



Facilitating learning between Integrity Partners

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for business integrity. Stories, evidence
and inspiration from the Basel Institute on
Governance.***

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Facilitating learning between Integrity Partners

Since the launch of the Siemens Integrity Initiative, a unique community of Integrity Partners, leading organisations in more than 40 countries driving anti-corruption Collective Action, has taken shape. The Integrity Partners, selected by Siemens for their expertise and commitment, have been at the forefront of developing, implementing, scaling and facilitating anti-corruption Collective Action initiatives.

The Basel Institute on Governance has stood at the heart of this dynamic group of organisations. As an Integrity Partner itself, the Basel Institute has played a key role in convening and supporting the group, providing technical expertise, and acting as catalyst for peer-learning and the development and exchange of best practices. Its role has been particularly evident in the various Integrity Partner Workshops.

Led by the Basel Institute, these workshops have been designed to foster knowledge sharing and peer collaboration among the Integrity Partner community of anti-corruption facilitators, educators and practitioners. Their goal has been to share learning and develop best practice on how to create and scale up Collective Action initiatives in diverse regional and industry contexts. Over the years, these workshops have played a crucial role in bridging the gap between theory and practice, enabling organisations to translate Collective Action principles into concrete results.

Beyond their educational value, the workshops have become a catalyst for long-term collaboration between the Integrity Partners. This is evidenced by the many joint events that have been organised over the years, facilitating collaboration among companies, governments

and civil society organisations interested in developing their own Collective Action initiatives.

For example, the Southern Africa Anti-Corruption Collective Action Forum of 2023 was co-organised by the Basel Institute and The Ethics Institute. The Basel Institute has also organised many regional events together with the OECD, including the 2023 Asia-Pacific Forum on Collective Action in the Philippines and a regional Collective Action workshop in Thailand in 2024.

“The Basel Institute has been a precious partner in advancing integrity across the project partner countries. Through our collaborative efforts in Collective Action, we have witnessed firsthand how this approach serves as a powerful catalyst for driving meaningful and lasting change.”

Hendrik Bosshammer, Economist/Project Manager, OECD

Collaboration among Integrity Partners has also extended beyond events. In the area of communications, for instance, the Maritime Anti-Corruption Network (MACN) and the Basel Institute have regularly supported one another, jointly promoting key messages and initiatives across platforms. An example of this is the interview with Martin Benderson, Chief Partnership Officer at MACN, conducted by the Basel Institute and available on the B20 Collective Action Hub. The interview highlights how Collective Action in the maritime anti-corruption milieu has played a key role in increasing business integrity and saving millions annually within the industry.

These examples reflect the broader impact of the Integrity Partner Workshops: more than just one-off events, they have helped build strong relationships, trust and shared purpose. They have proven essential in strengthening collaboration among organisations whose missions include normalising the Collective Action approach. In doing so, the workshops have acted as a multiplier for Collective Action efforts worldwide.

Integrity Partner Workshops and peer-learning (2017–2023)

2017 and 2018: evolution and approaches of Collective Action

The first Siemens Integrity Partner Peer Learning Workshop took place in Aswan, Egypt, in February 2017, followed by a second workshop in Basel, Switzerland, in April 2018. These sessions brought together Integrity Partners and other anti-corruption practitioners to discuss the evolution of Collective Action and the lessons learned from different approaches. The workshops highlighted the diversity of Collective Action initiatives.

A key takeaway from these discussions was the importance of context: initiatives must be tailored to their political, economic and industry-specific environments to ensure effectiveness. Participants also emphasised the need for sustained engagement, noting that trust building and long-term collaboration are essential for the success of Collective Action initiatives.

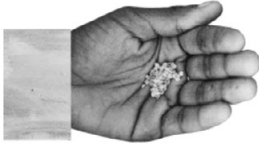
2020 virtual workshop series

In July 2020, as global travel restrictions limited in-person gatherings, the Basel Institute adapted the peer-learning model and hosted a four-part virtual workshop series on Collective Action. Despite the online format, the series successfully engaged 37 participants from 22 initiatives across four continents, underscoring the continued demand for knowledge-sharing opportunities.

These workshops focused on engaging stakeholders, building sustainable initiatives, ensuring long-term impact and measuring effectiveness. The discussions reinforced the idea that Collective Action is not a static concept but an evolving practice that requires continuous learning and adaptation.

COLLECTIVE ACTION IN PRACTICE

The outcome summary of the 2020 workshops is available on our B20 hub. Four main points were discussed:



Engaging

Engaging stakeholders in new or expanding Collective Action initiatives



Building

Developing a strong and successful initiative that achieves its goals



Sustaining

Ensuring an initiative is set up to survive and thrive



Measuring

Evaluating the impact and effectiveness of Collective Action

2023: good practices for Collective Action facilitators

The 2023 Integrity Partner Workshop was once again organised in Basel, Switzerland. Over the course of a day and a half, more than 30 Integrity Partner representatives from leading anti-corruption organisations came together to discuss key challenges and solutions in implementing Collective Action initiatives. The discussions reflected a growing need to develop practical tools to assess the effectiveness of anti-corruption approaches. The Institute summarised the outcomes from the workshop discussions, available on our B20 hub.



Participants at the Peer Learning Workshop, 28–29 June 2023, Basel, Switzerland.

The Basel Institute will continue to foster these dialogues which contribute to the wider community of practice relating to Collective Action with the next workshop set to take place in June 2025. This

will ensure that the Integrity Partner network continues to engage in meaningful discussions on advancing business integrity.

As these workshops among the Siemens Integrity Partners have evolved, several key areas have emerged:

1. Advancing peer learning and knowledge exchange

The workshops provide a structured space for Integrity Partners to engage in candid discussions, fostering a culture of trust and shared learning. The exchange of lessons learned, common challenges and innovative solutions has been instrumental in strengthening Collective Action initiatives.

2. Strengthening the role of Collective Action in anti-corruption efforts

Participants repeatedly highlighted the importance of Collective Action as a practical tool for addressing corruption challenges. The workshops reinforced the effectiveness of collaborative approaches by offering real-world examples of successful anti-corruption initiatives.

3. Sustaining long-term engagement

Building trust and fostering collaboration takes time. Participants noted that the success of Collective Action initiatives depends on long-term commitment, continuous dialogue and periodic peer-learning opportunities.

4. The need for impact measurement

The workshops revealed a growing demand for better impact measurement tools. While many initiatives track progress through qualitative assessments, there is an increasing need to develop robust indicators to assess how Collective Action efforts contribute to corruption prevention and fair market conditions.

The Integrity Partner community has been critical to advancing anti-corruption Collective Action as a key approach for improving business integrity. There remains potential to deepen and formalise the peer-learning framework, and tackle new areas of work together, including through a growing community of practice. 🧩