



WBI's Executive Development Program

## Fighting Corruption through Collective Action in Today's Competitive Marketplaces

### DRAFT AGENDA

June 8-11 2009

The World Bank, Room I2-220, I Building, 1850 I St. NW, Washington, DC

### June 8, 2009

5:00 PM **Registration** (North Entrance, Main Complex, 1818 H St. NW, Washington, DC)

5:00-7:00 PM **Welcoming Reception and Keynote Remarks** (Room I2-220, I Building)

### June 9, 2009

8:00 AM Light Breakfast

9:00 AM **Formal Opening** (Room I2-220, I Building)

9:30 AM **World Café Session**

10:15 AM **Lecture: Costs of Corruption and Enforcement of the Foreign Corrupt Practice Act: The Business Case for Action**

This session will explore the changing anti-corruption landscape and practical reasons for ethical companies to engage in collective action. It will survey global legal enforcement trends, advances in internal corporate practice to prevent bribery, and the practical competitive challenges that remain in many high-risk markets. Case studies showing how joint efforts can be used "level up" the competitive playing field will be profiled.

11:15 AM Coffee and Tea Break

11:30 AM **Lecture and Exercise: Collective Action: Approaches and Best Practices**

Companies and governments have successfully implemented collective action in several industry sectors (e.g. energy, construction, transport, pharmaceutical), both in emerging and developed markets (e.g. Germany, Colombia, South Africa, Russia, Indonesia). This session reviews the various forms of collective action and introduces practical collective action frameworks. The focus will be on real life examples.

12:30 PM Lunch

1:30 PM Group Photo



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## **Fighting Corruption through Collective Action in Today's Competitive Marketplaces**

- 2:00 PM      **Lecture and Interactive Assignments: The Internal and External Dynamics of Collective Action: How To Get Started**
- Choosing the collective action framework that is most effective in a given situation, and then deciding how to tailor and operationalize it, are not easy tasks. Who within an organization needs to be involved? What does management need to know? How to get commitment and agreement from external partners?
- 3:15 PM      **Coffee and Tea Break**
- 3:30 PM      **Panel Discussion: Voluntary Anti-Corruption Standards: What works? What doesn't?**
- More and more companies are coming together to implement industry-specific or multi-industry anti-corruption standards with the aim to level the playing field and to improve public trust. Recent initiatives range from the Partnering Against Corruption Initiative, the European Aerospace and Defense Industries Association of Europe Common Industry Standard to the International Federation of Pharmaceutical Manufacturers & Associations Code of Conduct. However, are voluntary anti-corruption standards really effective? Can they enhance the chance of market entry and improve industry competitiveness? Which role can and should governments and NGOs play in the promotion of voluntary standards?
- 4:45 PM      **Coffee and Tea Break**
- 5:00 PM      **Key Note Interview: Why General Electric, Wal-Mart and PepsiCo joined BELA**
- In December 2008 some of the largest companies in the US, including General Electric, Wal-Mart and PepsiCo, launched a collective ethics initiative called the Business Ethics Leadership Alliance (BELA) that commits members to key principles of good business conduct and periodic examinations by independent auditors. Key questions of this session are: Why join BELA? How to avoid that BELA is just talk? What lessons can be learned from BELA's first months? How might BELA and similar business membership initiatives support improved governance globally and work with institutions such as the World Bank committed to fighting corruption?
- 5:45 PM      **End-of-Day Wrap Up**



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## **Fighting Corruption through Collective Action in Today's Competitive Marketplaces**

**June 10, 2009**

- 8:00 AM**                      **Light Breakfast** (*Room 12-220, I Building*)
- 9:00 AM**                      **Introduction**
- 9:10 AM**                      **Lecture and Exercise: Due Diligence on Stakeholders**
- Collective action implies partnerships among various stakeholders, bringing together companies, NGOs, and government agencies in the fight against corruption. Ensuring integrity of partners of anti-corruption coalitions is key to success. How to conduct due diligence on companies and what services one can use to determine their level of transparency? How to ensure that participating NGOs are themselves transparent and don't engage in questionable behavior? How to work with relevant government agencies and what factors one must be aware of? This session will cover due diligence strategies that can be used by companies and organizations seeking work with partners in order to reduce bribery and corruption.
- 10:00 AM**                      **Exercise: Collective Action Scenarios**
- Based on real-life collective action initiatives, the objective of this interactive scenario session is to illuminate the kinds of problems that decision makers may face in high risk operations, and to throw light on the issues that can be addressed through collective action.
- 11:00 AM**                      **Coffee and Tea Break**
- 11:15 AM**                      **Lecture and Exercise: Strategic Business Advocacy: How to Reform Laws and Create a More Transparent and Competitive Operating Environment**
- Private sector advocacy is one of the more effective, yet often underutilized collective action tools. It allows companies to change laws and regulations that undermine competitiveness in an open and transparent manner. Yet, advocacy works differently in various countries around the world. This session will explore how companies can reform laws and regulations through coordinated public policy advocacy efforts in partnership with NGOs.
- 12:30 PM**                      **Luncheon: Leadership and Innovation in Anti-Corruption and Award Competition Ceremony**
- 2:00 PM**                      **Lecture and Exercise: Mitigating Corruption Risks: How to do Compliance Smarter through Collective Action?**
- What are the potential red flags of corrupt practices and how should you assess corruption risk in your company? How engaging your staff in the challenge by embedding an anti-corruption culture, can help maintain effective internal and collective anti-corruption programs in difficult economic times. And how does collective action fit into all this?
- 3:15 PM**                      **Coffee and Tea Break**



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## Fighting Corruption through Collective Action in Today's Competitive Marketplaces

3:30 PM

### **Networking Session: Speed Brainstorming: Start your Initiative!**

In this interactive session, you will have the opportunity to brainstorm with fellow participants, World Bank experts and collective action practitioners about collective action opportunities in your markets and projects. A great session for structured discussions and networking!

4:15 PM

### **Case Study: Engineering Remediation Efforts: The case of Siemens**

German engineering giant Siemens engaged in unprecedented remediation efforts after its corruption scandal in 2007. This session looks at what Siemens learned from its past missteps and how it is incorporating collective action as core into its compliance.

5:15 PM

### **End-of-Day Wrap Up**

5:30 PM

### **Cocktail Reception**

## **June 11, 2009**

8:00 AM

Light Breakfast (*Room I2-220, I Building*)

9:00 AM

### **Introduction**

9:10 AM

### **Parallel Working Groups:**

#### **1. How to Ensure Transparency in Procurement: Learn how to implement anti-corruption tools (*Room I2-220, I Building*)**

Procurement processes are highly exposed to corruption. Both public and private actors in the procurement process may be tempted to divert goods and services or public funds for their personal use. What tools can help to restrict opportunities for corruption in a particular project? This workshop will assess the different forms of available tools, such as transparency pacts, and draw on the lessons of practical applications in large scale procurement projects to suggest keys to more effective implementation.

#### **2. Governance and Coalition-building: How to Set Up an Effective Collective Action Coalition? (*Room I2-210, I Building*)**

Collective action requires effective coalition-building strategies. How to set up effective coalitions? How to assign roles and manage the process? Focusing on the role of NGOs in the coalition-building process, this session will also cover governance practices for NGOs. Good governance is a must of NGOs to ensure transparency and responsibility in their own operations.

10:45 AM

Coffee and Tea Break



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## **Fighting Corruption through Collective Action in Today's Competitive Marketplaces**

11:00 AM

**Reporting from Working Groups**

12:00 PM

**Closing of the Program**