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- Annex – International Center for Collective Action (ICCA)  
Collective Action Conference 2018: Evolution to Revolution

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### Collective Action Conference 2018: Evolution to Revolution

**Over 200 business leaders and representatives from government, civil society, international organisations and academia came together in November 2018 for the Basel Institute's 3rd International Collective Action Conference: Evolution to Revolution.**

**The diverse panels and presentations confirmed that companies worldwide are increasingly engaging in Collective Action to tackle shared corruption challenges and raise standards of integrity through creative, multi-stakeholder efforts. The conference demonstrated the growing evidence base of Collective Action's effectiveness in driving tangible and lasting change in the global fight against corruption. It also highlighted various ways Collective Action can evolve as a global norm and reach its full potential.**

This positive revolution in Basel, Switzerland, on 14–15 November 2018, came alive and was evident in plenty of lively discussion during the panel sessions and on the margins of the Basel Institute's 3rd International Collective Action Conference.

More than 200 participants from 40 countries across five continents came to share their wide-ranging experience in using Collective Action to tackle corruption and prevent bribery. Despite the diverse participant mix, there was strong agreement around several key themes.

First, there was strong consensus around the compelling business case for Collective Action against corruption. Of the 95 business representatives present, several speakers supported the idea that Collective Action can help companies "go above and beyond" regulations to raise standards of integrity across a sector. For the CEO of one multinational company, the value of doing business with integrity – and so maintaining the trust of customers, employees and governments – far surpasses any short-term gains from participating in problematic tenders.

Stakeholders from outside the private sector also displayed growing openness towards working with businesses in the context of various forms of Collective Action initiative.

The audience heard spirited discussions on topics ranging from how to facilitate collaboration between law enforcement agencies in different countries to how new insights from behavioural ethics might be implemented in corporate anti-corruption systems. Speakers from international organisations and NGOs emphasised how they are working to understand the specific needs of SMEs and support these through Collective Action initiatives around training and outreach.

Several sessions cast light on how Collective Action is helping to solve corruption and bribery issues in challenging regional contexts. Presentations on Collective Action initiatives from India, China, Nigeria, Ghana and other countries revealed promising developments in this area, from the drafting of industry standards and guidelines to creative pilot projects around collaborative social accountability and e-government. These on-the-ground examples were given deeper resonance with a panel discussion on how fighting corruption is fundamental to mitigating risks around human rights and achieving the Sustainable Development Goals.

Several sessions addressed how Collective Action can be used to address both demand and supply-side bribery. One panel reported on the expansion of the High Level Reporting Mechanism (HLRM) as a tool for procurement

authorities to demonstrate political will to set a high standard of integrity for all bidders in important high-risk public tenders. The success of the HLRM concept in Colombia and Argentina was discussed, as well as its adaptation in Ukraine. Another session explored the benefits and challenges of using Integrity Pacts in Spain and other European Union countries to raise integrity standards in public procurement and new social science research on factors contributing to “islands of integrity” in public governance to the benefit of all.

Technology’s role in supporting anti-corruption Collective Action and related initiatives was also very much on the agenda. A joint presentation by Microsoft and the World Bank illuminated how artificial intelligence and big data could help predict potential corruption issues in public procurement. As well as a breakout session focused on the potential of emerging technologies such as blockchain, there was a live demonstration of the new Basel Open Intelligence tool for streamlining open-source searches in corruption-related due diligence.

With anti-corruption Collective Action still a movement in evolution, participants were eager to exchange experiences and explore strategies for creating sustainable and successful initiatives. A session on lessons learned

from Integrity Partner workshops, featuring examples of Collective Action initiatives developed with support from the Siemens Integrity Initiative in Brazil, South Korea, Mauritius and Egypt, emphasised the importance of clearly mapping the issues, stakeholders and risks in any new project.

During the Conference, short interviews were filmed with leading voices in the field of anti-corruption Collective Action. Their insights were collated into five short YouTube videos on different aspects of Collective Action. The videos are embedded on the B20 Collective Action Hub with subtitles and transcripts in English, German, Spanish and French.

See [www.collective-action.com/conference2018/videos](http://www.collective-action.com/conference2018/videos).

The conference was funded by the Siemens Integrity Initiative with support from KPMG and Hughes, Hubbard & Reed. Full information, photos, videos and a summary of the proceedings are available on the B20 Collective Action Hub, [www.collective-action.com](http://www.collective-action.com).

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*“Collective Action increases the effectiveness of compliance and helps businesses to flourish. Healthy businesses are good for this world. Fighting corruption will improve economic growth and prosperity.”*

Gretta Fenner, Managing Director,  
Basel Institute on Governance

*“A success strategy for any new Collective Action initiative is to prepare the groundwork thoroughly. That means closely analysing and mapping the issues, stakeholders and risks in that particular context.”*

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



Panel discussion on Compliance and Collective Action in emerging markets, featuring (left to right) Stephen Zimmermann, Senior Adviser to the Governance Global Practice Group, World Bank, Guan Fu, General Manager, Legal & Compliance, China Communications Construction Company International; Liu Yuyang, Beijing New-Century Academy on Transnational Corporations, China; and Soji Apampa, CEO, Convention on Business Integrity.



Gemma Aiolfi, Head of Compliance, Corporate Governance and Collective Action at the Basel Institute on Governance, opens a panel discussion on success factors in Collective Action initiatives.

*“The beauty of this conference is that it brings together public sector, private sector and civil society to talk about how we can all come together through a Collective Agenda to find new and innovative ways to tackle corruption.”*

Stephen Zimmermann, Senior Adviser to the Governance Global Practice Group, World Bank Group

*“Collective Action seems to have come of age. It's not a fad. It's not a nice-to-have. It's putting the private sector bang in the middle of anti-corruption work.”*

Soji Apampa, CEO, Convention on Business Integrity

*“In order to have a level playing field, you need to have all the relevant actors playing by the same rules. And that's where Collective Action can come in.”*

Lisa Miller, Head, Integrity Compliance Office, World Bank Group