

# How to operationalise Collective Action successfully

Scarlet Wannewetsch | October 2017

# International Centre for Collective Action

- Facilitation and development of global or transaction-specific Collective Action initiatives (examples):
  - Energy and Transport Sector Integrity Working Group
  - Industrial Technology Initiative
  - Defence Industry initiative
- Research, collection and dissemination of information
- Advice and peer learning
- Host of the B20 Collective Action Hub

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

# Is there a definition of Collective Action?

- **Collective Action is a coordinated, sustained process whereby businesses and their partners jointly tackle the problems of corruption that affect them all.**
  
- **Initiatives vary in their geographical scope, stakeholder composition and operating mechanism**
  
- **Collective Action initiatives may involve:**
  - **Declarations and joint activities**
  - **Standard-setting initiatives (manifesting joint activities)**
  - **Transparency pacts or integrity pacts**
  - **With or without monitoring mechanism or arbitrator**

# Why Collective Action?

Corruption is a multifaceted problem that requires a multidisciplinary solution.

The need for multidisciplinary frameworks for combating corruption is also reflected in prevailing international standards, such as the [United Nations Convention against Corruption \(UNCAC\)](#), the [OECD Anti-Bribery Convention](#).

These instruments address the problem from every angle – [prevention](#) in the public and private sectors, [detection](#) and [law enforcement](#).

# The Business Case for Collective Action

- Establish the level playing field for business
- Reputational benefits
- Changed anti-corruption legal environment:

**UK Bribery Act MoJ Guidance: Principle 2 Top level Commitment advocates involvement in Collective Action => Part of 'adequate procedures'**

# Sector-specific Initiatives

## **Metals Technology Industry Initiative (MTI):**

This initiative brings together the three leading firms in the metals technology industry for the exchange of best practice and knowledge in anti-corruption compliance and related developments within the industry.

### Methodology

- Identify the goals and forming a stakeholder group
- Trust building between competitors
- Facilitators role

### Success factors

- Support from the top of the company
- Creating and sustaining trust
- Allocating time & the right people

+ A joint understanding of the business case, of risks (> Risk assessment) and underlying environment, drivers and levers of change (> Stakeholder mapping and formal/informal power systems)

### Challenges

- Sustainability
- Move from declarations to actions

# Success factors - achieving sustainability

- There is no guarantees for achieving sustainability – but there are certain qualities that have been identified in successful and sustained Collective Actions to learn from.
- Research suggests success factors include: Selective benefits, effective monitoring, imposition of sanctions/consequences

## Sustainability:

- Educate and include the supply chain
- Invite press and/or customers/public sector to annual forum (Wolfsberg)
- Link up to international forums: (OECD, PACI, B20) Internationally promoting the initiative can also promote the Ukraine as a marketplace