



Alliance for Integrity's 4th Global Conference

Key Takeaways

28 April 2021 | 12:00 CET | Side Event – Collective Action:

Looking back at the Integrity Journey

Collective Action is defined by the World Bank as “a collaborative and sustained process of cooperation amongst stakeholders. It increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organisations and levels the playing field between competitors.” Based on this definition, the Alliance for Integrity has implemented a mid-term mentoring programme called ‘Integrity Journey’ that is specifically designed to train SMEs in corruption prevention. In this Side Event on Collective Action, participants and mentors of the Integrity Journey came together to share their experiences, challenges and best practices towards a more ethical business. The recordings of the session can be found [here](#).

Speakers

- Gemma Aiolfi, Head of Compliance, Corporate Governance and Collective Action, Basel Institute on Governance (Presenter)
- Natasha Majumdar, Amfori Network Representative, India
- Reynaldo Goto, Chief Compliance Officer, BRF
- Carolina Butus, Lawyer, Cono Group
- Chandrima Chatterjee, Advisor, Apparel Export Promotion Council

Main challenges

- Identifying the right stakeholders for collaborations on Collective Action is very critical in the implementation process; it is often challenging finding and persuading them to join hands and to get engaged in the fight against corruption.
- The Covid-19 crisis has delayed talks and implementation plans on business integrity as governments and companies are focused on economic recovery.
- The change in governmental systems/leadership can lead to delays and disruptions in the design of Collective Action efforts. However, it also offers tremendous opportunities for Collective Action.
- Non availability of resources to support Collective Action within specific sectors affects its implementation.



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Best practices

- Collective Action is one way for businesses to adapt their operations to promote integrity and communicating such adaptations; for example by signing onto the UN Global Compact Principles on anti-corruption.
- Cono Group needed to demonstrate effective compliance mechanisms in order to become part of the supply chain of larger companies; during the Integrity Journey, they learnt how to implement a code of conduct and perform a comprehensive risk assessment. Thus, they were able to increase their score in the self-evaluation of [TheintegrityApp](#) from 4% to 64%.
- The Compliance Handbook for the Textiles Industry in India that was developed by the Alliance for Integrity and its partners is a tool that provides information on the why, how and best practices on promoting business integrity within the textile industry and legal requirements that need to be fulfilled within the sector.

Future Recommendations

- Collective Action should be context and content specific in order to be effective.
- It is important to define clearly the objectives of every Collective Action effort; this supports the process of identifying risks and putting in mitigation measures.
- Collective Action must be seen as a process and the choice of words used in defining it are very critical.
- It is very important to develop strong networks with well established companies to place premium on business integrity.
- Companies must be engaged to identify specific areas they can actively contribute their resources.
- Peer to peer exchanges amongst SMEs, international and large organisations is a good way to building capacities and sharing experiences.
- An effective way of adapting systems to change is to break the learning into smaller units; through this everyone is engaged in the change process.
- Communication is an effective tool for Collective Action; the development of a body system helps in maintaining trust and confidentiality among participants and organisations.
- One way of promoting business integrity within businesses is documenting the processes and sharing them on the company website (success stories); the internet is a great tool to sharing and building knowledge and must be adopted in sharing and distributing information on business integrity.
- Considerations should be given into the timing of training programmes to ensure effective participation of all participants/companies in capacity building events.