



COMPLIANCE WITHOUT BORDERS

A new way to build anti-corruption capacity in SOEs

The OECD has long recognised the threat of corruption and irregular practices in the private sector and among state-owned enterprises (SOEs). The OECD’s Trust in Business initiative and the [Basel Institute on Governance](#), together with leaders from the private sector and SOEs, have developed the Compliance without Borders project in response to this. Drawing on the OECD’s Guidelines on Anti-Corruption and Integrity in State-Owned Enterprises, the project aims to second experienced compliance experts on short-term assignments to SOEs to help them build capacity and address corruption-related risks.

Addressing corruption together

Corruption erodes public trust, distorts the competitive landscape and deters domestic and foreign investments, thus stifling growth and business opportunities for all stakeholders.

Sound corporate governance is fundamental to addressing corruption. Both the private sector and SOE actors report that corruption challenges are heightened by ineffective control and accountability (including weak internal control or risk management systems) and a lack of a culture of integrity in the company (including a lack of awareness amongst employees of the need for integrity). Specific challenges arise for SOEs given their proximity to policy makers, privileged position in some markets and role in supporting quality public service delivery.

“G20 members should facilitate professional cooperation between the public and private sectors by developing joint initiatives, building trust, and exchanging information and lessons learned. Such facilitation should not come at the expense of maintaining a strict separation of government functions in the exercise of ownership of SOEs.”

Argentina’s B20 Presidency, the Integrity
& Compliance Cross-thematic Group

Short secondments for long-term benefits

Compliance without Borders provides a space for business leaders committed to improving anti-corruption globally. The project matches expert compliance officers (from the private sector or SOEs) with SOEs seeking to build capacity to address corruption and integrity-related challenges. During the three-to-six-month assignment, compliance officers will have the opportunity to share skills and work on a specific issue related to their expertise. Based on a “risk mapping” developed by the OECD, areas of cooperation and engagement may include:

- ▶ Anti-bribery
- ▶ Third-party management
- ▶ Conflicts of interest
- ▶ Procurement and contracting processes
- ▶ Ethical culture
- ▶ False accounting risks
- ▶ Money laundering risks
- ▶ Anti-competitive behaviour
- ▶ Illegal information-brokering risks
- ▶ Data protection and privacy

The project is open to private-sector compliance experts, SOEs and ownership entities globally. It focuses on high-risk industries, including information technology, infrastructure, pharmaceutical, energy and telecommunications. The selection of compliance experts, interested SOEs and the activities of the programme will be carefully overseen by the Compliance without Borders secretariat.

Five reasons to take part in Compliance without Borders

- Join a diverse global network of compliance experts and practitioners committed to promoting integrity
- Develop expertise on international best practices on anti-corruption and integrity
- As experts and employees, get ahead of the game by discovering new corporate governance and compliance systems and techniques
- Develop deeper understanding of global and regional compliance risks in company operations so you can develop better solutions
- Access advice, support and knowledge through an attractive skills-sharing experience

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