint the arena of travel, leisure and gifting as some of the areas where unethical behaviour occurs in business to influence deals or contracts. In South Africa, anti-competitive behaviour has also been exposed as
another high risk practice within business and so are transactions aimed at achieving broad based black economic empowerment. On the government side, procurement presents to date the most problematic and complex cases of grand corruption involving huge amounts of public money. A range of perspectives suggest that the challenge for established business is not necessarily in the failure to collaborate with government on anti-corruption efforts, but rather how to rope in emerging or small and medium sized enterprises to improve governance and ethical behaviour. Threats to governance are often identified especially where small business are set up solely to obtain identified public tenders using political connections. These entities are not necessarily part of the core business value chain. But where small and medium-sized business are part of the value chain, established business may still play a critical influencing role. Whichever the case, collective action approaches can be used for greater impact between companies, sectors or between business, government, research institutions and civil society bodies.

The World Bank Institute defines collective action as “collaborative and sustained process of cooperation among stakeholders, that increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors”. There are various types of collective action approaches that have been successfully applied in different contexts. These include project-based agreements such as integrity pacts and long-term principle-based initiatives within or across companies or sectors. Integrity Pacts (IP) involve specific projects where interested parties commit to a transparent and independently monitored transaction for instance on procurement. Integrity Pacts can entail sanctions where violations occur. Similarly, long-term initiatives principle based are ethical commitments where participants within a sector or a business coalition agree not to engage in corruption, and are kept in check by peers.

Assessing practical options for collective action in South Africa
The UN Global Compact Network South Africa, through the National Business Initiative has initiated an anti-corruption collective action process at the national level. The initiative aims to strengthen business implementation of the UNGC 10th Principle (anti-corruption), intensify education and raise awareness on anti-corruption and most importantly, initiate practical solution-driven approaches through collaboration with government and other key actors. The discussion therefore aims to critically explore if and how collective action (involving business, government and civil society organizations) on anti-corruption can significantly reduce incidences of corruption in South Africa and how business can optimize its role and influence.

Discussion questions:
- What is or should be the business proactive and practical stance on corruption?
- Is there need for South African business to have a collective strategy on anti-corruption?
- What practical steps should business take on anti-corruption?
- What are the biggest impediments to business involvement in fighting corruption in South Africa?
- How can business collaborate with other key actors on anti-corruption? Are there available best practices to learn from?

Draft Programme

Introduction
This workshop serves as the inaugural meeting introducing a business-led Anti-Corruption Collective Action process in South Africa. A multi-stakeholder workshop funded by the UNGC Foundation under the Siemens Integrity Initiative and hosted by the NBI, the aim is to understand and effect the collective business role on anti-corruption. The meeting will introduce Anti-Corruption Collective Action approaches such as Integrity Pacts and principles-based Long Term Compliance Agreements. Interested parties will gather to gain a common understanding of what constitutes corruption in business practice, what a collective business strategy should address while also learning from entities that have faced challenges of corruption.

08:30 Registration

Session I:

9:00 – 9:10 Welcome
Gillian Hutchings: Membership and Communications Director, National Business Initiative

9:10 – 9:20 Introduction & Scene Setting
Futhi Mtoba: Chair, UN Global Compact Network, South Africa President, BUSA

Summary of the day’s objectives and feedback from the previous day’s events - the Training on Anti-Corruption Reporting and outcome of the evening business dialogue.

9:20 – 9:50 Keynote Address
Embedding Sustainability through Good Governance
Prof. Mervyn E King SC
Session II:

9:50 – 10:10  Ethics & Governance: The Mandatory & Voluntary Role of Business  
Prof. Deon Rossouw, CEO of the Ethics Institute

10:10 – 10:30  Introducing UNGC Initiatives on Anti-Corruption: Integrity Pact as a model of Collective Action  
Olajobi Makinwa, Head of Anti-Corruption, United Nations Global Compact, New York

10:30 – 10:40  Discussions

10:40 – 11:00  Tea Break

11:00 – 12:00  Developing a Corporate Anti-Corruption Program  
Joseph Simon, Senior Legal Counsel, A.P. Moller-Maersk A/S Copenhagen

Session III:

Learning by Sharing Through Case Studies on Anti-Corruption Efforts

12:00 – 12:20  South Africa’s Banking Sector and anti-corruption  
Cas Coovadia, Managing Director, The Banking Association of South Africa

12:20 – 12:40  Experiences from the Construction Sector  
Millard Arnold, Murray & Roberts

12:40 – 13:00  Discussions

13:00 – 14:00  Lunch

Session III continued:

14:00 – 14:20  Council for the Advancement of the South African Constitution  
Lawson Naidoo, Executive Secretary, CASAC

14:20 – 14:40  Anti-Corruption Initiatives in the Health Sector  
Tanya Vogt, Chief Operating Officer, SA Medical Device Industry (SAMED)

14:40 – 15:00  Discussions
Session IV:

Developing a business collective action strategy, demonstrating business commitment and recommending policy actions

15:00 – 15:45 Facilitated Discussion
Dr Janette Minnaar - Expert Facilitator

Discussions and Feedback on areas below:

- What issues should a collective business strategy address?
- How can business effectively work with government on anti-corruption?
- What can business commit to and what message do we convey to government?

15:45 – 16:00 Summary, Closure and Networking – Tea to be served