



**IT TAKES A COMMUNITY:
COLLECTIVE ACTION INITIATIVES
CONFRONTING
CORRUPTION AND FORCED LABOUR**



*Development
International*

It Takes a Community: Collective Action Initiatives Confronting Corruption and Forced Labour

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Authors:

Anthony J. Cooper
Chris N. Bayer, PhD
Mark S. Winters

Funder:



Department
for International
Development

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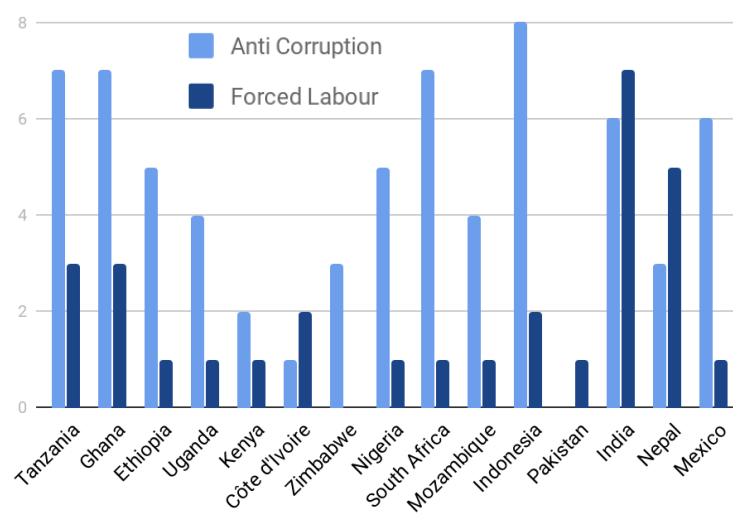
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Executive Summary

The prevalence and growth of Collective Action Initiatives (CAIs) targeting corruption and modern-day slavery is apparent. This study identified 98 CAIs spread across 15 countries (see Figure 1). Each of the featured countries is host to civil society organizations working on these issues, and while some host few collective action initiatives, others host many. While India unsurprisingly has the most CAIs with 13, smaller countries such as Nepal (8) and Ghana (10) also boast a relatively high number of initiatives.

Our survey reveals a thriving network of anti-corruption CAIs (68 in total), with a growing number of CAIs focused on combating forced labour (30 in total). Some countries such as South Africa, India, and Nepal host a vibrant network of CAIs across both sectors, while other countries such as Nigeria and Mozambique display a much higher existence of anti-corruption CAIs.

Number of Verified CAIs



The generally stronger level of corporate interest in anti-corruption CAIs may be due to the fact that, apart from reputational risk, the issue directly affects a company's bottom line in the short term, e.g. not winning a bid due to a competitor's bribe, or itself having been penalized for corrupt practices.

Our high-level findings indicate that where collective action on these issues is absent, this is due not to a lack of initiative or desire in those countries, but a lack of corporate alignment with civil society. Due to the amount of excluded forced labour CAIs, mainly given the lack of corporate support, we observe that there is no dearth of wider stakeholder interest in the issue. Stepping into this gap are often multinational initiatives that focus on multiple aspects of ethical supply chain initiatives including corruption/transparency as well as forced labour/modern-day slavery. Yet while top-down initiatives play an important role, and are also highlighted in this report, grassroots involvement may be more effective and enduring.

Forward action then should focus on continuing to align existing institutions with corporate entities in a manner which focuses on the success factors. One of the strongest factors, as indicated by multiple groups surveyed, begins with coalescing collective action around existing corporate compliance problem areas, sharing data, and establishing an agreed upon compliance framework from which to jumpstart advocacy initiatives. The list of NGO and NGO-governmental coalitions is often long, yet in many cases lacks support from the private sector. The prerequisite condition of institutional success and enduring nature of these initiatives is corporate buy-in and support.

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In particular, the study team would like to thank Phil Mason, Anti-Corruption specialist formerly with DFID, for his leadership and valuable technical advice with regard to this study.

The authors are furthermore indebted to Gemma Aiolfi of the Basel Institute on Governance who proved incredibly helpful providing a number of leads and making various introductions. Nikos Passas of Northeastern University provided an enriching theoretical discussion of CAIs as well as making various introductions. Shabnam Siddiqui of the UN Global Compact in India, and Vivek Soundarajan of the Birmingham Business School were also most helpful in this regard.

We furthermore wish to highlight a number of respondents who went above and beyond to share valuable insight and data. They include Cecilia Muller Torbrand and Martin Benderson of the MACN, Binayak Das of the Water Integrity Network, Celia Lourens of the Siemens Ethics Institute, as well as Kiky Razkythamia of the Indonesia Business Links (IBL).

II. Introduction

While society at large is the ultimate beneficiary when corruption is absent, the private sector also stands to benefit from efficient and fair public administration, public procurement and social justice. For one, the most capable and efficient companies get ahead. Similarly, ensuring that forced labour in value chains is absent prevents exposure to moral failings and ensures that one is not financially benefiting from such practices. Discovery of such failures may negatively impact a company's reputation and social image, in some instances directly raising questions of fiduciary responsibility. Operating outside the spectre of corruption allows businesses to demonstrate operational excellence and sustainability, improve business partner reliability, and in some cases also improve the very goods and services procured or provided creating both a social and fiscal net positive value over the long term.¹ Many companies thus realize, that they not only have a strong incentive, but also a role to play in stamping out corruption and forced labour in their value chains. Aware of the enhanced impact and legitimacy that collective action potentiates, private sector actors engage with other stakeholders in the design and implementation of specific interventions that target these issues.

¹ 'The Business Case for Corporate Social Responsibility', *Harvard Law School Forum on Corporate Governance and Financial Regulation*, 26 June 2011, accessed 18 November 2018 at <https://corpgov.law.harvard.edu/2011/06/26/the-business-case-for-corporate-social-responsibility/#3b>.

A. Objective

This report presents our findings regarding the types of CAIs that have formed around anti-slavery and anti-corruption that operate in 15 particular countries, and further focuses on characteristics identified both in terms of what makes initiatives effective.

B. Thematic scope

The thematic scope of this study centres on private sector actions to foster ethical supply chain management. Specifically, the collective action they take with regard to the prevention of bribery and corruption in line with the UK Bribery Act of 2010, as well as the promotion of human rights as per the UK Modern Slavery Act, are of particular focus. These objectives are furthermore envisioned by the UN Guiding Principles on Business and Human Rights (UNGPs). Within the context of international goals, Sustainable Development Goal (SDG) Target 16.4 concerns the reduction of illicit financial flows, and SDG Target 8.7 concerns the elimination of forced labour.² Given the link between “forced labour” and the Worst Forms of Child Labour (WFCL), the former specifically highlighted in the latter’s definition according to ILO Convention 182,³ WFCL is also included in the “modern slavery” scope. Throughout the report, the terms modern slavery and forced labour are used interchangeably in reference to the above definition.

C. Geographic Focus

This study focusses on CAIs in 15 countries: ten African, four Asian countries, and one North American country were selected.

1	Tanzania	6	Côte d’Ivoire	11	Pakistan
2	Kenya	7	Zimbabwe	12	India
3	Ghana	8	Nigeria	13	Indonesia
4	Ethiopia	9	South Africa	14	Nepal
5	Uganda	10	Mozambique	15	Mexico

² About the Sustainable Development Goals, *United Nations*, accessed 18 November 2018 at <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.

³ *Convention concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour*, Geneva, 87th ILC session (17 Jun 1999), stating "the worst forms of child labour comprises: (a) all forms of slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labour, including forced or compulsory recruitment of children for use in armed conflict."

III. Methodology

This study features a systematic approach, including sampling and data collection methods. The methodology also necessitated the development of a typology. Set criteria and definitions guided the inclusion and exclusion of CAIs for the purposes of the study.

A. Potential CAI Identification

The methodology applied was designed to capture all CAIs in-scope of this study. Three strategies were employed:

- a. Web search and literature review
- b. Expert consultation
- c. Snowball method

The data obtained were triangulated between these three data sources.

One: Web searches and literature review

In addition to consulting our in-house data, we conducted a desk review (internet research) to identify CAIs in each language of the target country, using two approaches:

- a. *Follow the groups*: Our approach involved contacting experts in high profile groups known to work on these issues, e.g. Basel Institute on Governance, Corruption Watch, Maritime Anti-Corruption Network, Extractive Industry Transparency Initiative (EITI), Transparency International (TI)'s headquarters and chapters, Chr. Michelsen Institute, The UN Global Compact local chapters, etc. For example, TI recently launched the multi-stakeholder OpenOwnership collaboration, and entities that presented at the 2016 Collective Action Conference, and the 2018 Regional Clinic Middle East & Africa in Aswan on "Collective Action to Counter Corruption and Foster Integrity" were also contacted.
- b. *Follow the principles*: Secondly, we honed in on actors surrounding notable standards such as the G20 Beneficial Ownership Transparency Principles, ETI Base Code, Global Pledge Tracker, Sustainable Development Goal (SDG) Target 16.4 on reducing illicit financial flows or SDG Target 8.7 on eliminating forced labour, to identify what further relevant initiatives exist.

Two: Expert consultations

Further investigation involved establishing a list of experts whose field of expertise included anti-corruption and/or anti-slavery issues. In most instances, the people selected have ties to either the advocacy or research fields, as these professions are most likely to yield persons with a significant awareness of other contributors in the field. Following the establishment of a list of experts, the next step was to reach out to each identified expert, requesting information on CAIs in the countries listed in our research protocol.

Three: Snowball method

We furthermore used the established contact with these experts to identify further informants with knowledge of the CAI landscape (snowball method). For example, The Ethics Institute in South Africa, an offspring of the Siemens Initiative, made several useful recommendations, as did contacts with the Maritime Anti-Corruption Network and the Water Integrity Network.

B. Data collection

Key informant interviews with CAI focal persons

Once confirmed to be in-scope, we collected from CAI key informants, through email/phone, the data pursuant to the study (see **Annex B: Survey Instrument**). The line of inquiry included the extent to which they consider their CAI “successful”, the factors that underlie that success, and factors that underlie the success of CAIs generally. This allowed us to undertake an analysis of stakeholder views on success factors, as well as highlight specific CAI cases where the structure and generated dynamics drive solutions and impact.

C. Inclusion and exclusion criteria

For the purposes of taking stock of operational CAIs, four inclusion criteria were applied in this study:

1. *Initiatives being active*
 - An overriding criterion for CAI inclusivity is endurance of the initiative, such as meeting regularly, implementing projects, etc. Month- or year-long projects meant to achieve a specific goal, while certainly beneficial, are time bound and thus not structured in order to deliver sustained impact.
2. *Having achieved measurable impact*
 - E.g. policy reform to improve the business environment
3. *Having received positive feedback from stakeholders involved*
 - At least one stakeholder would have offered positive feedback on the initiative.
4. *Have at least one corporate member/supporter*
 - A CAI will be defined as having a “corporate member/supporter” if it: (1) is a corporately-driven initiative, (2) has a critical mass of corporate usership, and/or (3) has an indispensable corporate sponsor behind initiative.⁴

Initiatives that did not meet these criteria, but came close to meeting them, were nevertheless identified but excluded from the final list.

⁴ We operated under the presumption that a CAI would not report corporate partnerships or collaboration if it were not true. It further merits pointing out that there is a level of transparency that is unattainable as far as truly determining corporate backing. Many NGOs have foundations as funders, and it is possible that these foundations have corporate entities on their boards. This fact alone, however, would not qualify as a CAI for the purposes of this study.

D. Typology and definition of terms

Existing definitions of “CAI”

What is a collective action initiative (CAI)? There are, by and large, five different categorizations of collective action, predominantly classified by composition of the initiative.⁵ Those five categorizations are:

1. The understanding that commonly circulates in academic circles defines a CAI as any form of multi-actor collaboration.⁶
2. The second categorization is that provided by the Basel Institute on Governance, which classifies CAIs primarily by function, recognizing integrity pacts, standard setting initiatives, and joint agreements/declarations.⁷ In this space a neutral convening of parties with related interests can come together, often with the help of a third party to find common ground.
3. The third categorization comes from the Maritime Anti-Corruption Network. This category of CAI exists where there is a mutual coming together of corporate actors or countries within a specific industry.⁸
4. The next categorization of CAIs are those that exist between business and government, e.g. a public-private agreement or partnership. Increasingly, there is an established interfacing of governments and industry as each seeks to support the other, for social, political, and economic reasons. Yet in most countries a better understanding is needed between what governments require from business and vice versa.
5. Lastly, there exists what has been termed the *World Bank definition*, whereby community action slowly becomes collective action in response to certain stimuli. This occurs in instances where civil society organisations seek out corporate funding to further a project or an initiative in which they have an interest. While these groups then are definitionally CAIs within the inclusion criteria, they differ insofar as they are not collaborative or corporate driven.

Proposition of new CAI typology

We advance a new classification of CAIs according to types and known forms, first focusing on the nature of the CAI, and secondly considering their membership composition. In doing so we draw heavily on the categorization categories 2-4, and also go a step further to create a typology that better describes CAIs, and allows the more impactful actors in a specific sector to distinguish themselves from *pro forma* CAIs. For the purposes of clarity, each CAI is identified according to its objective (nature) and composition.

⁵ Categorizations based on a conference call with Phil Mason of DFID, on 19 October 2018.

⁶ ‘Typology’ *Basel Institute*, accessed 1 November 2018 at <https://www.collective-action.com/resources/typology>. Further Conversation with Gemma Aiolfi, Head of Compliance and Corporate Governance/Collective Action at the Basel Institute on Governance revealed that the Basel Institute is no longer in full support of this definition, and is working on revamping it in an upcoming publication.

⁷ *Id.*

⁸ ‘Collective Action’ *MACN*, accessed 1 November 2018 at <http://www.maritime-acn.org/macn-work/>.

a. Nature of initiative

Anti-corruption

In the context of anti-corruption, the Basel Institute on Governance distinguishes between three different types of CAIs: standard setting initiatives, integrity pacts, declaration and joint activities, in order from strongest to weakest.⁹

1. **Integrity Pacts (IPs)** contain the presence of external third-party monitoring system to ensure that contracts (in many cases government procurement contracts) are free of corruption. To this extent, and in some cases, IPs are then understood as agreements between the government and bidders participating in a tendering contract.¹⁰
2. A **standard setting** or **principles-based initiative** may also include a certification model to monitor and audit adherence to an agreement not to bribe. Standard setting initiatives “are efforts at harmonizing compliance and thus levelling the commercial playing field in a particular location or business sector. As illustrated, such initiatives lead to the creation of a more or less institutionalised form of policy dialogue.”¹¹
3. **Partnerships**, or what the Basel Institute on Governance calls ‘declarations and joint activities,’ consist of group statements against corruption, and subsequent commitments to take action if corruption is detected.

To this existing typology, we offer a fourth type of anti-corruption CAI: **transparency-platforms** designate the development and use of reporting platforms with third party monitoring that enjoy substantial corporate usership, e.g. Extractive Industries Transparency Initiative (EITI)’s reporting mechanism. This distinction stresses the systemic nature and expansive corporate usership of such platforms.

Corporate policies, once-off declarations, and single-purpose meetings or workshops courses do not qualify as CAIs for the purposes of this study. The distinguishing factors between these excluded examples, and partnerships above are determined by the number of corporate entities participating, and the enduring nature of the declaration.

Anti-slavery

While anti-corruption CAIs are primarily concerned with varying levels of commitment to eliminating bribes and corruption from the workplace, there exists a differentiation with modern-slavery CAIs as the function of the initiative can differ altogether depending on the focus of the CAI in question. The following typology is based on the nature of CAIs surveyed in this study, as opposed to stemming from an institution or other source, primarily because our research indicated a sufficient typology does not exist for our purposes.

⁹ See *supra* note 6.

¹⁰ See further, Ashutosh Mishra, ‘Integrity Pacts in India’, *Basel Institute on Governance* (October 2016); stating that ‘In India, IPs [integrity pacts] have developed into a legal framework and are now legal documents which supersede contracts that can lead to denial of the contract or forfeiture of performance if a violation occurs.’

¹¹ ‘Typology’ *Basel Institute on Governance*, accessed 1 November 2018 at <https://www.collective-action.com/resources/typology>.

1. One of the primary functions of groups is **victim services**, where the groups primarily provide various relocation, or rehabilitation services to victims of forced labour.
2. There are similarly oriented initiatives focused on **educating and monitoring workers**, ensuring that they are aware of their rights and entitlements as members of a labour force.
3. The establishment of **grievance mechanism** initiatives creates a platform for troubled workers to register complaints about illegal workforce practices without facing individualized workplace retaliation.
4. Lastly, **data sharing** and awareness raising initiatives help companies work with other companies employing humane labour practices, as well as identify problem sectors and actors within an industry.

b. Participant composition

There are principally three types of CAI composition types:

1. multi-stakeholder initiatives (Business + Government; Business + NGO; Business + Government + NGO);
2. public-private agreements or partnerships (Government and Business sector only);
3. private sector-driven initiatives (all Business).

At the broadest level, and by definition, a CAI must be a multi-stakeholder initiative. From here, the various stakeholders can comprise various parties, provided that there is an industry component to the initiative. For the purposes of this study, the industry component¹² requires showing of corporate support of the initiative in question.

E. Limitations

a. Data Collection Process

The data collection process suffered due to a low response rate on the part of many CAIs. Where emailing was not sufficient for establishing contact, we followed up with phone calls. Repeated attempts at communication were usually needed to establish contact.

b. Transparency of CAI Funding

In navigating the field of existing CAIs and determining which groups fall within our inclusion criteria, a number of groups straddled the line between included CAIs and excluded CAIs (the primary question being the degree of corporate buy-in and funding). There are two primary ways in which this occurs: The first instance, a group has an international presence, and as a global entity receives corporate support and funding. This is true of a number of international NGOs such as Free the Slaves, or Transparency International. These groups then have smaller local initiatives that do not necessarily receive specific corporate support, but benefit from the corporate support their umbrella organization receives. Another example is the NGO which receives donations from a 'foundation'

¹² The term "industry" is used to designate largely independent private sector entities and not parastatals, the latter which would obscure the ability to make a meaningful public-private distinction.

with corporate membership. This group again technically receives the corporate support that would qualify as a CAI for the project under the inclusion criteria used here.

This is exactly where the difficulties in typology arise. An NGO with token corporate support might meet the definition of a CAI, but is functionally not a poster child of dynamic collective action. However, a different NGO that has achieved critical mass regarding corporate support meets the essence of our definition, as it is no longer an NGO seeking to use corporate money, but more so corporate partners trying to channel and power initiatives through a specific NGO. Given this, actors such as Transparency International (reflective of the latter instance) are included as their influence and corporate funding represents the functionality of a CAI, while smaller NGOs with token corporate support are excluded for the purposes of this study.

IV. Findings

A. CAIs Identified

In each of the 15 countries, a total of 98 CAIs were identified, as illustrated in Figure 1 (of which a selection is featured in **Annex D: Examples of CAIs per Select Country**).¹³

Our research and subsequent survey reveal a thriving network of anti-corruption CAIs (68 in total), with a lesser number of CAIs focused on combating forced labour (30 in total). Some countries such as South Africa, India, and Nepal host a vibrant network of CAIs across both sectors, while other countries such as Nigeria and Mozambique display a much higher existence of anti-corruption CAIs. The generally stronger level of corporate interest in anti-corruption CAIs may be due to the fact that, apart from reputational risk, the issue directly affects a company's bottom line in the short term, e.g. not winning a bid due to a competitor's bribe, or itself having been penalized for corrupt practices.

B. CAI Gaps

1. Excluded Initiatives

a) # of excluded initiatives

Almost every country barring Ethiopia has initiatives (or quasi CAIs) that were excluded for various reasons (see Figure 2). The most common element leading to exclusion is a lack of private sector backing, or inclusion, in a specific CAI. In other cases, the CAI was excluded due to a lapse of the initiative, or because it did not meet our requirement of endurance. For example, a Master's Program at the University of Vienna implements what they term a Tax and Good Governance CAI, but any initiative that is bound by one academic semester cannot meet our endurance criteria.

¹³ Please contact the authors for a list of included CAIs and excluded initiatives that accompanies this report.

b) Common reasons for exclusion

The report can only make high level findings regarding reasons a CAI fails to meet our criteria, but the reasons are not exactly opaque. Literature suggests that one key is lack of institutional capacity to support something as complex as a CAI.¹⁴ This type of public private collaboration requires a stable political climate (Zimbabwe and Pakistan are examples where recent elections have highlighted political instability), and both a willingness and trustworthiness between public and private sectors. Further, funding is not always easy to come by, as businesses must buy into the notion that fighting slavery and corruption is good for their investors and bottom line.

2. Regions/issues identified that lack CAIs

A number of countries are host to very few CAIs; notably, Pakistan and Zimbabwe. Further, just as there were fewer included anti-slavery CAIs than there were anti-corruption CAIs, there are decidedly fewer excluded anti-slavery CAIs, pointing to a gap in anti-slavery efforts across the geographic focus. While this is clearly not due to the lack of work needed in the area, reasons for this are likely centred around funding, and the near-negligible impact of slavery on business solvency.

Excluded Initiatives

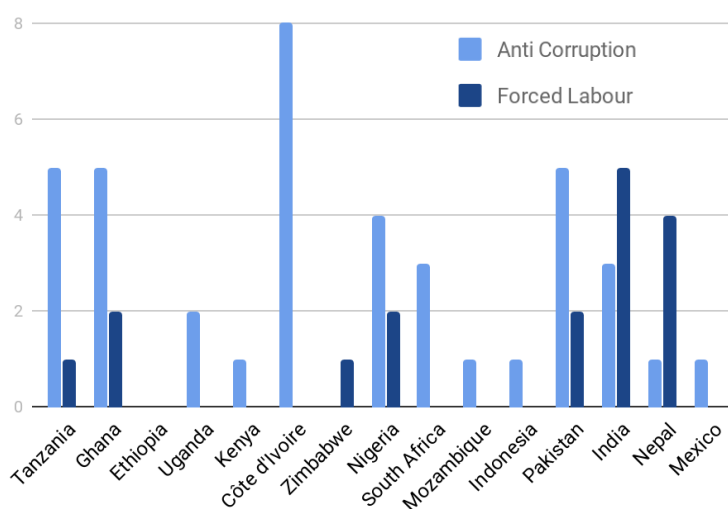


Figure 2: number of excluded initiatives per country, by integrity issue

C. Survey Findings

When analysing the reported success factors of CAIs, a number of repeated findings stand out. These findings may be interpreted through the lens of a report produced by Deloitte, together with Free the Slaves.¹⁵ Though the report focused on Anti-Slavery CAIs specifically, the structure of the report provides a useful hermeneutic through which to view the findings of the reporting CAIs, including The Ethics Institute in South Africa (TEI), established as part of the Siemens Initiative, the Maritime Anti-Corruption Network (MACN), and the Indonesia Business Links (IBL) Business Ethics Initiative, all of which provided valuable feedback.

¹⁴ For further discussion see, Sarah Dix, et. al, 'Risks of corruption to state legitimacy and stability in fragile situations' U4 Anti-Corruption Research Centre (May 2012).

¹⁵ Sean Morris, et. al, 'The Freedom Ecosystem' Deloitte Insights (23 October 2015) accessed 1 November 2018 at <https://www2.deloitte.com/insights/us/en/topics/social-impact/freedom-ecosystem-stop-modern-slavery.html>.

The Deloitte-Free the Slaves report outlines three functions for effective collective action. The first of these factors involves the identification of **aligned goals**, which involves identifying similarly oriented actors in the sector and collaborating on specific problems. The second is what the report calls **mutual ownership**, which focuses on data sharing, and pooling resources towards joint initiatives to better establish commitments towards successful partnerships. Lastly, the third function is termed **scalable solutions**, by which Deloitte and Free the Slaves mean employing a number of different strategies such as including open-sourcing initiatives, encouraging the formation of additional partnerships, and designing platforms that help amplify adoption of effective interventions to ensure that the initiatives endure beyond the initial push.

a. Aligning Goals and Creating Transparency

The Maritime-Anti Corruption Network, The Ethics Institute, and the Indonesia Business Links mentioned long-term commitment on behalf of the CAI as absolutely vital to the success of the initiative. However, in addition to this the initiative, its goals, and its driving members must be well-defined. Local partners and stakeholders must be convinced of the viability of the project, which requires both evidence of commitment and transparent communication on behalf of the initiative. Greater transparency provided to local partners accompanies a positive correlation of success achieved by the initiative. This includes both data sharing, as well as the identification of short term and long-term goals.

b. Ensuring Mutual Ownership

Local ownership is key; a successful anti-corruption initiative requires local ownership and the involvement of local stakeholders such as governments, civil society, and local business networks. Mutual ownership of the initiative comes via stakeholder empowerment, as in many cases success is tied to the creation of a sustainable institutional structure. One primary example of stakeholder empowerment comes via The Ethics Institute, reporting that holding periodic best-practice sharing sessions among local stakeholders received positive feedback and helped maintain initiative momentum despite periodic setbacks.

c. Scaling Solutions

Scalable solutions are then achieved when the foregoing best practices are not only implemented by but maintained. The Maritime Anti-Corruption Network reported that including realistic short-term objectives along with longer term aspirational objectives goes a long way towards achieving local buy-in. Further, engaging all stakeholders involved with the integrity issue is vital to creating a robust structure which will enable the initiative to survive short term setbacks.

d. Driving Business Engagement

To start, actions should be business-driven insofar as they should not only address industry concerns, but they should also support sustainable business interests and objectives. While local ownership is critical for implementation, support from international headquarters is essential to ensure that all business partners are aligned on expected integrity practices, from the various companies, stakeholders, and compliance agents that are involved in all aspects of the industry. From this point, data sharing and cooperation on a pre-competitive basis is necessary. For example, TEI reported that in Mozambique frequent communication and engagement sessions advanced and

maintained the momentum of the initiative as these capacitated local stakeholders, generating further momentum.

e. Harnessing Government Relationships

Both MACN and TEI reported positive findings for establishing long term business to government relationships. While governments are keen to engage with the private sector to tackle corruption as they recognise that corruption is a multi-stakeholder issue, having data on the issue helps. MACN reported that incident data gives them authority and can convince governments, and other stakeholders to take action. Further, TEI reported that identifying individual allies as strategic project partners within the government and capacitating them within the CAI led to increased cooperation and long-term success.

Annex C: Examples of Impactful CAIs provides examples of CAIs, one per type as per our typology.

D. Further Discussion

a. Inclusion vis-à-vis funding/corporate sponsorship

This report's criteria of an in-scope CAI should not be understood to be a complete categorization of the relevant actors in the space, given the functional, organic nature of CAIs. Further, groups on the periphery of the CAI field should not necessarily be discounted based on their perceived participant make up or funding, as function and practice are better indicators of an organization than specific predetermined indicators.

b. Participant make-up

While our inclusion criteria required a business input for the CAI, in some countries this excluded groups whose function is that of a CAI which would otherwise include businesses. In these instances, the role of business is driven instead by quasi-governmental entities. For example, in Pakistan, potential CAIs fail our inclusion criteria because they lack corporate support, but they are operating in sectors without corporate influence, i.e. water. In these cases, the central government is working with NGOs, and while this does not meet our inclusion criteria it potentially should be considered a CAI moving forward.

c. Stakeholder engagement

Questionnaire findings plus the number of CAIs that collaborate with local NGOs, governments, and businesses all indicate that stakeholder engagement is one of the most important facets of a successful CAI. Local empowerment via sustained stakeholder engagement is critical to maintaining momentum as well as achieving scalable solutions. An initiative which is well anchored in a local structure will more easily gain traction and survive inevitable short-term setbacks.

D. Recommendations

The following are potentially actionable business-oriented conclusions drawn strictly from the data above.

1. The country specific gaps which exist represent either opportunities for new initiatives, or a lack of data and correlating increased business risk in those areas.
2. Anti-Corruption CAIs vastly outnumber the existing Forced Labour CAIs.
3. In each of the countries within the geographical scope the number of NGOs working in the identified integrity action areas vastly exceeded the number of CAIs, and would likely benefit from funding and institutional support.
4. Lack of CAIs in a specific country addressing a specific integrity action area should NOT be understood as lack of corruption or forced labour in that country, but rather reflects a lack of available data.
5. One of the identified gaps in the area of forced labour is the number of Data Sharing CAIs, with only 2 of the verified 30 initiatives fulfilling this role. Further action in this space holds great potential value.

Annex A: Acronyms

CAI	Collective Action Initiative
CLMRS	Child Labour Monitoring and Remediation System
EITI	Extractive Industries Transparency Initiative
ETI	Ethical Trading Initiative
IBL	Indonesia Business Links
ICI	International Cocoa Initiative
IP	Integrity Pacts
MACN	Maritime Anti-Corruption Network
NGO	Non Governmental Organization
SDG	Sustainable Development Goals
TEI	The Ethics Institute (South Africa)
TI	Transparency International
UNGP	UN Guiding Principles on Business and Human Rights
UNGC	UN Global Compact
WFCL	Worst Forms of Child Labour

Annex B: Survey Instrument

Respondent:

name:

email:

CAI:

date:

1. Is your initiative currently active (i.e. meeting regularly, implementing projects)?
2. Since when have you been operational (year)?
3. What is are your intervention target population(s)?
4. What are your CAI's three biggest results / achievements / impacts?
5. Can you provide corresponding KPIs and values?
6. Can you provide reasons for those results, considering the country's context?
7. What, in your opinion, has been the single biggest factor in your initiative's success?
8. What are the factors that generally underpin CAI success?
9. Do you have a referee/reference name of a stakeholder who has provided positive feedback on the CAI?
10. What is the content and source of the feedback?
11. Do you have one or more corporate participant(s)/partners(s)? If so, can you provide the name(s)?
12. Do you also have one or more government participant(s)/partners(s)? If so, can you provide the name(s)?
13. # of members (private sector, civil society, government, etc.)?
14. What is your thematic focus (forced labour, anti-corruption, both)?
15. What is the CAI's economic sector (if specialized)?
16. In which country/ies is your initiative active?
17. What type of initiative would you consider your CAI to be (partnership, agreement, pact, etc.)?
18. Can you provide the main focal person/contact information for your CAI?
19. Does your initiative have a website?
20. May we have your permission to publish this information on HMG platforms and/or other channels?
21. Can you think of other CAIs that work on this or similar subjects?
22. Could you recommend other possible further key informants in this space with whom we should talk?

Thank you for your interest and time!

Annex C: Examples of Impactful CAIs

The following examples highlight impactful CAIs, one per type as per our typology.

1. Anti-Corruption

Integrity Pact

Highlighted CAI: Transparency International	<p>Transparency International provides an example of the most binding form of collective action. Often acting as the integral third party to the integrity pact (The Integrity Pact is co-created by TI national chapters, or other civil society partners, and government officials responsible for a particular procurement process), TI has also been publishing a corruption index since 1995 that has proved to be an invaluable assessment tool and has laid the groundwork for benchmarking in corruption and global transparency. TI works diligently to develop local relationships through coalition building and remaining non-confrontational. From here, the process is to undertake consultations and strive for incremental, sustainable, long term progress. TI's work on the ground as part of integrity pacts in over 100 local chapters, as well as their online platforms have saved billions of dollars and their anti-corruption legal advice centers have assisted over 200,000 people.</p>
Operational Countries: Ghana, Mexico, Zimbabwe, Mozambique, Pakistan, Indonesia, South Africa, Nepal, Côte d'Ivoire, Uganda, Kenya, Ethiopia, Nigeria.	
Taxonomy: Integrity Pacts; Multi-stakeholder Partnership	

Standard Setting / Principle Based Initiative

Highlighted CAI: Maritime Anti-Corruption Network (MACN)	<p>MACN represents collective action at its most fundamental level; by functioning as a public-private partnership in a principle based initiative they bring businesses together to work with local governments to help understand the needs of both groups, and achieve desired results as efficiently as possible. Working in the Maritime sector, MACN collaborates with local governments to improve efficiency and eliminate corruption in the maritime industry. To date, and in keeping with the geographic scope of the report, they have cited improved ease of operations in Lagos, Nigeria, with the implementation of standardized operating procedures and grievance mechanisms. Their successes derive in part from their willingness to work with local governments, and the inclusion of important, local stakeholders from the beginning of the project.</p>
Operational Countries: Indonesia, India, Nigeria	
Taxonomy: Partnership; Public-Private	

Partnership

Highlighted CAI: Business Action Against Corruption	The Business Action Against Corruption Initiative is an initiative of the Convention on Business Integrity. The partnership seeks primarily to strengthen relationships between the private sector, and governing bodies, specifically the Nigerian Stock Exchange and the Securities Stock Exchange to facilitate a cleaner business environment. The focus of these engagements is self-regulation, by way of promoting stakeholder activism, more diligent review of fiduciary duties, with the goal of eventually defining a set of business principles, reporting guidelines and a system of compliance incentives. To date, the established relationships and increased leadership standards can be considered both short term successes, and necessary steps to accomplishing these more long term goals.
Operational Country: Nigeria	
Taxonomy: Partnership; Private Sector Driven	

Transparency Platform

Highlighted CAI: EITI	The Extractive Industry Transparency Index functions as a data sharing platform that collects information on various natural resource extraction companies in specific countries. Operating on a two part methodology, the first part seizes on established standards, and uses an on the ground validation process to ensure that these standards are being met by companies operating in that particular member country. The second part relates to the governance and maintenance of this data by the international secretariat. Countries that make the list of satisfying EITI standards one year, can be suspended or delisted in subsequent years if their compliance levels change. Underscoring this process is a mandatory open data policy, and a commitment to making the data accessible to the public as well as industry members to promote both awareness and transparency. One important measure of success is the increasingly robust nature of the standards, as the latest, 2016 version includes beneficial ownership, contract transparency, disclosing information on licensing, budget distribution and expenditures.
Operational Countries: Ghana, Mexico, Mozambique, Indonesia, Tanzania, Côte d'Ivoire, Ethiopia, Nigeria.	
Taxonomy: Transparency Platform; Multi-stakeholder Initiative	

2. Anti-Slavery

Victim Services

Highlighted CAI: Cocoa Life	Cocoa Life by Mondelez International is an industry driven initiative that takes a holistic, community driven approach to addressing labour violations in their supply chains. A large part of the project involves community engagement at the familial level promoting
Operational Countries: Côte d'Ivoire, Ghana, India, Indonesia	

<p>Taxonomy: Victim Services; Educating and Monitoring Workers; Private Sector Driven</p>	<p>education. Children not only need to be safeguarded from unsafe labour practices, but they also need viable alternatives. Further, establishing Child Labor Monitoring and Remediation Systems in the communities with which they work is a critical part of the success Cocoa Life has had. The CLMRS are ultimately run by communities, raise awareness, and remediate identified cases of child labour. CLMRSs have been established in over 1000 communities, further strengthening the local communities as the critical stakeholders at the heart of the initiative.</p>
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Educating and Monitoring Workers

<p>Highlighted CAI: The Freedom Fund</p>	<p>The Freedom Fund, like ETI above, focuses on a number of issues in modern day slavery however their work educating and monitoring workers is important to highlight another critical aspect of modern day slavery. Differing from victims services insofar as it embodies a more proactive approach, that in this instance addresses bonded labour specifically. In this context the Freedom Fund has collaborated with local groups to provide alternatives to workers. Working with these groups the Freedom fund has helped establish community based participatory literacy and human rights awareness sessions. The focus of these groups is to begin savings and be supported to develop independent sources of income. These efforts have helped with the removal of 5000 children from the work force, and reintegrated them into local schools.</p>
<p>Operational Country: Nepal</p>	
<p>Taxonomy: Educating and Monitoring Workers;</p>	

Grievance Mechanisms

<p>Highlighted CAI: Ethical Trading Initiative (ETI)</p>	<p>While ETI has a number of different ways that they address modern day slavery, one of them is through providing a grievance mechanism to workers suffering from the various forms of modern day slavery. Specifically, they receive funding from a number of companies and foundations to support the women textile workers in Tamil Nadu. An important aspect of this includes working with companies, and not just workers. The initiative trains companies as to how to best support workers especially when it comes to health related issues, and actively seeks to improve communication between workers and managers. To date, the initiative has provided 1,268 workers with grievance redress and support, as well as helping to train over 200,000 more, with the goal to be establishing a strong enough local presence so that the help and support can come from local institutions. Integral to achieving these goals is the continued stakeholder engagement with local industry and workers alike.</p>
<p>Operational Country: India</p>	
<p>Taxonomy: Grievance Mechanism, Victim Services</p>	

Data-Sharing

Highlighted CAI: Roundtable on Sustainable Palm Oil (RSPO)	<p>The Roundtable for Sustainable Palm Oil is a private sector driven initiative that seeks to drive change via data sharing and verification processes. The roundtable is made up of industry leaders and NGOs involved in the Palm Oil sector, and operates on the basis of achieving an intersectional consensus between involved stakeholders. The collective effort is predicated upon a well developed understanding between stakeholders of the objectives at hand, and the involvement of all stakeholders in addressing problem areas. The RSPO in doing this has standing committees focused on standards and certification, task forces focused on various industry issues, and working groups put in place to address human rights issues, among other things. Having so many well established, specific groups allows RSPO to develop best practices, and certify that all those who are members of the RSPO meet these certifications.</p>
Operational Country: Indonesia	
Taxonomy: Data Sharing, Grievance Mechanisms	

Annex D: Examples of CAIs per Select Country

This section highlights one anti-slavery and one anti-corruption CAI per country that is especially active in its respective space. At the end of this section is a similarly oriented table for multinational organizations. In many instances, these CAIs focus on supply chain transparency within a specific industry, yet do not have a country specific initiative. Despite this, they often strive to have impact on the ground.

Tanzania; 10 CAIs (7 anti-corruption, 3 anti-slavery)

<i>Anti-corruption</i>	<i>Tanzania: TI CPI Score: 36/100, Rank: 103/180¹⁶</i>
Highlighted CAI: Extractive Industries Transparency Initiative: Tanzania	<p>The EITI chapter of Tanzania is working to maximise the monetary, social, and environmental value of mining and more recently gas, by deepening extractives transparency and improving revenue collection. TEITI actively encourages the government and companies operating in the extractive sector to establish an open contract and license registry.</p>
Taxonomy: Integrity Pacts; Multi-stakeholder Initiative	
<i>Anti-Slavery</i>	<i>Tanzania: GSI Rank: 51, estimated 6.2 enslaved per 1000¹⁷</i>

¹⁶ Transparency International publishes a global corruption index each year. These numbers, and the similarly denoted numbers for the successive countries are taken from the most recent publication which can be found at https://www.transparency.org/news/feature/corruption_perceptions_index_2017.

¹⁷ The Walk Free Foundation produces an index concerning modern slavery. These numbers, and the denoted numbers for the successive countries, are taken from the most recent publication which can be found at https://downloads.globalslaveryindex.org/ephemeral/GSI-2018_FNL_180907_Digital-small-p-1540474339.pdf.

Highlighted CAI: Anti-Slavery	Anti-Slavery, with private sector support from over 25 different trusts and foundations, works with local group Tanzania Domestic Workers Coalition to identify children working and living in their employers' homes, who are most at risk of abuse. Further, Anti-Slavery works with local employers to implement trainings as to relevant laws and ensure that employers can identify these practices.
Taxonomy: Victim Services; Multi-stakeholder Initiative	

Ghana; 10 CAIs (7 anti-corruption, 3 anti-slavery)

<i>Anti-corruption</i>	<i>Ghana: TI CPI Score: 40/100, Rank: 81/180</i>
Highlighted CAI: Ghana Anti-Corruption Coalition	The Ghana Anti-Corruption Coalition (GACC) is a cross-sectoral group of public, private and civil society organizations working to promote good governance and fighting corruption in Ghana. Their efforts include capacity-building, and advocacy interventions by engaging coalition members and other key stakeholders, including the Private Enterprise Foundation which counts the Association of Ghana Industries as an institutional member.
Taxonomy: Partnership; Public-Private	
<i>Anti-Slavery</i>	<i>Ghana: GSI Rank: 71, estimated 4.8 enslaved per 1000</i>
Highlighted CAI: Free the Slaves	Free the Slaves has initiatives focused on child labour in the mining and fishing industries in Ghana. Funded by corporate backers such as Google, Amazon, and Deloitte, FTS works to rescue, rehabilitate, and reintegrate child workers back into a normal societal role. Additionally, their work focuses on capacity building to create more awareness and better responses to child labour.
Taxonomy: Victim Services; Multi-stakeholder Initiative	

Ethiopia; 6 CAIs (5 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Ethiopia: TI CPI Score: 35/100, Rank: 107/180</i>
Highlighted CAI: Construction Sector Transparency Initiative	CoST seeks to eliminate corruption in government procurement contracts for major construction projects across Ethiopia. Part of the implementation of this initiative has involved studying past contracts to establish best practices moving forward. Eventually, MOUs will be signed by businesses competing for procurement projects.
Taxonomy: Integrity Pacts; Multi-stakeholder Initiative	
<i>Anti-Slavery</i>	<i>Ethiopia: GSI Rank: 52, estimated 6.1 enslaved per 1000</i>
Highlighted CAI: Freedom Fund Initiative	The Ethiopia Initiative is focused on educating workers and raising community awareness to the dangers of migration into and out of Ethiopia. Migration creates vulnerable situations for many women and children to fall into slavery type situations, and by both raising awareness, and providing job training, the initiative hopes to stem the need for migration as well as alert community members as to the dangers posed by migration.
Taxonomy: Educating and Monitoring Workers; Private Sector Driven	

Kenya; 3 CAIs (2 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Kenya: TI CPI Score: 28/100, Rank: 143/180</i>
Highlighted CAI: 10th Principle Working Group	Hosted by the Kenyan Association of Manufacturers, the 10th principle working group is spearheaded by the local UN Global Compact Chapter and exists to help businesses develop their commitments to the anti-corruption through dialogue, learning, advocacy, mentorship, experience sharing and skills development.
Taxonomy: Partnership; Public-Private Partnership	
<i>Anti-Slavery</i>	<i>Kenya: GSI Rank: 41, estimated 6.9 enslaved per 1000</i>
Highlighted CAI: Agency for Cooperation in Research and Development (ACORD)	ACORD focuses specifically on women’s labour issues, acknowledging that in many parts of the world, and in Kenya, women struggle with their role in the workforce often finding themselves in slave like conditions. ACORD is pushing participatory people-centred practical work, research and advocacy, and governance with the support of Helioz, among other corporate backed foundations.
Taxonomy: Victim Services, Educating and Monitoring Workers; Multi-stakeholder Initiative	

Côte d’Ivoire; 3 CAIs (2 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Côte d’Ivoire: TI CPI Score: 36/100, Rank: 103/180</i>
Highlighted CAI: Extractive Industries Transparency Initiative (EITI)	The EITI chapter of Côte d’Ivoire is working to implement its transparency platform to help minimize the remaining corruption as well as human rights abuses surrounding manganese and gold industries. National EITI implementation is supporting the government’s goals of becoming an emerging industrialised country by 2020 by building trust and supporting enforcement of regulations.
Taxonomy: Transparency Platform; Multi-stakeholder Initiative	
<i>Anti-Slavery</i>	<i>Côte d’Ivoire: GSI Rank: 56, estimated 5.9 enslaved per 1000</i>
Highlighted CAI: International Cocoa Initiative (ICI)	The origins of the ICI lie in the Harkin-Engel Protocol, a public-private agreement signed in September of 2001 by the cocoa/chocolate industry in response to practices of forced labour, bonded labour, and the hazardous child labour at the root of world's major cocoa-based industries. Founded in 2002, ICI now has 10 board members and 10 further contributing partners, that have implemented remedial actions benefitting 10,110 children in both Ghana and Côte d’Ivoire.
Taxonomy: Educating and Monitoring Workers, Data Sharing; Multi-stakeholder Initiative	

Uganda; 5 CAIs (4 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Uganda: TI CPI Score: 36/100, Rank: 103/180</i>
Highlighted CAI: Medicines	MeTA works to ensure that medicines are as readily available in free

Transparency Alliance	treatment oriented health clinics, as reports increasingly indicated that high demand medicines were being siphoned off by high level officials. MeTA is working to increase availability by monitoring the flow of the medicines as well as disseminating information regarding availability.
Taxonomy: Standard Setting Initiative; Multi-stakeholder Initiative	
<i>Anti-Slavery</i>	<i>Uganda: GSI Rank: 51, estimated 6.2 enslaved per 1000</i>
Highlighted CAI: Agency for Cooperation in Research and Development (ACORD)	ACORD focuses specifically on women’s labour issues, acknowledging that in many parts of the world, and in Uganda, women struggle with their role in the workforce often finding themselves in slave like conditions. ACORD is pushing participatory people-centred practical work, research and advocacy, and governance with the support of Helioz, among other corporate backed foundations.
Taxonomy: Educating and Monitoring Workers; Multi-stakeholder Initiative	

Zimbabwe; 3 CAIs (3 anti-corruption, 0 anti-slavery)

<i>Anti-corruption</i>	<i>Zimbabwe: TI CPI Score: 22/100, Rank: 157/180</i>
Highlighted CAI: Transparency International (TI)	TI’s initiative Coalition against Rampant Corruption (CARC) is a three year initiative intending to strengthen core functions of the anti-corruption value chain, including research, education and awareness, policy detection, and providing evidence for civil servants, with the goal of strengthening the effectiveness of the anti-corruption value chain through enhancing the capacity of women and men in this chain to reject corruption and demand accountability, transparency and integrity. The local chapter enjoys critical support from several foundations and trusts.
Taxonomy: Integrity Pacts; Private Sector Driven	
<i>Anti-Slavery</i>	<i>Zimbabwe: GSI Rank: 47, estimated 6.7 enslaved per 1000</i>
Highlighted CAI: N/A	There is a gap in this area in Zimbabwe, likely due to the recent political upheaval and governance difficulties that have prevailed over the course of the past years. While NGOs exist in this space, that is the extent of action.
Taxonomy: N/A	

Nigeria; 6 CAIs (5 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Nigeria: TI CPI Score: 27/100, Rank: 148/180</i>
Highlighted CAI: Business Action Against Corruption	The Convention of Business Integrity (CBI) implements the BAAC project to use collective action to improve corporate governance and reduce corruption in the Nigerian business environment. Working with the Nigeria Stock Exchange, the programme also supports practical initiatives, which promote good governance and improve the investment climate. CBI achieves this through working with industry at strengthening self-regulation of business, its compliance with government regulation, and stakeholder activism.
Taxonomy: Partnership; Private Sector Driven	

<i>Anti-Slavery</i>	<i>Nigeria: GSI Rank: 32, estimated 7.7 enslaved per 1000</i>
Highlighted CAI: Focus on Labour Exploitation (FLEX)	Accountability Hub’s Initiative Focus on Labour Exploitation serves as a database for forced labour and human trafficking advocacy, providing a valuable resource for businesses and NGOs concerned about supply chain transparency. The database is maintained by a law firm and counts the British Retail Consortium as one of its trustees.
Taxonomy: Data Sharing, Private Sector Driven	

South Africa; 8 CAIs (7 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>South Africa: TI CPI Score: 43/100, Rank: 71/180</i>
Highlighted CAI: Coalition of Ethical Operations	The purpose of the Coalition for Ethical Operations (CEO) is to engage in a program of activities aimed at promoting ethical business and reducing bribery and corruption across Sub-Saharan Africa. The specific objectives include sharing best practices, promoting the training of SMEs, and engaging in collective action. Membership is open to any business in sub-Saharan Africa committed to ethical business practice.
Taxonomy: Partnership; Multi-stakeholder Initiative	
<i>Anti-Slavery</i>	<i>South Africa: GSI Rank: 110, estimated 2.8 enslaved per 1000</i>
Highlighted CAI: Stronger2gether	Stronger2gether has partnered with the Wine and Agricultural Ethical Trade Association (WIETA) and the Sustainability Initiative of South Africa (SIZA) to support South African agri-businesses to address the risk of forced labour within their businesses and supply chains. The CAI focuses on labour rights and response mechanisms, as well as facilitating dialogue between the different supply chain partners and producers.
Taxonomy: Educating and Monitoring Workers, Data Sharing; Multi-stakeholder Initiative	

Mozambique; 5 CAIs (4 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Mozambique: TI CPI Score: 25/100, Rank: 153/180</i>
Highlighted CAI: Institute of Directors of Mozambique	The initiative aims to fight corruption by capacitating the private sector via technical assistance in the implementation of corporate ethics standards within the private sector in Mozambique. Activities build upon and extend the scope of the good governance standards already in existence, as well as creating a local ethics, anti-corruption training and advisory capacity for the public sector, as well as the private sector in Mozambique.
Taxonomy: Standard Setting Initiative; Public – Private Partnership	
<i>Anti-Slavery</i>	<i>Mozambique: GSI Rank: 67, estimated 5.4 enslaved per 1000</i>
Highlighted CAI: Agency for Cooperation in Research and Development (ACORD)	ACORD’s Mozambique focus is autonomy creating initiatives that provide sustainable alternatives for labourers. Specifically, infrastructure and capacity building initiatives, as well as policy

Taxonomy: Monitoring and Educating Workers; Multi-stakeholder Initiative	advocacy at the local and national level are undertaken with the labour rights in mind. Work here again is supported by Helioz, among other corporate backed foundations.
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Pakistan; 1 CAIs (0 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Pakistan: TI CPI Score: 32/100, Rank: 117/180</i>
Highlighted CAI: N/A	There is a gap in this area in Pakistan. One of the reasons, specifically, is the prevalence of quasi-governmental entities occupying market space that is otherwise reserved for private sector entities. NGOs exist in this space, working with these quasi government entities, but that is the extent of action.
Taxonomy: N/A	
<i>Anti-Slavery</i>	<i>Pakistan: GSI Rank: 8, estimated 16.8 enslaved per 1000</i>
Highlighted CAI: Sustainable Living Beyond Borders Initiative	Unilever collaborated with the Naya Jeevan welfare organization to establish the Sustainable Living Beyond Borders initiative. Using an innovative microinsurance model and a market-based sales incentive/loyalty program, Unilever provides those working in modern day slavery conditions access to a health care program.
Taxonomy: Victim Services; Private Sector Driven	

India; 13 CAIs (6 anti-corruption, 7 anti-slavery)

<i>Anti-corruption</i>	<i>India: TI CPI Score: 40/100, Rank: 81/180</i>
Highlighted CAI: Confederation of Indian Industry	The CII, an organization of Businesses, set up a task force works closely with the Government in identifying areas/sectors which have high corruption levels and recommend for simplification of rules and procedures so that the operations are transparent. Recommendations include data sharing and increased transparency.
Taxonomy: Partnership; Public - Private	
<i>Anti-Slavery</i>	<i>India: GSI Rank: 53, estimated 6.1 enslaved per 1000</i>
Highlighted CAI: Ethical Trading Initiative	The Rajasthan Sandstone initiative includes ETI, UK company and local industry representatives as well as academics, community activists, trade unionists and local government bodies. It focuses on the priorities of workers as well as the challenges faced by industry by implementing an ethical sourcing code, understanding worker needs, and establishing worker health camps, among other things.
Taxonomy: Data Sharing, Victim Services; Multi-stakeholder Initiative	

Indonesia; 10 CAIs (8 anti-corruption, 2 anti-slavery)

<i>Anti-corruption</i>	<i>Indonesia: TI CPI Score: 37/100, Rank: 96/180</i>
Highlighted CAI: Maritime Anti Corruption Network	MACN focuses port authority corruption issues by creating an initiative that brings private and public stakeholders together. By focusing on issues that compliance managers are focusing on, MACN works to bring local governance into alignment with issues these businesses really care about. The Indonesia initiative has between 10-20 private sector stakeholders.
Taxonomy: Partnership; Public-Private	
<i>Anti-Slavery</i>	<i>Indonesia: GSI Rank: 74, estimated 4.7 enslaved per 1000</i>
Highlighted CAI: Roundtable on Sustainable Palm Oil (RSPO)	Since 2007, the Roundtable on Sustainable Palm Oil (RSPO) has sought to address human rights issues in its globally recognised sustainability standards (RSPO Principles & Criteria, or the 'P&C'). RSPO does this by certifying members, and then auditing them to ensure they are following good practice.
Taxonomy: Data Sharing, Grievance Mechanism; Private Sector Driven	

Nepal; 8 CAIs (3 anti-corruption, 5 anti-slavery)

<i>Anti-corruption</i>	<i>Nepal: TI CPI Score: 31/100, Rank: 122/180</i>
Highlighted CAI: Water Integrity Network	Water Integrity Network (WIN) initiatives work in countries focusing on corruption in water distribution. They develop and promote tools for more Transparency, Accountability, Participation, and Anti-corruption measures at all levels with a focus on capacity development and risk prevention. WIN is governed in part by AquaFed, the International Federation of Private Water Operators.
Taxonomy: Integrity Pacts; Public-Private	
<i>Anti-Slavery</i>	<i>Nepal: GSI Rank: 55, estimated 6 enslaved per 1000</i>
Highlighted CAI: The Freedom Fund	The South-Eastern Nepal hotspot is a comprehensive community-based program, currently supporting 13 NGOs, and aims to contribute significantly to the eradication of this form of bonded labour. The inter-linked strategies of the hotspot include governance training, victim services, and the removal of children from bonded labour.
Taxonomy: Victim Services; Private Sector Driven	

Mexico; 6 CAIs (5 anti-corruption, 1 anti-slavery)

<i>Anti-corruption</i>	<i>Mexico: TI CPI Score: 29/100, Rank: 135/180</i>
Highlighted CAI: Publish What you Pay	Publish What You Pay (PWYP) collates data gathered by EITI and seeks to create more transparency with this data. By making this data available to PWYP members and monitoring mandatory disclosure requirements in countries around the world, PWYP
Taxonomy: Platform Transparency; Multi-	

stakeholder Initiative	creates a better understanding of which companies have ethical practices up and down the supply chain, and which companies do not.
<i>Anti-Slavery</i>	<i>Mexico: GSI Rank: 114, estimated 2.7 enslaved per 1000</i>
Highlighted CAI: SEDEX	Sedex issues Forced Labour Indicator Reports, drawn from corporately-reported data as well as audit observations, that allow members to identify areas of risk in their supply chains and to develop a proactive approach in managing and mitigating those risks. All the reports' operational indicators are aligned with the UN guidance ensuring operational practices and provides a resource for businesses to better understand supply chain risk, combat it, and avoid it within their own practices.
Taxonomy: Data Sharing; Multi-stakeholder Initiative	

Multinational; 17 CAIs (6 anti-corruption, 11 anti-slavery)

<i>Anti-corruption</i>	Highlighted CAI: Open Contracting Partnership
Taxonomy: Multinational; Multi-stakeholder Initiative	The Open Contracting Partnership fights corruption by focusing on transparency in procurement contracts. They do this by creating a compelling evidence base to show what open contracting can achieve and supporting a network of partners to deliver results from specific project demonstrations.
<i>Anti-Slavery</i>	Highlighted CAI: The Freedom Ecosystem
Taxonomy: Multinational; Multi-stakeholder Initiative	The freedom ecosystem is the combined work of Deloitte and Free the Slaves, and comprises a diverse network private, public, and non-profit sector actors to confront the individuals and institutions that perpetuate slavery, liberate victims, support survivors, and educate the public. The initiative focuses on defining common goals and creating scalable solutions to enable long term success.