



Supporting
Collective Action
practitioners
worldwide

This chapter is an excerpt from the publication ***Collective Action in practice: a game-changer for business integrity. Stories, evidence and inspiration from the Basel Institute on Governance.***

Nicolas Hocq and Vanessa Hans
Published by the Basel Institute on Governance,
2025

ISBN 978-3-9526182-1-9 (Paperback)

ISBN 978-3-9526182-0-2 (PDF)

This work is licensed under a [Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License](https://creativecommons.org/licenses/by-nc-nd/4.0/). Please credit the Basel Institute on Governance and link to: collective-action.com



Supporting Collective Action practitioners worldwide

“The mentoring programme has been like a torch in the dark for us.”

Joe Ching’ani, Chairperson of the Multi-Stakeholder Group,
CoST Infrastructure Transparency Initiative Malawi

Few initiatives around Collective Action have sparked such strong feedback from participants as the Collective Action Mentoring Programme. Described by one mentee as “a torch in the dark”, the programme has helped fill a critical gap for civil society organisations working to combat corruption through collaboration. It has provided not only tailored guidance and technical support, but also a much-needed sense of belonging – a reminder that Collective Action facilitators are not alone doing this work.

L launched in 2022 by the Basel Institute on Governance with the support of the Siemens Integrity Initiative, the mentoring programme is designed to equip facilitating organisations with the tools, knowledge and confidence to engage the private sector in meaningful Collective Action.

Through tailored one-on-one mentoring, the programme offers free technical assistance and strategic advice to selected non-profit/non-governmental organisations across the globe. Mentors provide guidance on all development stages of Collective Action initiatives – from conceptual design and stakeholder engagement to governance models, implementation and impact communication.

Delivered in English and French, the mentoring programme is adapted to the needs, contexts and ambitions of the 14 participating

organisations. Whether organisations are starting from scratch or seeking to scale up an existing initiative, the mentoring approach is designed to be responsive, practical and highly collaborative.

From mentoring towards a movement: a global community of practice

While initially focused on one-on-one support, the programme has since evolved into a global community of practice. Responding to a strong desire from mentees to connect with peers, the Basel Institute expanded the programme to include group meetings, which since 2023 are held quarterly, as well as a secure online space for sharing tools, documents and experiences.

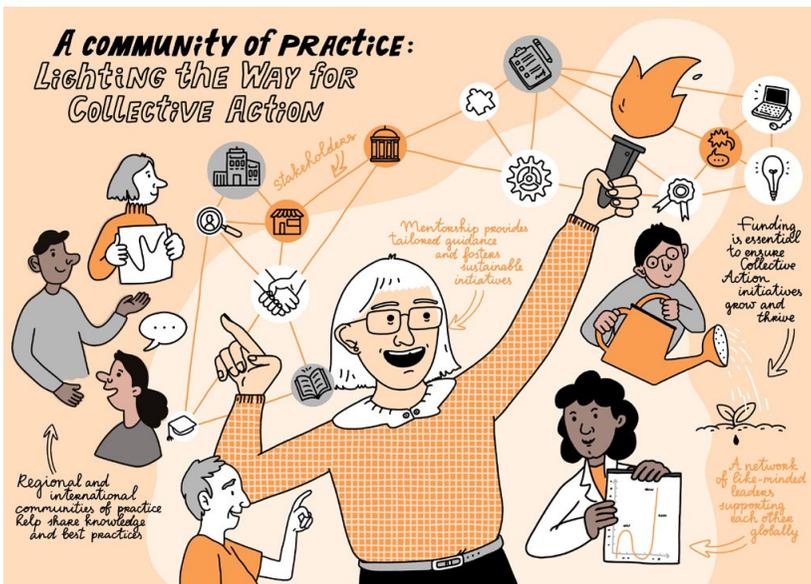
This evolution was sparked in part by the first mentee cohort workshop, held in Basel in July 2022 on the margins of the 4th International Collective Action Conference. The workshop revealed a common thread: practitioners often feel isolated in their anti-corruption work, especially when navigating the challenges of Collective Action in complex environments.



First mentee cohort workshop in Basel, Switzerland, in July 2022.

SUPPORTING COLLECTIVE ACTION PRACTITIONERS WORLDWIDE

The mentoring programme now brings together organisations from Africa, the Americas, Asia and Europe, reinforcing the power of peer exchange and mutual learning. In 2024, one of the panels at the 5th International Collective Action Conference in Basel was dedicated to *"Building a Collective Action community of practice"*. It gave mentees a platform to reflect on shared challenges and opportunities. Participants expressed how being part of a network of like-minded organisations has strengthened their work and helped overcome the sense of isolation.



Graphic recording of the dedicated community of practice panel at the 2024 Collective Action Conference.

The latest in-person mentee meeting took place in May 2025. Participants discussed progress, exchanged lessons learned and co-designed the next phase of the community's development.

What began as tailored individual mentoring has grown into a broader community of practice that reaches well beyond the original group of mentees. The mentoring programme's principles of peer learning, sharing of challenges and collaborative problem-solving have taken root across regions. Events such as the regional Asia-

Pacific and Southern Africa Anti-Corruption Collective Action Forums in 2023 are a clear reflection of this evolution. Though not limited to mentees, the regional forums embodied the spirit of the community – bringing together diverse actors united by a commitment to Collective Action. This expansion signals a promising shift from isolated initiatives to a global movement grounded in trust, exchange and long-term collaboration.

Regional perspectives: building momentum across continents

The strength of the mentoring programme and the broader Collective Action community of practice is also visible through its geographic reach. From Latin America to Asia-Pacific, West Africa and Southern Africa, mentees are helping to shape Collective Action in their local contexts – with growing confidence and cross-border collaboration.

- **Asia-Pacific:** The 2023 regional forum in Manila provided a key moment for peers to connect across countries in the region, with civil society and SME voices playing a central role.
- **Southern Africa:** At the 2023 regional forum in Johannesburg, themes such as whistleblowing and the role of institutions like stock exchanges showcased Collective Action's role in improving corporate governance. Participants of the mentoring programme also had a chance to preview the Basel Institute's new eLearning course on Collective Action, further expanding tools for capacity building.
- **Latin America:** Initiatives from the mentoring programme like the Sello de Integridad (Integrity Seal) and sector-specific actions in Peru demonstrate how Collective Action can create ripple effects, including outreach to SMEs and regional expansion.

The growing community of practice has real impact at regional level. Pinn Siraprasiri, Senior Manager of Thailand's Collective Action Coalition Against Corruption THAI CAC, described the Basel Institute's role in this as follows:

“The Basel Institute has played a pivotal role as a global hub for peer learning and a trusted advisor on Collective Action by providing a platform for dialogue, consultation and exchange of best practices among stakeholders.

By fostering collaboration among Collective Action initiatives across countries and sectors, the Basel Institute helps build a more effective approach to promote business integrity. It has also been instrumental in supporting public-private partnerships, not only through direct engagement but also by publishing practical recommendations that help align public and private sector efforts.

What sets the Basel Institute apart is its neutral stance and therefore a well-respected organisation. Instead of pressuring governments to do something, the Basel Institute supports change by empowering local actors and building trust among all parties.”

Outcomes and achievements: from support to sustained action

Over just three years, the mentoring programme has led to tangible outcomes for participating organisations. Several mentees have gone on to launch or expand Collective Action initiatives, design new governance models and secure the trust of new partners. Others have adapted their internal strategies to better integrate multi-stakeholder approaches.

Shortly after the programme’s first in-person gathering, an inspiring message arrived from two mentees who had met in Abidjan, Côte d’Ivoire. What began as an informal meet-up quickly revealed meaningful synergies. Noah Arshinoff,

COLLECTIVE ACTION IN PRACTICE

from the Canadian Centre of Excellence for Anti-Corruption (CCEAC), and Aman Baptiste Ado, from the Réseau Ivoirien des Jeunes Leaders pour l'Intégrité (RIJLI), discovered they were both working with the same local partner on separate anti-corruption Collective Action initiatives. This unexpected encounter opened the door to a deeper conversation about their respective strategies for engaging small and medium-sized enterprises (SMEs) in the country. The meeting underscored the value of international peer connections across regions and demonstrated how informal exchanges can create opportunities for collaboration in the global fight against corruption.



Noah Arshinoff (left) and Aman Baptiste Ado (right) in Côte d'Ivoire. Photo used with permission.

The Fight Against Facilitation Payments Initiative (FAFPI) joined the mentoring programme to gain international exposure and explore other Collective Action governance structures. Through unparalleled opportunities for networking and support from other mentees, FAFPI was able to secure new members for their initiative from outside of Denmark. Interacting with a wide range of Collective Action initiatives from different contexts also enabled FAFPI to compare and adapt its strategy accordingly. Moreover, the Basel Institute provided FAFPI with

the opportunity to speak at international conferences, and thus gain further visibility.



Ken Graversen, Co-Founder and Board Member of FAFPI, speaking at the 2025 OECD Global Anti-Corruption and Integrity Forum in Paris, France.

In Peru and across Latin America, mentees have helped extend the reach of Collective Action initiatives to small and medium-sized enterprises.

These stories show how mentoring leads to empowerment, and how shared knowledge and solidarity fuel longer-term transformation.

Looking ahead: sustaining the momentum

As the community of mentees and the larger Collective Action community of practice matures, new priorities are emerging. There is a growing need to secure long-term funding to sustain the network, to broaden participation and include more private-sector actors, governments and international institutions. The goal is to create an inclusive and resilient ecosystem that supports Collective Action across all stakeholder groups. 🌟



Voices from the field



Panel dedicated to "Building a Collective Action community of practice" at the 5th Collective Action Conference in 2024.
Photo: David Borter, LEO MEDIA GmbH/BBM PRODUCTIONS AG.

At the heart of the mentoring programme is a commitment to building a supportive and vibrant Collective Action community. The reflections below, shared by mentees from different regions and industries, capture the spirit and impact of the programme in their own words:

"We are not alone, it is clear – there are many good people doing good things – ever since we started working in Collective Action, we have connected with a great community."

Oscar Caipo Ricci, President of the Board of Directors, Empresarios por la Integridad (Entrepreneurs for Integrity)

“True community feeling gives us the energy to become ambassadors for business integrity.”

Ken Graversen, Co-Founder and Board Member, Fight against Facilitation Payments Initiative (FAFPI)

“The biggest challenge that we faced was the feeling of isolation in Canada. So, we started working abroad to try floating down the river with others rather than swimming upstream alone.”

Noah Arshinoff, Director, Canadian Centre of Excellence for Anti-Corruption (CCEAC)