

# Background, Objective, Development Process, Products, Outcomes, Current Status, and Implementation<sup>1</sup> of the

## Global Anti-Corruption Education and Training (ACET) Project

By

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*ACET Project was conceived, developed, and implemented to assist the poor and underprivileged in all countries of the world. The centerpiece of the ACET Education and Training Project is the movie ETHICANA™. The final products, installed on a commercially produced DVD, will contain the movie subtitled in 28 languages, a Training Guide, a Train-the-Trainer Kit, and numerous other training materials designed to reduce corruption. The ACET intent is to provide these products throughout the world in a concerted effort to reduce corruption in engineering and construction.*

**Background of the ACET Initiative:** The original Development Team to develop a training program to address corruption in engineering and construction, consisted of Bill Henry (who envisioned the need to fight corruption globally), Bob Crist, Art Fox, and Howard Schirmer, and began in mid-2006.

Later in 2006, this Team engaged Jimmy Smith, Director of the National Institute for Engineering Ethics (NIEE) to be the Project Director and Executive Producer of the Training Materials, and Mike Sanio, ASCE Director of International Alliances, to manage the funds and provide a liaison to the ASCE Foundation.

This enlarged ACET Team created the name “Global **A**nti-**C**orruption **E**ducation and **T**raining” (ACET) Initiative at the suggestion of member Art Fox and expanded its membership to include an international industry-wide group of individuals as Co-Executive Producers, Technical Advisors, Training Advisors, and Script Reviewers to assist in developing the ACET Project. From the beginning, the project was strongly encouraged by ASCE’s GPPC Committee and NIEE, but also benefited from the encouragement from many other engineering societies and groups world-wide. All involved in the ACET Project are recognized in the movie credits and the written training materials; they are listed along with their affiliations later in this article.

A Fundraising Team was created by ACET consisting of Art Fox (as chair), Bill Henry, Howard Schirmer, Bob Crist, Jimmy Smith, and Mike Sanio. ACET engaged fundraising assistance of the ASCE Foundation.

**ACET Objective and Encouragement:** The ACET Project develops and distributes a comprehensive education and training program devoted to the importance of *individual integrity* among all participants in the performance of engineering/construction projects. The

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<sup>1</sup> Copyright 2008 by NIEE, published in the NIEE Website [www.niee.org](http://www.niee.org).

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materials created for the program includes a high-quality DVD, PowerPoint presentations, a teaching guide and train-the-trainer materials. The Global ACET Project activity is encouraged by the American Society of Civil Engineers (ASCE) and the National Institute for Engineering Ethics (NIEE) in collaboration with many others.

**ACET Project Focus:** The project focuses on the importance of *individual integrity*. The audience will include owners, engineers, consultants, contractors, suppliers and lenders involved in the production of engineering and construction projects. The program will also be designed to be useful for engineering students also.

**Rationale:** The primary reason for producing products stressing *individual integrity* is that a number of resources are available that provide professional and ethical guidance to engineering and construction firms, societies and other organizations. This guidance tells firms what they should and should not do. However, many, if not most, corrupt actions begin with poor decisions made by *individuals*. Thus, the *objective* of the entire project is to develop products for promoting greater *ethical decision-making and moral courage* among engineers and those who work with engineers. It addresses why members of the engineering/construction industry should act ethically.

**Development Process:** An initial grant from United Engineering Foundation (UEF) was received to launch and partially support this project. A very generous challenge grant was then provided by the Fluor Foundation. The UEF subsequently increased their contribution to match that of Fluor. Fluor Corporation Chairman and CEO Alan Boeckmann agreed to be honorary chair of the ACET Initiative.

Several national and international firms have endorsed and are generous sponsors of the project. The Asian Development Bank was especially helpful in providing footage and stock photos portraying poverty worldwide and by agreeing to produce 5,000 copies for distribution worldwide. The ASCE Foundation assisted the ACET fundraising team in raising the total amount needed. Global funding sources are identified later in this article; they come from the engineering community domestically and internationally including corporations, foundations, consulting firms, societies, agencies, two universities, and individuals.

**The Products:** Education and training products, the centerpiece being the 42-minute movie ETHICANA™ in DVD format, includes PowerPoint presentations and a Train-the-Trainer Kit. These products portray a variety of difficult decisions encountered by engineers, owners, agents, contractors, suppliers and lenders who are involved in engineering and construction projects.

ETHICANA™ is a drama, as opposed to a documentary, and is similar to the NIEE movie *International Edition of Incident at Morales* ©2005. ETHICANA™ will be subtitled in 28 languages plus English for the hearing impaired.

The education and training program focuses on corrupt activities that occur in both the procurement and performance of engineering and construction work, such as pressures (and expectations) to provide excessive gifts and gratuities, improper political contributions or excessive entertainment, bribery, kickbacks, extortion, blackmail and falsification of documents.

**Guidance:** Emphasis has been placed on the disastrous effects of corrupt activities on the individual engineer, technical and non-technical individuals, the profession, the integrity of the project, and most importantly, on humanity. The ACET project and products provide guidance to individual engineers concerning the elimination of fraud, bribery and corruption in the engineering and construction industry by:

- ❖ Not being personally involved in activities that permit the abuse of power for private gain;
- ❖ Recognizing that funds intended for projects for the benefit of mankind worldwide too often go to dishonest individuals;
- ❖ Understanding that corruption occurs in both the public and private sectors, in both the procurement and execution of projects, and among both employers and employees;
- ❖ Realizing that corruption can occur in all countries, rich and poor, developed and less developed;
- ❖ Refusing to condone or ignore corruption, bribery, extortion or payments for favors;
- ❖ Urging professional engineering societies to adopt enforceable guidelines for professional and business practices; and
- ❖ Enforcing anti-corruption guidelines by reporting infractions by members or non-members of the engineering profession.

**Outcomes:** Individuals involved in and completing this training program should have:

- ❖ Reviewed basic knowledge and fundamental definitions of:
  - Corruption in engineering and construction
  - Fraud and bribery in engineering and construction
- ❖ Developed an understanding and comprehension of:
  - What it means to be a professional, and what is expected
  - Who they can contact for guidance, within or outside the organization
- ❖ Applied the concepts of fighting corruption to:
  - Simple actions of living and working
  - Complex actions in the workplace
  - Numerous case studies of actual and illustrative work situations
- ❖ Related consequences resulting from both simple and complex corrupt activities to:
  - Their immediate supervisor
  - The employees who they supervise
  - The public
- ❖ Analyzed case study examples and situations in order to distinguish between:
  - Choosing between right and wrong
  - Choosing among competing goods
- ❖ Developed skills to formulate, analyze, and compare solutions to:
  - Ethical dilemmas involving corruption encountered in the workplace
  - Relationships with others
- ❖ Learned to evaluate the value and effect of the various solutions by:
  - Obtaining facts, listing and testing options
  - Making a decision and knowing when and how to take action...and importantly,
- ❖ *The willingness and courage to do so !*

**Current Status:** The ACET Fundraising Team has essentially reached the anticipated needed amount for producing ETHICANA™ and designing and developing the training materials as originally conceived. ETHICANA™ has been filmed and was premiered at the 2008 ASCE Conference in Pittsburgh on November 6, 2008 using the Fine Cut version. The final cut (master) of ETHICANA™ will be produced, the 28 language subtitles added, at least 5,000 copies produced, anticipated completion in early March 2009.

Negotiations are underway to produce a minimum of 5,000 copies and a maximum of 10,000 copies. It appears that it will be less expensive to include ETHICANA™ and all training material on a commercial 9 Gigabyte DVD rather than the movie and subtitles on a DVD and training materials on a separate CD-ROM.

As of January 2009, approximately 65% of the work designing and developing the training materials has been completed by NIEE with assistance from several Co-Executive Producers and Training Advisors from industry. All training materials will be included on the DVD along with the movie, and will also be on the Internet at [www.Ethicana.org](http://www.Ethicana.org) where they will be maintained, updated, and new materials presented.

Release of the final subtitled movie and training materials and finalization of an ACET website is expected in April 2009.

**Implementation:** The following individuals and groups helped implement the ACET project:

- ❖ **Honorary ACET Chairman**, Alan Boeckmann, Chairman and CEO, Fluor Corporation
- ❖ **Originator of ACET Concept:** William P. Henry, ASCE President 2004-2005
- ❖ **ACET Fund Raising Chair:** Arthur J. Fox, Jr., Editor Emeritus, ENR
- ❖ **Executive Producer and Project Director:** Jimmy H. Smith, NIEE, Texas Tech University
- ❖ **Co-Executive Producers**
  - Robert A. Crist, Black and Veatch
  - Arthur J. Fox, Jr., Editor Emeritus, ENR
  - Wendy A. Hallgren, Fluor Corporation
  - William P. Henry, ASCE Past President
  - Steven P. Nichols, University of Texas at Austin
  - Howard Schirmer, Jr., Transnational Associates, Inc.
  - Carl M. Skooglund, Texas Instruments, Retired
  - Lee Tashjian, Fluor Corporation

**Global Sponsors** (in order of size of sponsorship)

- FLUOR Corporation
- United Engineering Foundation
- Washington Division of URS, (formerly Washington Group International, Inc.)
- Asian Development Bank
- KBR, Inc. and BE&K, Inc.

- Parsons Brinckerhoff
- Chicago Bridge & Iron Company (CB&I)
- Ernst & Young International, Ltd.
- Fouad Alghanim & Sons Company
- GHD
- AECOM Technology Corp.
- Associated Consulting Engineers International
- Balfour Beatty PLC
- CH2M HILL
- Deloitte Financial Advisory Services LLP
- DHV Group
- Granite Construction Inc.
- HDR Inc.
- Odebrecht Construction
- Skanska AB
- Texas Engineering Foundation
- U.S. Army Corps of Engineers, Institute for Water Resources
- National Institute for Engineering Ethics, Texas Tech University
- Chair of Free Enterprise, Cockrell School of Engineering, The University of Texas/Austin
- OBERMEYER Planen + Beraten GmbH
- Wilbur Smith, Jr.
- RBF

### **Collaborating Partners**

- American Institute of Chemical Engineers
- American Institute of Mining and Metallurgical Engineers
- American Society of Civil Engineers
- American Society of Mechanical Engineers
- Asian Development Bank
- Institute of Electrical and Electronic Engineers
- International Federation of Consulting Engineers
- Institution of Civil Engineers
- Murdough Center for Engineering Professionalism, Whitacre College of Engineering, Texas Tech University
- Transparency International
- World Bank
- World Federation of Engineering Organizations
- World Justice Project

**Project Manager:** Michael R. Sanio, Director for International Alliances,  
American Society of Civil Engineers

**Project Assistant:** Patricia M. Harper, Deputy Director, Murdough Center and NIEE, Texas  
Tech University

### **Technical Advisors**

- Kamel Ayadi, WFEO, Republic of Tunisia
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- Carlos E. Bertha, US Air Force Academy
- Lisa Boyette, Fluor Corporation
- Peggy Bowen, Fluor Corporation
- Emmanuel Dada, AIChE
- Jorge Diaz Padilla, FIDIC
- Han Fraeters, World Bank
- Kathrin Frauscher, World Bank
- K. N. Gunalan, Parsons Brinckerhoff
- Michael Jarvis, World Bank
- Russell Lefevre, IEEE-USA
- Marc LeVier, AIME
- Joe D. Manous, Jr., Institute for Water Resources, US Army Corps of Engineers
- Margaret McLean, CH2M HILL
- Jose Sanjuan Medem, WFEO, Spain
- Greg Metzger, Parsons Brinckerhoff
- Kathleen M. Moktan, Asian Development Bank, Philippines
- Djordjija Petkoski, World Bank
- Jaime Santamaria-Serrano, ASCE, UPADI, API, Columbia
- Rizwan Shah, Deloitte Financial Advisory Services LLP
- Reginald I. Vachon, ASME, US UPADI Taskforce
- Stewart Thomson, Fluor Corporation, Retired

### **Script Reviewers and Other Support Personnel**

- Kathleen Moktan - Director, Capacity Development & Governance Division, ADB
- Y. Ishii\* - President, CTI Engineering in Tokyo
- Wal King - Chairman, Leighton Holdings, Construction company in Australia
- Kent Troup\* - Troup Environmental, formerly with TEMCOR,
- Abe Malae - Director of the American Samoa Development Bank
- Gajanan Sabnis\* - Former International Director, ASCE
- Stewart Thomson, Fluor Corporation
- Jose Carlos Ugaz Sanchez-Moreno, Benites, Forno, Ugaz Abogados, Lima, Peru
- Maarten de Jong, former Head Integrity Unit World Bank.

- Jorge Diaz Padilla, past president FIDIC
- Djordjija Petkoski/Michael Jarvis/Katherin Frauscher, World Bank Institute
- Michael Kramer, Integrity Unit, World Bank
- Nancy Boswell, Managing Director, Transparency US
- Jermyn Brooks, Transparency International UK, Dir, Global Private Sector Programs

### **Special Thanks**

- Asian Development Bank, (for stock film footage and stock photos)
- Fluor Corporation, (for filming site locations)
- Joe Novoa, P.E. Chairman, Halff & Associates, Dallas, TX, (for filming location)
- Trammel Crow Company, Dallas, TX, (for construction filming)
- World Bank, (for stock photo)
- Christine A. Williams, Executive Vice President, ASCE Foundation

### **Professional Producer/Writer/Director:**

- Kenneth Mandel, President, Great Projects Film Co., Inc., New York City. Emmy Award Winner, Academy Award Nominee. Producer/Director of numerous documentaries and dramatic ethics films: *Incident at Morales*, *Gilbane Gold*, *The Glass Ceiling* and others.
- Paul Martin, Great Projects Film Co., Inc., New York City, Writer and Director, *Incident at Morales*, *Gilbane Gold*, *The Glass Ceiling* and Other contributions to the advancement of the engineering profession.

**The Global Impact and Participation:** The portrayal of disastrous effects of corruption on humanity will contribute to the advancement of the engineering profession by:

- Encouraging greater commitment to ethical conduct and moral courage;
- Strengthening global principles for professional conduct; and
- Increasing the awareness and involvement of engineering educators and professionals in opposing bribery, fraud and other corrupt activities in engineering and construction.

Worldwide distribution of the ACET materials will provide a springboard to stimulate discussion and communication among those involved in engineering work who may also be involved in situations containing the possibility or expectation of corrupt individual behavior.

This collaborative initiative engaged U.S. and worldwide affiliates to join major corporations, the consulting engineering business community, the construction industry, equipment and material suppliers, major lenders, public and private owners, and the legal profession in the battle against worldwide corruption. The program was developed to complement and support the existing efforts of others, including the Asian Development Bank, Pan American Academy of Engineers (API), International Federation of Consulting Engineers (FIDIC), World Federation of Engineering Organizations (WFEO), Union PanAmericana De Asociaciones De Ingenieros (UPADI), World Economic Forum Partnering Against Corruption Initiative (WEF PACI), Transparency International, World Bank, Inter American Development Bank and others.