

DRAFT Agenda: “Executive Development Program: Fighting Corruption through Collective Action in a Competitive Marketplace”

Day 1 | Monday // June 8, 2009

➤ **REGISTRATION**

➤ **RECEPTION**

Welcome Reception and Keynote Interview

Day 2 | Tuesday // June 9, 2009

➤ **OPENING**

Introduction to Program

➤ **LECTURE**

The Business Case for Engaging in Collective Action: Managing Risk and Reward

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.

NETWORKING COFFEE BREAK: World Café

➤ **LECTURE**

Understanding Collective Action: An Overview of Approaches and Best Practices

Companies and governments have successfully implemented collective action in several industry sectors (e.g. energy, construction, transport, pharmaceutical) and in both 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.

LUNCH

➤ **PRESENTATION & EXERCISE**

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?

➤ **PRESENTATION & EXERCISE**

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?

COFFEE BREAK

➤ **KEYNOTE 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. Why did General Electric, Wal-Mart and PepsiCo decide to join BELA and what is its expected added value? How to avoid that BELA is just talk? What lessons can be learned from BELA's first months?

➤ **RECAP of DAY 1**

Day 3 | Wednesday // June 10, 2009

➤ **OUTLOOK DAY 2**

➤ **PRESENTATION & 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.

➤ **SCENARIOS**

Collective Action Scenarios: What Would You Do?

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.

COFFEE BREAK

➤ **PRESENTATION & EXERCISE**

Strategic Business Advocacy: How to Reform Laws and Create a More Transparent and Competitive Operating Environment

To limit corruption opportunities in Russia, coalitions of business associations and chambers of commerce in 17 regions have engaged in a number of advocacy efforts. The initiative not only successfully reduces legal and regulatory root sources of corruption, it has also built trust among the business community, bringing nearly 20,000 companies across Russia together to accomplish this task. This session will explore how companies can reform laws and regulations through coordinated public advocacy efforts and thereby improve the broader business environment.

LUNCH: COMPETITION AWARD CEREMONY

➤ **PRESENTATION & EXERCISE**

Mitigating Corruption Risks: What are the corruption risks and why is Collective Action a potential solution?

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?

➤ **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.

➤ **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!

COFFEE BREAK

➤ **CLOSING**

Program Summary, Lessons Learned and Farewell

Day 4 | Thursday // June 11, 2009

➤ **OPTIONAL TRACK WORKSHOPS**

How to Ensure Transparency in Procurement? Learn How to Implement Transparency Pacts

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. How can voluntary transparency pacts that involve bidders and the government, help to restrict opportunities for corruption in a particular project? What are different forms and applications of transparency pacts? How to implement them?

Governance and Coalition-building: How to Set Up an Effective Collective Action Coalition

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.

LUNCH: Workshop Summary and Farewell