

Ideas, Insights & Inspiration on Collective Action 2020 Integrity Partner workshop series

September 2020

For the latest version, links and further inspiration, see baselgovernance.org/collective-action

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1 About

The Collective Action team at the Basel Institute on Governance hosted a four-part Collective Action Workshop Series in July 2020. Supported by the Siemens Integrity Initiative, the virtual events brought practitioners from around the world together to share experiences and innovations in Collective Action.

We were pleased to welcome 37 participants in total, representing 21 initiatives from 21 different countries in 4 continents.

The resulting outputs are available in interactive format on the [Basel Institute website](#) and in text format below for easy reference. Please note that we may adjust and add to the online version, so please take time to browse it – as well as the other resources and publications on the B20 Collective Action Hub.

We have combined the ideas, insights and inspiring examples arising from the workshops with existing knowledge and resources via the B20 Collective Action Hub and our wider network of Collective Action practitioners around the world.

For more inspiration, visit our [B20 Collective Action Hub](#). Here you'll find a downloadable [database](#) of Collective Action initiatives around the world plus relevant [publications](#).

To contribute your ideas and comments or ask for further guidance, email vanessa.hans@baselgovernance.org.

2 Engaging

“Engaging the private sector in Collective Action initiatives can be challenging. Depending on their size, sector and market, each company has a different level of maturity when it comes to anti-corruption compliance. In some instances, there can even be a great lack of awareness regarding corruption risk.



And once companies are involved as a participant, transitioning from a passive membership to an active role in a truly private sector-led initiative can be an additional challenge.

*How do you convince a business owner that anti-corruption should be part of his strategic priorities?
How do you make the business case for Collective Action?*

Here are some ideas that arose during the Collective Action Workshop series in July 2020.”

- Vanessa Hans, Private Sector Specialist, Basel Institute on Governance

2.1 Listening and speaking the language of business

Listening and speaking with knowledge of specific industry sectors helps to build trust with business people. Consider that decision-makers, lawyers and compliance officers may respond to different business-relevant issues and keywords according to their areas of work and experiences.

“In our context, using the word corruption can frighten stakeholders off. A softer approach might use integrity or compliance or fair competition.” – Marie-Laure Pegie Cauchois, UNDOC Myanmar

An example of business talking to business on the same level was given by the Turkish Ethics and Reputation Society, [TEİD](#). Listening to its wide range of corporate members – over 150 companies, representing more than 15 percent of Turkey’s GDP – helps to shape the content and communication of its initiatives. It also works with international and local chambers of commerce and professional associations.

The [Association de la Construction du Québec](#) (ACQ) developed an Integrity Program for its members in line with its deep knowledge of the construction industry and its flaws. It consulted with members through surveys and focus groups before launching the Program.

2.2 From “name and shame” to “name and praise”

Highlighting positive role models may be more effective than shaming companies that don't make the grade.

"We like to point to positive examples of companies that make progress. Success stories are more inspiring than criticism. That's why we use the term name and praise, not name and shame." – Tetiana Kheruvimova. Tetiana worked collaboratively with the EBRD and the OECD on development of the [Ukrainian Network of Integrity and Compliance](#) (UNIC), initiated in 2017 in Ukraine, to promote the idea of doing business ethically.

Nigeria's [Corporate Governance Rating System](#) (CGRS) lists directors that have passed the CGRS Fiduciary Awareness Certification Test on an “honour roll” on its website. This is something directors and companies can use to demonstrate their high ethical standards. It also adds to the pressure on those missing from the list.

2.3 Positive peer pressure

It's natural to want to keep up with competitors – or stay ahead if you're ahead. Providing companies with a way to benchmark and compare their compliance progress against other members can help to trigger action.

Many practitioners note that positive peer pressure can also be an incentive. Once companies see their peers obtaining results and talking about them publicly, it's easier to get them involved.

The [Maritime Anti-Corruption Network](#) (MACN) offers each corporate member a self-evaluation form and dashboard that highlights how the company is doing in relation to its peers. This has been a powerful motivation for many companies to progress the implementation of their compliance programmes.

"The MACN's [Global Port Integrity Index](#) will support efforts to increase transparency and ease of doing business in the port and maritime sector in Nigeria. The Index will help shippers choose one port over the other for efficiency and effectiveness in Nigeria, and ultimately one country over another within the West Africa region." – Soji Apampa, Executive Director and Co-Founder of the Convention on Business Integrity.

2.4 A clear, business-relevant focus

Focusing on business-relevant issues and tangible results will help engage private-sector stakeholders. Communicating clearly about what your initiative will and won't do can help to manage expectations.

The [Alliance for Integrity](#)'s "[Integrity Journey](#)" in Argentina, Brazil and India is designed to demonstrate the link between integrity/compliance and business objectives. See these videos from [Argentina](#) and [Brazil](#).

"The Ethics Institute develops Collective Action initiatives with a clear purpose and understanding of benefits for participants." – Deon Rossouw, Chief Executive Director, [The Ethics Institute](#)

2.5 Referencing external indices

Connecting your initiative's goals with external assessments may help attract the attention of government actors as well as the local media.

Relevant areas might be a country's position on indices such as Transparency International's [Corruption Perceptions Index](#), the Basel Institute's [Basel AML Index](#) or the [World Economic Forum's Global Competitiveness Report](#).

2.6 Windows of opportunity

Sometimes, changes in laws and the economy can open a window of opportunity to get an initiative off the ground.

In Argentina, a [2017 law on corporate criminal liability](#) encourages companies to develop robust compliance programmes in order to mitigate the risk of financial and legal liabilities or fines. This opens a window of opportunity for Collective Action such as the [Virtuous Alliance initiative](#) of Poder Ciudadano.

2.7 Practical tools

If your initiative aims to set or improve standards, it is helpful to give members tools to help them achieve this.

The [Alliance for Integrity](#) offers a range of practical tools to help engage members. These include [#TheIntegrityApp](#) and a "[No excuses](#)" pocket guide for businesses faced with corrupt demands.

The Global Compact Network Brazil initiative on [integrity in the construction and engineering sector](#) found it helpful to offer practical learning tools to members in [English](#) and [Portuguese](#).

Reflecting on your experience

Of course, these are just examples of what other practitioners have found effective. It very much depends on the context of your initiative and what you're trying to achieve. Here are a few general things to think about:

- What are the key issues for stakeholders?
 - What keywords will attract attention – or turn people off?
 - How are you communicating what your initiative will and won't do?
 - What are the main incentives for different stakeholders?
 - What practical tools can you offer?
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If you want to talk over any of this, we're happy to act as a sounding board. It's our role under the Siemens Integrity Initiative to act as a free source of guidance and support to Collective Action initiatives. Contact Vanessa Hans (vanessa.hans@baselgovernance.org).

3 Building

“When it comes to Collective Action there is no one size fits all model, as we can see from the large variety of different initiatives that are active all around the world. And we often hear from other initiatives that when it comes to setting up a Collective Action it's all about context.

But just because initiatives are operating and tailoring their work to reflect their specific contexts doesn't mean they can't also benefit from learning about the experience and approaches of others.

Many Collective Actions face similar hurdles, especially during the initiation phase. Whether it is managing expectations of participants or working with a variety of stakeholders such as SMEs and multinationals can all be very challenging.

So if you are grappling with some of these issues, the good news is you are not alone, and we hope you can take inspiration from the experiences of other initiatives - find out more below.”

- Scarlet Wannewetsch, Project Associate Collective Action, Basel Institute on Governance



3.1 Understanding the context

A solid understanding of the local context will help you shape your initiative. Partners should be able to help.

The design of Nigeria's [Corporate Governance Rating System](#) draws on the leadership's deep insights into the local context, such as companies' desire to gain finance on international markets. Acknowledging Nigeria's reputation for corruption, the initiative leadership arranged for independent international observers with a strong ethical reputation to participate. This helped to demonstrate transparency and gain the trust of outsiders.

“The context is particularly important when replicating projects in different countries or setting up one project which spans an entire continent or region.” – Deon Rossouw, Chief Executive Director, [The Ethics Institute](#)

3.2 Integrating global standards in local contexts

Some initiatives find international best practices a useful resource to help meet local needs. Doing this requires a deep understanding of both those standards and the local context.

The [Ukrainian Network of Integrity and Compliance](#) has put in place principles drawing on integrity standards and guidance from Transparency International, the OECD, World Bank, World Economic Forum's Partnering Against Corruption Initiative and International Chamber of Commerce. Its certification scheme is adapted from the ISO 37001:2016 Standard "Anti-bribery management systems", tailored to the Ukrainian business context.

Other certification initiatives have used other combinations of standards as their baseline. Find out more on our dedicated [certification resource pages](#) on the B20 Collective Action Hub.

3.3 Working with partners

Working with the right local partners will help you gain a deeper understanding of the political, social and cultural context. Your partners should have the influence and convening power to connect with the right people and drive the initiative forward.

The Maritime Anti-Corruption Network has partnered with the Nigerian Convention on Business Integrity (CBI) for the [MACN Nigeria – Business Action Against Corruption](#) project. This is aimed at mitigating corruption risks when a vessel arrives in Nigerian ports. The CBI's on-the-ground knowledge has helped MACN's membership and Secretariat to position the project appropriately and connect with the right local partners and stakeholders. MACN always seeks to work together with reliable local partners and invests time and effort to find suitable collaborators to ensure sustainability and successful outcomes to their Collective Action initiatives.

3.4 Building shared values and trust

Partners generally need to be credible, trustworthy and committed to the same ultimate goal.

An open negotiation and a written agreement outlining roles, responsibilities and expectations can help prevent partnership problems later on.

"You need to secure a commitment to achieve objectives and establish trusting relationships." – Deon Rossouw, Chief Executive Director, [The Ethics Institute](#)

3.5 Structuring for the long term

Many long-running initiatives emphasise the importance of taking time to prepare. Other advice includes being realistic about resources (funding, time) and what you can expect from other stakeholders.

The founders of the [Ukrainian Network of Integrity and Compliance](#) spent an entire year preparing for the initiative launch. They solicited feedback from leading organisations and active Collective Action initiatives in the region and internationally, including the Basel Institute's Collective Action team.

The [EU Integrity Pacts project led by Transparency International](#) included a specific preparatory phase. Tasks included conducting country surveys, adapting the concept to local needs and establishing country-specific baselines and goals.

3.6 Anticipating tricky situations

Anticipating dilemmas and issues before they happen will help you resolve them early on and with minimal disruption – or avoid them in the first place.

Typical issues include what happens when a member doesn't reach the expected standards or "lets down" the initiative through bad behaviour.

In this case, for example, the [Ukrainian Network of Integrity and Compliance](#) put in place a wide range of tools to support such companies in their progress. In the worst-case scenario, the network has the right to exclude companies that do not comply with their voluntary commitments or progress in their action plans.

Other tricky situations to anticipate are what happens if a funding stream or partner disappear.

Reflecting on your experience

Of course, these are just examples of what other practitioners have found effective. It very much depends on the context of your initiative and what you're trying to achieve. Here are a few general things to think about:

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- What political and economic factors affect incentives in your context?
 - How might international standards be applied the local context?
 - How do you establish trust, responsibilities and expectations with your partners?
 - What do you need to plan and prepare?
 - Which tricky situations might arise and how will you resolve them?
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4 Sustaining

“All leaders of Collective Action initiatives have to think about long-term sustainability. This includes those that are seed-funded, as seed-funding is intended to initiate but not to sustain Collective Action.

Instead, it is good practice that members share the cost of their Collective Action and think of it as a long-term commitment. Financial contributions are not only a funding matter but also a sign of commitment. This commitment in turn heavily influences the effectiveness and sustainability of an initiative.



Other ingredients which are common to initiatives that have stood the test of time are robust governance and a clear focus on tangible results and incentives for different stakeholders – plus visionary leadership and creativity.

Funding of Collective Action is one of the important topics that were discussed during the 2020 Collective Action workshop series, and we are pleased to share the experiences of some of the practitioners who were part of this series with you.”

– Gretta Fenner, Managing Director, Basel Institute on Governance

4.1 Moving from scandals to sustainability

Some initiatives are triggered by a scandal – but that's unlikely to sustain it beyond the first couple of years.

The [Association de la Construction du Québec](#) (ACQ) initially launched its Integrity Program following a critical report of construction industry practices from the [Charbonneau Commission](#). Since then, the ACQ has shifted the focus from negative (avoiding scandals) to more positive (demonstrating ethical values).

In 2017, the UN Global Compact Network Brazil launched an anti-corruption initiative for the [construction and engineering sector](#) following the Lava Jato scandal. The positive results in turn

inspired a second initiative on [urban cleaning, solid waste and effluent](#) – an example of replicating success.

4.2 Finding common ground

Although large companies (often customers) and smaller companies (often suppliers) have different incentives for engaging in Collective Action, there may be common denominators. Focusing on those can bring the sides together.

The Turkish Ethics and Reputation Society, [TEİD](#), works with SMEs as well as larger companies. Although it has to adapt its language and content, both types of company have common interests – such as attracting foreign customers and investors who demand a robust compliance programme.

4.3 Mutual support between companies

Larger firms who are further along their anti-corruption journey can often play a valuable role in mentoring smaller firms.

Initiatives that have encouraged this practice find that it also helps larger firms better understand the needs and challenges of their smaller suppliers.

The [Alliance for Integrity](#) offers “Train-the-Trainer” courses that are designed to help compliance officers from larger companies support SMEs along their integrity journey.

4.4 Laws and regulations

Laws and regulations on ethics and compliance – and their proper enforcement – are the biggest stick for most companies. They can therefore help support an initiative’s long-term sustainability.

In Nigeria, the Securities and Exchange Commission made it compulsory for all companies listing on the premium board to get a [Corporate Governance Rating System](#) (CGRS) score. The Stock Exchange then made it compulsory for all others. This helped greatly to boost demand for the rating.

4.5 Demand from customers

Customers may put pressure on suppliers to demonstrate they have an effective compliance programme in place. Elements may include participating in a Collective Action initiative or gaining local certification.

Practitioners warn that efforts to encourage large multinational companies, government agencies or financial institutions to buy into a Collective Action initiative or certification programme requires time and perseverance.

The [Banknote Ethics Initiative](#) (BnEI) has managed to attract 40 central banks – the banknote industry’s main customers – to support its objectives. Several require potential suppliers to undergo BnEI certification as a prequalification for bidding on banknote-related tenders.

[Clear Wave](#), a consumer goods and services labeling initiative, aims to increase demand from customers. If customers prefer to buy from Clear Wave companies rather than the competition, this is a clear incentive to stay engaged in the initiative.

4.6 Business incentives

Widening access to business opportunities such as public tenders or investment can be a positive incentive for companies.

The [Virtuous Alliance](#) initiative of Argentina’s Poder Ciudadano aims to support SMEs to access public procurement opportunities by helping them to develop robust compliance programmes.

In Nigeria, a [CGRS](#) score proved helpful to local companies wishing to list on the London Stock Exchange or raise money on international markets.

4.7 Achieving financial sustainability

Initiatives with initial seed funding need to plan early for sustainability after the funding ends. This might affect the structure of the initiative, although it can also evolve.

Nigeria’s [Corporate Governance Rating System](#) (CGRS) is working towards financial sustainability by offering extra services for a small fee. These include personal training or exam invigilation on the company premises. The CGRS also requires that training and self-assessments are undertaken first in the process before collecting primary data for stakeholder assessments. This means the initiative does not waste money on primary data for assessing companies that are unlikely to make it through the process.

The [first Global Compact Network Brazil initiative](#) was launched with seed funding. When this inspired a [second initiative](#), the leadership already decided to include cost-sharing between members to help ensure long-term sustainability.

4.8 Generating creative ideas

Some initiatives find working groups useful for generating ideas and driving progress, as well as overcoming the “silo” issue. These could be organised around different sectors, different regions or different topics.

An Anti-Corruption Working Group of 90+ organisations leads the [Global Compact Network Brazil's](#) Collective Action initiatives. For guidance in specific areas, it activates and consults the smaller Anti-Corruption Collective Action Advisory Committee.

An expert group of the [Ukrainian Network of Integrity and Compliance](#) is responsible for addressing various compliance issues. There is a specific expert group for the pharmaceutical industry, plus a PR group dedicated to equipping compliance officers with communications tools.

4.9 Strong but flexible systems

Systems need to take into account the different needs and resources of members. For example, SMEs may find it difficult to go through the same qualification processes as MNEs.

The [Association de la Construction du Québec](#) (ACQ) offers different membership categories for its Integrity Program depending on a company's size and resources.

The [Banknote Ethics Initiative](#) (BnEI) offers smaller companies unable to go through its rigorous audit process the chance to publicly state their support for the BNEI's goals.

The Turkish Ethics and Reputation Society, [TEiD](#), initially allows SMEs to complete a simple checklist rather than using the full self-assessment tool.

Reflecting on your experience

Of course, these are just examples of what other practitioners have found effective. It very much depends on the context of your initiative and what you're trying to achieve. Here are a few general things to think about:

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- What triggered your initiative and what will sustain it in the long term?
 - What is the "common denominator" that unites members?
 - What are the main carrots and sticks?
 - How are you communicating these to stakeholders?
 - What are the options for achieving long-term financial sustainability?
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5 Measuring

“Many Collective Action initiatives are faced with the task of developing effective techniques to measure the impact of their work in preventing or reducing corruption.

We know corruption is a complex phenomenon and Collective Action efforts to address it may need to be seen in a wider context, including other reforms or enforcement efforts. But, we would still like to know if our initiatives are effective and whether they bring about change.

So how do we communicate the impact? And where are we looking to achieve that impact? Is it amongst the stakeholders themselves or in the wider environment?



Here are some ideas that arose during the Collective Action workshop series in July 2020.”

- Gemma Aiolfi, Head of Compliance and Collective Action, Basel Institute on Governance

5.1 Gathering hard data to drive tangible action

Numbers and facts form a strong basis for setting a baseline and KPIs, as well as demonstrating results. They can also trigger attention and action by stakeholders.

No data is perfect – practitioners advise simply being transparent about the limitations.

Launched in 2011/2012, the anonymous incident reporting database of the [Maritime Anti-Corruption Network](#) now contains some 40,000 reports of corrupt demands. MACN used this incident data right from the start to give stakeholders an indication of “what may be happening”.

“MACN’s support and the incident data have been key drivers that resulted in a new regulatory framework in Argentina that reduces discretion in the inspection of holds and tanks on board vessels. In 2018, [corruption incidents in Argentina](#) decreased by more than 90 percent according to MACN data submitted through our anonymous incident reporting mechanism.”

- Cecilia Müller Torbrand, MACN Executive Director

5.2 Picking useful metrics

Gathering metrics on membership growth and market share can help gauge the success of an initiative. It can also help identify when the “tipping point” is reached, i.e. when the initiative is mature enough to drive long-lasting change.

Whatever the metrics, practitioners recommend being as transparent as possible with stakeholders and reporting on these regularly.

The [Banknote Ethics Initiative](#) (BnEI) has a system for measuring impact related to membership and customer support. Such a black-and-white system is possible thanks to the BnEI's clear and rigid accreditation process but may not be practical for initiatives structured differently.

5.3 Stories vs. statistics

Capturing real stories and testimonials is a vivid way to demonstrate the impact of a Collective Action programme, particularly as a complement to quantitative results.

The [Maritime Anti-Corruption Network](#) shares stories from captains and other frontline staff on their experiences with facing corrupt demands and how the situation is changing. As experienced by one captain: *"I have crossed Suez Canal twice since MACN's Say No campaign was introduced, and it's much easier to resist now as more companies are participating in the anti-corruption campaign."*

As part of Transparency International's [EU Integrity Pacts project](#), donors and stakeholders are actively encouraged to give feedback. In Poland, for example, the contractor involved in the Integrity Pact said: *"In working with the Stefan Batory Foundation [the independent civic monitor], we have implemented a whistle-blower policy for the first time. Our partnership has helped us to bring our processes in line with our values by strengthening our corporate governance."* Such testimonials not only strengthen some of the core assumptions of the project, but corroborate the credibility and efficacy of the Integrity Pacts model.

5.4 Being transparent about challenges

Common challenges include providing hard evidence for an initiative's effectiveness or realising that an initiative has had unintended or negative consequences. Transparency is the best approach here.

In the [EU Integrity Pacts project](#), several country projects have not identified any irregularity. It is difficult to claim that IPs were responsible for the lack of them, or to claim that this means the procurement system in question is clean. Nevertheless, there is still a positive story to be told about how Integrity Pacts can boost coordination and accountability among all stakeholders.

5.5 Setting a baseline

Establishing the status quo is important for setting realistic goals and demonstrating results. But it's challenging to do this without an existing body of data, particularly if there is limited time for the preparatory phase.

Practitioners advise to use what you have – don't worry if it's not perfect – and plan periodic revisions to your baseline and KPIs as your data improves.

Some compliance-focused initiatives use self-assessment checklists for members to set their own baseline, identify their weaknesses and measure their progress. Examples are [TEiD](#) and the [Ukrainian Network of Integrity and Compliance](#). Several [certification initiatives](#) also make use of self-assessments in their initial stages.

5.6 Flexible monitoring and evaluation

Monitoring and evaluation (M&E) systems should be comprehensive, flexible and realistic. In some initiatives, members develop the goals and KPIs organically, while in others donors request these to be set in advance.

Common tips include: defining clear roles and responsibilities; substantiating claims with evidence, and proactively seeking external feedback from donors and stakeholders.

The leaders of Colombian initiative [Hacia la Integridad](#) sought external advice from a consultant to make sure their M&E system was rock-solid.

Metrics in the [EU Integrity Pacts](#) project cover the number and type of irregularities and the corresponding responses from government; recommendations to improve procurement mechanisms; and indicators of policy, institutional and behavioural changes. The KPIs were developed and adopted on the project level. In a further attempt to cater to different contexts, each monitor has set tailored non-KPIs to help capture behavioural changes and perceptions in their specific context.

5.7 Linking cause and effect

The success of an initiative often depends on external factors such as changes in legislation or the political and economic landscape. This makes it tricky to link cause (the work of the initiative) and effect (positive impact and change).

Transparency International's impact assessment system for its [EU Integrity Pacts](#) project combines yearly change mappings with continuous monitoring. Monitors include relevant external changes such as new procurement laws, which solve an issue they have flagged but to which they haven't contributed. This approach helps the project leaders to demonstrate transparently which activities have led to which effects.

5.8 Impact vs. change

Some practitioners advise considering the difference between the quantifiable impacts of an initiative – usually measured with KPIs – and real, long-term change in the operating environment.

Experienced practitioners such as Professor Esteban Arribas Reyes argue that the second may be harder to measure, especially in the short term, and more unpredictable in terms of timing and consequences. Demonstrating that an initiative has led to long-term change may, however, be more powerful in convincing governments, civil society and businesses of the value of the Collective Action.

An Integrity Pact was deployed in 2018-2019 for a [school construction project in the Spanish region of Valencia](#). The administrators gathered indicators to define the key considerations to select the location. The impact was not only on the building of the school but the fact that the administrators put into practice a more transparent way of making such decisions. A positive impact for sure, but be cautious – this new process applied only to this particular project and does not imply long-term systemic change. See also [information \(in Spanish\) by the Valencian authorities](#).

5.9 Changing behaviour through education

Behavioural change takes a long time and is often driven by education. Working with local academic institutions to update curricula to include relevant aspects of ethics and compliance could be a way forward here.

The [UNODC Global Integrity Education project](#) aims to “*foster ethical decision-making in the private sector by equipping young graduates with ethical mindsets and skills at the start of their careers.*”

The [UNODC Integrity and Ethics Programme](#) and the UN Global Compact's [Principles for Responsible Management Education \(PRME\)](#) have a range of educational resources that might be useful.

5.10 Peer learning between members

Building a constructive atmosphere of trust between members can lead to valuable peer learning experiences.

The [UNODC Global Integrity Education project](#) has a strong emphasis not only on M&E but on continuous learning through frequent interviews and reflection sessions with the private sector.

One positive impact of the [Banknote Ethics Initiative](#) has been the fact that, for the first time, compliance officers have a forum to meet in an atmosphere of trust and raise issues of market misbehaviour with one other. The Basel Institute has seen such positive peer exchanges in other initiatives.

The Turkish Ethics and Reputation Society, [TEİD](#), organises small-group meetings, including sectoral or regional meetings, where TEİD corporate member representatives can share their experiences, challenges and solutions/achievements and learn from others.

Reflecting on your experience

Of course, these are just examples of what other practitioners have found effective. It very much depends on the context of your initiative and what you're trying to achieve. Here are a few general things to think about:

- What data will you collect and how?
- Who could give reliable and honest testimonials?
- What challenges do you face in measuring impact?
- How can you support others?
- How can members of your Collective Action support each other? Mentoring? Reflection sessions?
- What can you learn from other Collective Action practitioners and initiatives?

If you want to talk over any of this, we're happy to act as a sounding board. It's our role under the Siemens Integrity Initiative to act as a free source of guidance and support to Collective Action initiatives. Contact Vanessa Hans (vanessa.hans@baselgovernance.org).

6 Acknowledgements and participating initiatives

Many thanks to the Siemens Integrity Initiative for funding these valuable peer-learning events. Thank you also to all who participated in the workshop series and related discussions. We have only included direct quotes and examples where we have permission to do so or the information is publicly available.

[African Certification of Corporate Governance \(ACCG\)](#) – Emilie Griffiths, Project Manager at Eurocham CI (European Chamber of Commerce in Côte d'Ivoire) and Team Member on the ACCG project. See the [ACCG website](#) and find it on [Facebook](#) and [LinkedIn](#).

[Alliance for Integrity](#) – Carolina Echevarria, Regional Manager Latin America & Coordinator Trainings, Alliance for Integrity. See the [Alliance for Integrity website](#) and find it on [LinkedIn](#), [Twitter](#), [YouTube](#) and [Facebook](#).

Association de la construction du Québec (ACQ): [Collective Action for Integrity in Quebec's Construction Industry](#) – Francine Brosseau, Integrity Program Coordinator, ACQ. See the [ACQ website](#) and [Integrity Program page](#). Find [ACQ on LinkedIn](#), [Twitter](#) and [Facebook](#).

[Banknote Ethics Initiative \(BnEI\)](#) – Antti Heinonen, Chairman, BnEI. See the [BnEI website](#).

Beijing New Century Academy on Transnational Corporations (NACT): [Strengthen compliance capacity building of all market participants in China](#) – Liu Yuyang, Deputy Director, Compliance Dept, NACT. See the [NACT website](#) and the [project website](#).

[Clear Wave \(Baltoji banga\)](#) – Ieva Lapeikienė, Head, Clear Wave initiative, Investors' Forum. See the [Baltoji banga website](#) and find it on [Facebook](#) and [LinkedIn](#).

[Corporate Governance Rating System \(CGRS\)](#) – Soji Apampa, Co-Founder & CEO, Convention on Business Integrity (CBI). See the [CGRS website](#) and the [CBI website](#). Find the [CBI on Twitter](#).

Esteban Arribas Reyes, Associate Professor in Public Policy and Politics, University of Alcalá, Spain / Freelance consultant who has led four recent [Integrity Pacts](#) in Spain. Find [Esteban Arribas on LinkedIn](#).

Global Compact Network Brazil: [Construction and engineering anti-corruption Collective Action](#) and [Urban cleaning, solid waste and effluent anti-corruption Collective Action](#) – Ana Aranha, Anticorruption Technical Advisor, Global Compact Network Brazil. See the [Global Compact Network Brazil website](#) and find it on [LinkedIn](#), [Twitter](#), [Facebook](#), [Instagram](#) and [YouTube](#).

Hacia la Integridad / [On the level: Business and government against corruption in Colombia](#) – Fabian Orlando Espejo Fandino, Anticorruption Coordinator, UNODC Colombia; Daniel Serrano-Zuniga, Anticorruption and Transparency Leader, UNODC Colombia. See the [Hacia la Integridad website](#) and [On the level project page](#). Find [Hacia la Integridad on Twitter](#).

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[TEİD Ethics and Reputation Society](#) – Neslihan Yakal, Secretary General, TEİD; Bahar Karacar, Projects and Trainings Coordinator, TEİD. Initiatives include the [Turkish Integrity Center of Excellence \(TICE\)](#). See the [TEİD website](#) and [TICE website](#). Find it on [Twitter](#), [LinkedIn](#), [YouTube](#), [Facebook](#) and [Instagram](#).

[Thai Collective Action Coalition Against Corruption](#) and Indonesian Collective Action Coalition Against Corruption – Gibson Haynes, Program Officer, Asia, Center for International Private Enterprise (CIPE); Ekaterina (Katya) Lysova, Program Officer, Eurasia, CIPE. See [Thai CAC website](#), [CIPE web page on Asia & the Pacific](#) and [CIPE Asia Pacific on Twitter](#).

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[UNODC Global Integrity Education Project](#) – Alex Petkov, Project Associate, Corruption and Economic Crime Branch, UNODC; Laura Bertipaglia, Junior Anti-Corruption Specialist in Private

Sector, UNODC Mexico. See [UNODC web page on anti-corruption](#) and [UNODC Mexico web page](#). Find the [UNODC on Twitter](#) and [UNODC Mexico on Twitter](#).

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