



REPORT

PREVENTING AND INVESTIGATING CORRUPTION

Anti-Corruption Train-the-Trainer Programme

AUGUST 2025



Acknowledgement

The successful delivery of the Anti-Corruption Train-the-Trainer Programme on *'Preventing and Investigating Corruption'* would not have been possible without the collective support and collaboration of several distinguished partners and contributors.

We extend our profound appreciation to the organising partners—the **Global Infrastructure Anti-Corruption Centre (GIACC)**, the **World Federation of Engineering Organizations—Committee on Anti-Corruption (WFEO-CAC)**, and **Globethics Foundation**—for their leadership, strategic oversight, and commitment to promoting integrity and ethical practices across the infrastructure sector and beyond. We also appreciate the support of the GIACC and WFEO national members, the Globethics Communication team, the Globethics Academy, and the WFEO Secretariat at Paris headquarters for their respective roles.

Our sincere thanks go to our **expert speakers, guest moderators, and panellists** whose thought leadership and professional insights enriched the learning experience and deepened the programme's relevance and impact.

Finally, we acknowledge with gratitude the **distinguished participants and guests** for their active engagement, thoughtful contributions, and dedication to advancing anti-corruption efforts in their respective contexts.

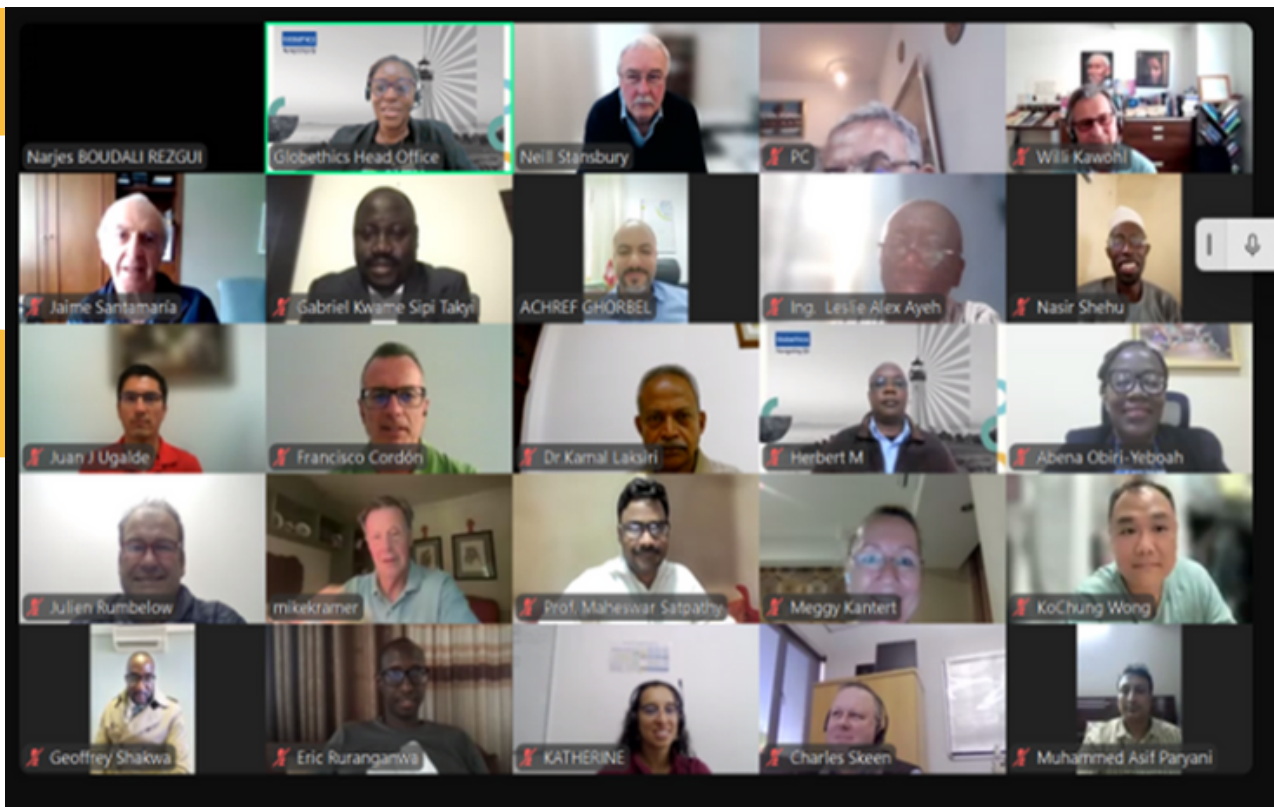


Figure 1: A cross-section of participants

Executive Summary

The Anti-Corruption Train-the-Trainer (TTT) Programme on *Preventing and Investigating Corruption* was successfully delivered as a collaborative capacity-building initiative aimed at equipping professionals with practical tools, knowledge, and skills to promote integrity, detect and investigate corruption, and train others, with a focus on infrastructure, procurement, and governance.

The programme was organised in partnership between the Global Infrastructure Anti-Corruption Centre (GIACC), the World Federation of Engineering Organizations – Committee on Anti-Corruption (WFEO-CAC), Globethics Foundation, and several expert speakers. The programme engaged 149 participants from 43 countries, representing a diverse range of fields, including engineering, academia, NGOs, law, public service, and professional institutions.

The training was delivered in four suites covering corruption prevention and investigation in procurement and construction, best practices in detection, corruption measurement and alternative metrics, ethics, AI, and conflict-of-interest frameworks.

The training adopted a multi-format approach, combining presentations, expert panels, case studies, moderated discussions, online polls and evaluation surveys. Key outputs included adaptable training materials, 15 workshop recordings hosted on the Globethics Academy platform, a global trainer network committed to anti-corruption education and a two-tier certification system. At the end of the programme, 15 participants have been approved as trainers to replicate the training within their respective country contexts.

Participants' feedback confirmed the strong relevance and impact of the programme: 98% found the programme professionally useful, and 97% intend to apply the knowledge in their contexts. The TTT initiative strengthened global anti-corruption capacity, delivering practical skills, high satisfaction, and a cadre of trainers to multiply impact. It offers a scalable and sustainable model for ethics education, advancing integrity and transparency across sectors and regions.



Contents

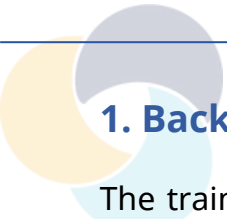
<u>Acknowledgement</u>	<u>ii</u>
<u>Executive Summary</u>	<u>iii</u>
<u>1. Background and Objectives</u>	<u>1</u>
<u>2. Structure and Delivery</u>	<u>2</u>
<u>3. Participation Statistics</u>	<u>5</u>
<u>4. Monitoring and Evaluation</u>	<u>5</u>
<u>5. Key Outcomes and Highlights</u>	<u>6</u>
<u>6. Trainer Certification</u>	<u>8</u>
<u>7. Some Lessons Learnt</u>	<u>9</u>
<u>8. Recommendations and Next Steps</u>	<u>9</u>
<u>9. Annexes</u>	<u>10</u>
<u>Annexe 1: Useful links</u>	<u>10</u>
<u>Annexe 2: About the Partnering Organisations</u>	<u>10</u>
<u>Annexe 3: The TTT Speakers and Coordinator</u>	<u>11</u>
<u>Annexe 4: Participants' demographics</u>	<u>12</u>

List of Tables

<u>Table 1: Participants by broad institutional affiliations/groupings</u>	<u>6</u>
<u>Table 2: Participants' ratings on the extent of improved understanding per broad topical areas</u>	<u>6</u>
<u>Table 3: Country representation of actual participants</u>	<u>12</u>
<u>Table 4: Participation frequency</u>	<u>12</u>

List of Figures/Images

<u>Figure 1: A cross-section of participants</u>	<u>ii</u>
<u>Figure 2: A TTT Q&A panel in session</u>	<u>3</u>



1. Background and Objectives

The training programme, ***'Preventing and Investigating Corruption'***, consisted of a comprehensive train-the-trainer initiative conducted in an international partnership among the Global Infrastructure Anti-Corruption Centre (**GIACC**), the World Federation of Engineering Organizations' Committee on Anti-Corruption (**WFEO-CAC**), and the **Globethics MENA** Centre.

This was a free, certified, comprehensive series of four training suites spanning 15 online train-the-trainer workshops and a closing session, held at approximately two-week intervals between October 2024 and June 2025. The training targeted stakeholders in the infrastructure sector, including WFEO's member organisations, government personnel, law enforcement agencies, public and private sector organisations, and professional institutions. It aimed to build capacity in recognising the complexities of corruption and conflicts of interest, detecting corruption, prevention and investigation, approaches to measuring their impact, and the role of artificial intelligence and ethics in prevention strategies.

Two certification levels were offered: all participants received a certificate of participation in June 2025, while those completing at least 75% of the workshops were invited to a trainer certification process. Successful candidates received Trainer Certificates and authorisation to use the materials as trainers in their home countries.

Objectives of the TTT:

- i. Provide participants with an improved understanding of how corruption takes place on infrastructure projects, and how to prevent and investigate it;
- ii. Identify national professional institutions and individuals who wish to engage in the TTT;
- iii. Equip trainers so they can then, under the auspices of their professional or national institutions, offer these training workshops in their home country; and,
- iv. Discuss among trainers how the workshop content can be improved, adapted and localised for their training purposes.

2. Structure and Delivery

i. **Study Format:** Online via Zoom platform.

ii. **Delivery Language:** English.

iii. **TTT Programme Coordinating Committee:**

- Neill Stansbury, GIACC International
- Kamel Ayadi, WFEO-CAC / Globethics MENA
- Susan Ackah, Globethics WAC /MENA

iv. **Frequency/Duration:** approximately bi-weekly (every two weeks) over 9 months; spanning October 2024 to June 2025.

v. **Number of Sessions:** 16 sessions, i.e., 15 workshops and 1 closing review meeting with participants.

vi. **Total Workload:** 48 hours broken down as follows;

- 31 hours of online presence,
- 15 hours of personal reading/review of the materials (post-workshop) and,
- an approximate 2 hours of participation in TTT surveys (i.e., mid-TTT evaluation survey, conflict of interest survey, end evaluation and testimonial presentation per participant inclination).

vii. **Methodology:**

- 16 online engagements organised around four training suites and delivered as follows:
 - 14 webinar-format workshops
 - 1 online meeting-format workshop
 - 1 TTT Zoom closing meeting with the participants
- Each workshop was approximately two hours long, including speaker presentation(s) and discussions.
- The workshops employed interactive tools including case studies, online Q&As, chats, and in-session polls.
- 3 evaluation surveys were conducted with participants, i.e., a TTT mid-point survey, a survey on the conflict-of-interest workshops, and an end-of-programme survey.
- The TTT was also hosted on the Globethics Academy Online Learning Platform and YouTube channel. All recordings, speakers' presentations and related materials were uploaded to the platform for participants' reference. The platform also serves as a space for interaction among the participants.

viii. **Programme Finance:** This was free training for participants. The costs of aspects of the TTT were borne by the collaborating organisations either indirectly or as in-kind contributions.

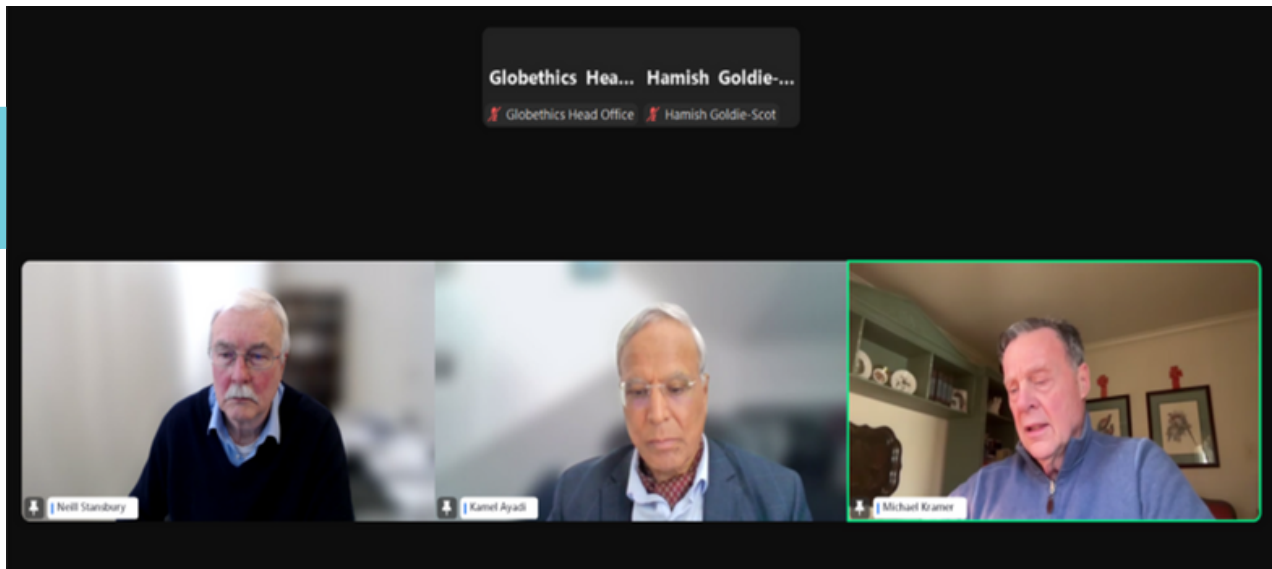


Figure 2: A TTT Q&A panel in session

*Visible from the Left: Neill Stansbury (Co-Founder & Director, GIACC International), Middle: Kamel Ayadi (Chair, WFEO-CAC), Right: Michael Kramer (Attorney & Corruption Consultant, IACRC, USA)
Off-Video: Hamish Goldie-Scot (GIACC-UK & guest panellist), Susan Ackah (Globethics/TTT Coordinator)*

Participant Testimonial

// I am a Professional Engineer with 35 years of career experience, particularly dedicated to infrastructure sector and public procurement management. These sessions gave me frameworks and tools for making ethical decisions and fostering an ethical culture within organisations... My country faces severe corruption that has dangerously undermined governance. It is crucial to raise awareness among the various stakeholders."



CHARLES MÉDARD ILUNGA MWAMBA

ORDRE NATIONAL DES INGÉNIEURS CIVILS
DR Congo

ix. Facilitators/Guest Speakers:

- Neill Stansbury (Co-Founder & Director, GIACC International), presenting 8 workshops under Suite I
- Michael Kramer (Attorney & Corruption Consultant, IACRC-USA), presenting 2 workshops under Suite II
- Kamel Ayadi (Chair of WFEO-CAC, Globethics-MENA Consul), presenting 3 workshops under Suite III
- Paul Heywood of the Global Integrity Anti-Corruption Evidence (GI-ACE) Programme, supporting as a guest speaker with a presentation under Suite III
- Christoph Stückelberger (Founder, Globethics), presenting 1 workshop under Suite IV
- Olivier Guillo (Founder/CEO, Smart Global Governance, France) and Joshua George (Associate Director of International rankings & Accreditations, Woxsen University, India) presenting 1 joint workshop under Suite IV

x. Certification:

2 levels of certification were employed.

- Level 1: Certificates of Participation for all participants
- Level 2: Trainer Certificates presented to participants who participated in at least 75% of the TTT (i.e., at least 11 workshops) and successfully qualified through a trainer evaluation process.

xi. TTT Suites Overview:

Suite I: Corruption in Infrastructure Projects (prevention & Investigation)	
Unit 1	Why infrastructure projects are prone to corruption
Unit 2	Contractual structure, rights and obligations on infrastructure projects
Unit 3	How corruption takes place in the procurement phase of an infrastructure project
Unit 4	How corruption takes place in the construction phase of an infrastructure project
Unit 5	How to prevent corruption in the procurement phase of an infrastructure project
Unit 6	How to prevent corruption in the construction phase of an infrastructure project
Unit 7	How to investigate corruption in the procurement phase of an infrastructure project
Unit 8	How to investigate corruption in the construction phase of an infrastructure project
Suite II: Best practice in corruption management in Construction projects	
Unit 1	How to investigate corruption in construction projects
Unit 2	Introduction to best practices in the detection and proof of wrongdoing in construction projects
Suite III: Conflict of Interest identification and management	
Unit 1	Measuring corruption: strengths, limitations and alternatives to global indices Guest PPT: Sector-based action against corruption
Unit 2	(COI- i) Understanding Conflict of Interest, how it arises and how to identify it
Unit 3	(COI-ii) Appropriate approaches to managing and resolving Conflict of Interest
Suite IV: AI and ethical perspectives in addressing corruption	
Unit 1	We do not give up: Values and old-new strategies of reducing corruption for the next decade
Unit 2(A)	How can AI support the fight against corruption?
Unit 2(B)	Ethical Dilemma in light of the growing presence of AI in Higher Education

3. Participation Statistics

- Total Registration: 216
- Non-participants: 67
- Actual participants: 149
- Number of countries represented by actual participants: 43
See Annexe 4 'Participants' Demographics' for country breakdown.
Top 5 countries by participation: Tunisia (21), Kenya (15), Costa Rica (11), Nigeria (9), Ghana (7).
- Average attendance per workshop (15 workshops): 62
- Participants attending at least 75% (11+) of the workshops: 28 (eligible for trainer qualification evaluation process), of which 15 are obtaining Trainer Certificates.
- Registration on the Online Learning Platform: 93 participants

4. Monitoring and Evaluation

Multiple feedback tools were used throughout the TTT to ensure continuous improvement and participant engagement.

A mid-programme survey informed adjustments such as inviting participants to moderate sessions, joining panels, and introducing case studies and polls. Additional evaluations included feedback from the Conflict-of-Interest workshops (73 participants, 47 responses) to assess sessions and explore long-term collaboration, as well as a final evaluation after Workshop 15, which was discussed at the closing session. Participants also provided testimonials highlighting the TTT's impact.

Participant Testimonial

“The programme marked a turning point in my professional outlook within the field of public works... it helped me understand that ethical leadership is not only about doing the right thing, but also about positively influencing others to do so. Since completing the programme, I have incorporated integrity principles into every technical decision I make as a professional.”



ELOY PABLO BONA

CUERPO DE PERITOS ANTICORRUPCION
CORTE SUPREMA DE JUSTICIA DE NACIÓN
Argentina

5. Key Outcomes and Highlights

These outcomes are derived from the TTT-end evaluation, reflecting responses from 65 survey participants ahead of the closing session.

i. Engagement and Participation (reference 'Participation Statistics' above):

- 149 participants, with an average of 62 participants attending individual workshops.
- A cross-section of senior officials from the partner institutions, the engineering field, government agencies, law practitioners, academia and private NGOs was represented.

Affiliation	No.	Percentage
Private Organisations and NGOs	30	20.1%
World Federation of Engineering Organizations (WFEO)	29	19.5%
Engineers & Related Institutions	22	14.8%
Academia	20	13.4%
Global Infrastructure Anti-Corruption Centre (GIACC)	19	12.8%
Government / Public National Agencies and Ministries	13	8.7%
Colegio Federado de Ingenieros y de Arquitectos de Costa Rica (CFIA)	11	7.4%
Law Practitioners	5	3.4%
Total	149	100%

Table 1: Participants by broad institutional affiliations/groupings

Note: WFEO, GIACC & CFIA make up a total of 39.6% participation

ii. Satisfaction and relevance:

- 100% satisfaction rate with the overall programme (63% strongly agree, 37% agree)
- 98% found the training relevant to their learning and professional needs (66% strongly agree, 32% agree, 2% neutral)
- 100% of participants were satisfied with the quality of coordination (80% strongly agree / 20% agree)
- 97% of participants were satisfied with the structure of training content (63% strongly agree, 34% agree, 3% neutral)
- 99% rated that the speakers were knowledgeable (70.8% extremely knowledgeable, 27.7% very knowledgeable, 1.5% somewhat knowledgeable)

iii. Knowledge & skill acquisition:

Topic	E	S	M	SI	N
i. How corruption occurs in infrastructure projects	25%	62%	12%	2%	
ii. How to prevent and investigate corruption in infrastructure projects	26%	65%	6%	3%	
iii. The nature and impact of conflicts of interest	29%	54%	15%	2%	
iv. The importance of ethics in anti-corruption strategies	27%	56%	14%	3%	
v. The use of Artificial Intelligence in anti-corruption strategies	12%	46%	28%	8%	2%

Table 2: Participants' ratings on the extent of improved understanding per broad topical areas
Scale coded as follows: Extremely (E), Significantly (S), Moderately (M), Slightly (SI), Not at all (N)

Feedback from some participants on the specific skills gained or improved during the training includes:

- *“Structured and analytical approach to investigations”*
- *“Became more confident and clear on rules, policies and strategies”*
- *“... the most valuable aspect is the set of tools provided to help prevent corruption at various levels within the organisation...”*
- *“I have a more structured framework and references now as a result of the training”*
- *“I have ... more knowledge to improve the expert reports I prepare in my judicial work.”*

“

“I got a clear understanding of what corruption is all about, in particular the seven types of corruption: Bribery, Fraud, Cartel, Extortion, Abuse of power, Embezzlement and money laundering.

Before this training, I was not very clear about the differences and similarities of these types of corruption. This understanding will help me avoid or deal ethically (with) conditions that may create such challenges in performing audit assignments and present my reports.

The know-how of Anti-Corruption Management System and Anti-Corruption Procurement Controls I gained in this training would be very helpful skills that I must apply in preventing wrongdoings from happening in procurement, as we do procure a significant amount of raw materials for our manufacturing plants.”

”

iv. **Networking and Collaborations:**

Participants established new professional connections during the training, supported by a participant-led WhatsApp group for ongoing peer engagement.

v. **Follow-up and Sustainability**

- 97% reported being likely to apply the learnings in their professional and community life (54% very likely, 43% likely).
- Furthermore, participants indicated their commitment to share aspects of the training in their organisation/community. One participant noted that he would *“1. Consider all earlier presentations. 2. Evaluate my current organisation. and 3. Plan next steps with my Board of Directors.”*
- 17 participants were engaged in a trainer certification process, of which 15 successful Trainers will be organising further training events locally. The proposals for these trainings were reviewed as part of the certification.

6. Trainer Certification

Following the closing session in June 2025, 28 participants who successfully attended 75%+ workshops were invited to apply for trainer certification. Of these, 17 expressed interests, and 15 received final trainer approval.

The 15 qualifying trainers represent 10 countries as follows: Pakistan (1), Spain (1), Ghana (1), Hong Kong (1), Sri Lanka (1), Argentina (1), DRC (1), South Africa (1), Costa Rica (3) and Tunisia (4).

The Trainer Certification includes:

- Authorisation to hold in-country training under the auspices of the relevant national/ professional institution, and to adapt the training materials as necessary for local content and training conditions,
- Allowance for the national professional institution and the trainer to charge reasonable fees for the workshops in their home country,
- The choice for regulatory or professional institutions to issue certificates and allocate continuing professional development points to participants who partake in the trainers' workshops, and
- No fees charged by the organising partners, GIACC, WFEO-CAC and Globethics, to the trainers and auspice institutions for use of their materials provided pro bono under the TTT Programme. However, the partners are to be referenced in the use of the materials.

Participant Testimonial

“ Being aware of the big and rapid global changes, and strongly believing in the individual responsibility, I now consider myself as “an actor of change” and try to promote this mindset through my behaviour and my different activities.

Looking forward to being a certified trainer in order to further engage in appropriate actions in my country, I had discussions with a university institution... to undertake a training masterclasses dealing with Corruption in Infrastructure Projects (Prevention & Investigation).



NARJES BOUDALI REZGUI

GLOBAL INFRASTRUCTURE ANTI-CORRUPTION CENTRE
Tunisia



7. Some Lessons Learnt

- Positive feedback from participants confirms both the successful delivery and relevance of such a programme in anti-corruption education.
- Considering the existing resources and time restraints, it is likely that the TTT programme adopted the optimum size and time format.
- Time zone disparities limited participation from some regions.
- Greater interactivity (e.g. quizzes, surveys, role-playing and breakout sessions) could further enrich engagement.
- High registration numbers (216 registrants) do not translate into high participation (149 participants) or attendance (average 62 per workshop).
- Despite biweekly scheduling to ease workloads, only 42% of registered participants attended regularly, likely due to competing professional commitments. Positive evaluations suggest this challenge may be structural rather than programme-specific.
- Coordination demands were substantial, highlighting the need for adequate time and resources in future initiatives.



8. Recommendations and Next Steps

Recommendations:

- Explore offering such training over shorter tranches, e.g. 3 - 6 months maximum.
- Explore certification with continuous development points.
- Participants shared suggestions aimed at enhancing future editions of the programme, including enhanced interactivity and practical engagement, pacing sessions to allocate more time in open discussions, as well as deeper exploration of complex topics and post-session follow-up resources to help consolidate knowledge.

Next Steps

- Finalise certifying the approved Trainers.
- Trainers implement their training plans under their auspice organisations between 2025- 2026.
- Organise a follow-up event with the following objectives:
 - To present testimonial from select trainers in-country activities;
 - To engage with partner organisations' national members and WFEO leaders for follow-up actions;
 - To provide an opportunity for the leaders of the partner organisations to reflect and exchange ideas for future collaboration.

9. Annexes

NOTE: Participant lists, feedback details, and testimonials are available on request/a need-to-know basis. The workshop recordings are also available on the Globethics Academy TTT Online Learning Platform.

Annexe 1: Useful links

- The TTT playlist of extracted in-session clips on the Globethics YouTube Channel: [\(2\) Training of Trainers: Preventing and Investigating Corruption - YouTube](#)
- The Programme is promoted on the WFEO page: <https://www.wfeo.org/launch-event-of-the-training-of-trainers-programme-on-preventing-and-investigating-corruption/>
- On the Globethics website (for more information on the Training and to register): [“Train-the-Trainer Programme on Preventing and Investigating Corruption”](#)

Annexe 2: About the Partnering Organisations

World Federation of Engineering Organizations’ Committee on Anti-Corruption (WFEO: <https://www.wfeo.org/>)

A core objective of the WFEO-CAC is to promote and support actions which can help bring about a corruption-free built environment. The mission of the WFEO-CAC is to provide guidance and recommendations to WFEO member organisations on how to develop local strategies that encourage engineers to play an active role in combating corruption. The WFEO-CAC was represented by Mr Kamel Ayadi, Chairperson of the Committee.

Global Infrastructure Anti-Corruption Centre (GIACC: <https://giaccentre.org/>)

GIACC is an international network of independent, not-for-profit organisations which develop and promote anti-corruption measures for the infrastructure sector. GIACC is at the international forefront of designing and publishing anti-corruption tools and resources for the infrastructure sector. The GIACC was represented by Mr Neill Stansbury, Co-Founder and Director of GIACC International.

Globethics (www.globethics.net)

Globethics is an international NGO in consultative status with the UN ECOSOC, promoting ethical leadership globally. With 20 years of experience, Globethics leverages its networks to support civil society, international organisations, public and private sectors in developing value-based solutions to ethical dilemmas for impactful governance and action across areas including technology, peacebuilding, higher education, and business. Globethics’ partnership was represented by Mr Kamel Ayadi, who serves as the Consul for the MENA region, and by Mrs Susan Ackah, Regional Manager for the Western Africa Centre, assisting in the MENA Centre. The latter also served as the coordinator for the Train-the-Trainer Programme.

Annexe 3: The TTT Speakers and Coordinator

Note: The speaker profiles are available in the advertised TTT Brochure.



Neill Stansbury
Co-Founder & Director,
GIACC
UK



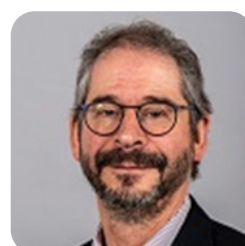
Kamel Ayadi
Founding Chair, WFEO-CAC;
MENA Regional Consul,
Globethics
Tunisia



Christoph Stückelberger
Founder/President,
Globethics
Switzerland



Michael Kramer
Attorney & Fraud/
Corruption Consultant,
GIACC
USA



Paul M. Heywood
Sir Francis Hill Chair of
European Politics,
University of Nottingham
UK



Joshua George
Associate Director of
International Rankings &
Accreditations,
Woxsen University
India



Olivier Guillo
Founder/ CEO,
Smart Global Governance
France



Susan Ackah
Globethics WAC/MENA
(TTT Coordinator)
Ghana

Annexe 4: Participants' demographics

Table 3: Country representation of actual participants (alphabetically)

No.	Country	Frequency	No.	Country	Frequency
1	Algeria	2	23	Macau	1
2	Argentina	4	24	Myanmar	1
3	Australia	3	25	Namibia	2
4	Bahrain	4	26	Nepal	2
5	Bangladesh	1	27	Netherlands	1
6	Belgium	2	28	Nigeria	9
7	Brazil	1	29	Pakistan	3
8	Cameroon	1	30	Puerto Rico	1
9	Colombia	6	31	Rwanda	5
10	Costa Rica	11	32	Senegal	1
11	Democratic Republic of the Congo	3	33	Sierra Leone	1
12	Ethiopia	6	34	South Africa	5
13	France	3	35	South Sudan	1
14	Germany	2	36	Spain	1
15	Ghana	7	37	Sri Lanka	1
16	India	4	38	Switzerland	2
17	Iraq	2	39	Tanzania	2
18	Ireland	1	40	Tunisia	21
19	Japan	2	41	Uganda	1
20	Kenya	15	42	United Kingdom	4
21	Latvia	1	43	United States	2
22	Liberia	1		Total	149

Table 4: Participation frequency

Attendance Category	No. of Participants	Frequency	Attendance Category	No. of Participants	Frequency
1x Attendance (other)	25	17%	9x Attendance	14	9%
2x Attendance	19	13%	10x Attendance	5	3%
3x Attendance	8	5%	11x Attendance	6	4%
4x Attendance	12	8%	12x Attendance	9	6%
5x Attendance	9	6%	13x Attendance	3	2%
6x Attendance	13	9%	14x Attendance	4	3%
7x Attendance	9	6%	15x Attendance	6	4%
8x Attendance	7	5%		149	100%

Note: This covers 15 workshops spanning TTT 1 (10 Oct. 2024) to TTT 15 (28 May 2025) only