

Video 4: Collective Action approaches. What are success strategies for Collective Action Initiatives against corruption?

Insights from the 3rd International Centre for Collective Action Conference: Evolution to Revolution. November 2018

The conference was held by the Basel Institute on Governance with support from the Siemens Integrity Initiative, KPMG and Hughes, Hubbard & Reed. See www.collective-action.com/conference2018.

Transcript

Mapping stakeholders, issues and risks

Gemma Aiolfi, Head of Compliance, Corporate Governance and Collective Action, Basel Institute on Governance: A successful Collective Action initiative when it starts out would really benefit from a close analysis of mapping the issues and the stakeholders and the risks, and then thinking very carefully about preparing the ground work to get it started. That's what our research has shown and that's what we hear back from people involved in Collective Action.

Education and raising awareness

Lisa Miller, Head, Integrity Compliance Office, World Bank Group: We are increasingly being more proactive in the integrity compliance area to promote Collective Action with various stakeholders: private sector, public sector, CSOs as well as academia. Some actions we are taking in that area involve holding workshops, in particular workshops that focus on SMEs, trying to promote integrity compliance among SMEs. We are increasingly engaging with governments and providing training for state-owned enterprises and other relevant actors in the public sector. And we are also participating in events such as this one, really to try to promote Collective Action, hear what other groups are doing in that regard and trying to move that forward.

Building trust

Mirna Adjami, Project Manager Collective Action, Basel Institute on Governance: The key here is that trust takes time. Trust needs to be built, it is a process. Sometimes it needs to have a first mover, a leader, someone who's willing to be the first to put something on the table that gets the others to come forward as well. Sometimes it's challenging to overcome and a neutral facilitator can help in building that trust.

Asking the right questions

Robert Klitgaard, Professor, Claremont Graduate University: When we think about corruption oftentimes we go after the flagrant act or the scandal where something went wrong. That's not the greatest way to get Collective Action. If we want to get people to participate, what we should do is ask business people "How does the corrupt tax system work?" or the corrupt procurement system or the corrupt justice system. Don't ask them to raise their hands, but do it confidentially and do an analysis of the various steps of the system and look for places where there is a combination of monopoly power, plus discretion, minus accountability. Don't ask for names, ask for those systemic qualities and they will help you.

Closing slide: Collective Action research & resources. The B20 Collective Action Hub features the latest research and resources into what makes Collective Action Initiatives effective and successful. All publications are freely available on the B20 Collective Action Hub. www.collective-action.com

About the International Centre for Collective Action

The Basel Institute on Governance launched the International Centre for Collective Action (ICCA) in 2012. It builds on the Basel Institute's decade-long track record of support to and research into Collective Action initiatives against corruption. The ICCA serves to formalise and further strengthen the impact of this engagement.

The purpose of the ICCA is to assist companies and other concerned stakeholders in enhancing their ability to reduce the risk of corruption through Collective Action.

Highlights so far include:

- Founding and current Member of the Board of the World Economic Forum Partnering Against Corruption Initiative (PACI).
- Founding and current member of the Wolfsberg Group on Money Laundering.
- Founder and facilitator of several sectoral Collective Action initiatives, including in the defence, logistics and transport, art trade, finance, and transport & energy sectors.
- Development of the High Level Reporting Mechanism, in collaboration with the OECD and Transparency International.
- Facilitation of a high-level Collective Action anti-corruption initiative in Ukraine.

The ICCA is partially funded through a grant by the [Siemens Integrity Initiative \(SII\)](#) and through Basel Institute core funding. Additional funding comes from members of sectoral Collective Action initiatives moderated by the ICCA and sponsorship from global companies actively engaged in anti-corruption Collective Action.

Institutional partners of the ICCA include:

- International Anti-Corruption Academy
- Organisation for Economic Cooperation and Development
- TRACE
- Transparency International
- World Economic Forum
- Universidad de San Andrés, Argentina.

B20 Collective Action Hub

The B20 Collective Action Hub is a platform that:

- facilitates Collective Action initiatives;
- builds knowledge;

- informs;
- facilitates policy dialogue and peer learning.

In 2013, the B20 mandated the ICCA to develop and maintain this hub, in partnership with the UN Global Compact and the ICCA's institutional partners. The hub marks a significant development in the international efforts to combat corruption. It offers tools and a forum for businesses to take concrete steps to jointly step up against corruption and strengthen good business practice. It also offers a space for businesses and governments to collaborate in this endeavour.

www.collective-action.com

Contact the ICCA team



Gemma Aiolfi

Head of Compliance and Corporate
Governance / Collective Action

+41 61 205 56 74

[gemma.aiolfi@
baselgovernance.org](mailto:gemma.aiolfi@baselgovernance.org)



Mirna Adjami

Project Manager Anti-Corruption
Collective Action

+41 61 205 56 73

[mirna.adjami@
baselgovernance.org](mailto:mirna.adjami@baselgovernance.org)



Scarlet Wannewetsch

Project Associate Anti-Corruption
Collective Action

+41 61 205 56 75

[scarlet.wannenwetsch@
baselgovernance.org](mailto:scarlet.wannenwetsch@baselgovernance.org)

Follow us on Twitter [@FightBribery](https://twitter.com/FightBribery)
