

The B20 Collective Action Hub: a flagship platform for Collective Action

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The B20 Collective Action Hub: a flagship platform for Collective Action

The B20 Collective Action Hub was established in 2013, following a mandate from the B20 group of business leaders, through the work of the B20 Integrity and Compliance Task Force, in recognition of the need to document, share and support private sector-led anti-corruption initiatives worldwide. The G20 Anti-Corruption Working Group (G20 ACWG), the direct government counterpart of the B20 Integrity and Compliance Task Force, has officially welcomed the development of the hub.

The Basel Institute on Governance – already a recognised leader in the field, having promoted Collective Action as an effective tool to prevent and combat corruption since its foundation in 2003 – was entrusted with developing the hub into a global resource centre dedicated to anti-corruption Collective Action.

From the outset, the hub was envisioned not only as a repository of knowledge, but as a practical support platform to encourage and facilitate Collective Action in diverse contexts. Its creation marked a milestone in the broader effort to embed integrity, transparency and ethical collaboration into business practices and policymaking across G20 countries.

Thanks to sustained support from the Siemens Integrity Initiative and other partners, the hub has steadily grown in scope and impact. Today, it offers a rich collection of tools, publications and hands-on resources, including an open-access database of over 340 Collective Action initiatives. All resources are freely accessible and users

benefit from a dedicated helpdesk service offering tailored guidance on Collective Action approaches.

Over time, the hub has evolved into a flagship platform for Collective Action, bridging the B20 and G20 agendas and providing practical entry points for businesses, policymakers and civil society actors seeking to engage in multi-stakeholder approaches to fight corruption. As a cross-cutting initiative, the B20 Collective Action Hub reflects the full spectrum of the Basel Institute's work on Collective Action – from advancing the knowledge base, to supporting implementation, to promoting norms at the global level. Its evolution over the past decade illustrates how a single platform can generate impact through research, practical tools and global policy dialogue alike.

A central knowledge hub for Collective Action

At the heart of the B20 Collective Action Hub lies its role as a global reference point for anti-corruption Collective Action. One of the hub's most enduring contributions is its function as a comprehensive and evolving repository of knowledge, enabling organisations, policymakers and practitioners to draw on the collective experience of a growing global movement.

What sets the B20 Collective Action Hub apart is its capacity to facilitate action through knowledge. By documenting and analysing more than 340 Collective Action initiatives worldwide, the hub not only showcases the breadth of existing efforts. It also provides a blueprint for others looking to replicate or adapt proven models. The initiatives on the database range from sector-specific integrity pacts and industry-led compliance agreements to cross-sector public-private partnerships addressing systemic corruption challenges.

The hub offers access to a curated collection of over 270 publications on Collective Action, including research papers, case studies, practical



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guidelines and analytical tools. These resources reflect both theoretical insights and hands-on experience, offering a structured, evidence-based understanding of what makes Collective Action work in practice. Far from being a static archive, the hub is continually updated to reflect emerging trends, innovative approaches and real-world lessons from diverse regions and sectors.

In addition to its core publications, the hub regularly shares insightful blogs, event updates and news articles, helping practitioners stay informed on developments in the wider business integrity and Collective Action ecosystem.



This combination of in-depth resources and timely commentary makes the hub an essential platform for anyone working to foster ethical business environments and level the playing field through collaboration.

As the demand for practical, context-sensitive approaches to corruption grows, the B20 Collective Action Hub remains a cornerstone of global knowledge and practice; one that continues to shape the way Collective Action is understood, implemented and scaled.



A practical toolbox for businesses and policymakers

Beyond serving as a knowledge hub, the B20 Collective Action Hub offers a range of practical tools and services designed to support the implementation and scaling of anti-corruption Collective Action efforts. These tools have been developed specifically to help businesses, policymakers and civil society actors move from theory to action, regardless of their industry, level of experience or the size of their initiatives.

Among the most impactful of these tools is the interactive eLearning course on Collective Action Against Corruption, developed by the Basel Institute. This free, self-paced online course puts users in the shoes of a fictional entrepreneur navigating corruption risks in a transitional political landscape. Through this interactive simulation, participants learn how to identify stakeholders, build trust, develop collaborative strategies and respond to real-world challenges. The course not only introduces the principles of Collective Action but also builds the practical skills needed to design, lead and sustain



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effective initiatives. A certificate of completion is awarded, showing that participants have been guided through the development stages of Collective Action and have created their own Collective Action roadmap by the end of the course.

Complementing the course is the hub's free helpdesk service, which offers tailored guidance to individuals and organisations seeking advice on any aspect of Collective Action. Users can submit specific questions and receive responses from the Basel Institute's expert team. This service has proved particularly valuable for anti-corruption agencies, civil society organisations and other stakeholders operating in complex environments, where navigating anti-corruption strategies may require nuanced, context-sensitive solutions.

In conjunction, these tools form a practical support system that enables stakeholders to not only understand Collective Action, but also apply it effectively in their own settings. Whether through structured learning or on-demand advisory services, the B20 Collective Action Hub ensures that the barriers to implementation are lowered and that businesses, organisations and public sector entities around the world are better equipped to join the growing movement for business integrity.



A benchmark for measuring Collective Action progress

A major milestone in the evolution of the B20 Collective Action Hub was the introduction of a Collective Action Key Performance Indicator (KPI), developed under the 2024 B20 Brazilian presidency. This marks the first time that a systematic, data-driven mechanism has been established to track countries' uptake and visibility of Collective Action approaches and initiatives, ensuring new levels of clarity and accountability.

The KPI provides a valuable tool for assessing the number of G20 governments that are engaged in or provide support to at least one Collective Action initiative. The scope of "G20 countries" in the KPI is wide, comprising core members and associated members, including all countries in the African Union and the European Union. The measurement is based on data from the B20 Collective Action Hub initiatives database.

The 2024 baseline of 43 G20 governments (out of the 96) that support or are engaged in at least one Collective Action Initiative – or 45 percent – reflects the success of two decades of efforts by the Basel Institute and others who champion multi-stakeholder approaches to business integrity. But it also highlights room for improvement.

The KPI enables stakeholders to monitor trends over time, identify gaps in engagement, and assess the geographic and thematic spread of initiatives. In doing so, it brings much-needed structure to a rapidly growing field. More specifically, it allows the B20 and the Collective Action community to track government support, which has been identified as crucial for the success of Collective Action as it strengthens incentives for companies to engage and invest in corruption prevention.

By committing to update the KPI annually, the Basel Institute ensures that Collective Action remains visible and measurable across B20 cycles. The indicator serves as a foundation for advocacy, offering future B20 presidencies a clear evidence base to call on G20 governments and businesses to engage more actively in Collective Action.

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The introduction of this Collective Action KPI also reinforces the alignment between B20 and G20 integrity agendas. It provides G20 governments with a practical way to reflect on their support for multi-stakeholder anti-corruption approaches and to explore how national policies and initiatives can strengthen Collective Action at home and abroad.

More broadly, the KPI is a signal of maturity within the Collective Action movement. It reflects a shift from experimentation and awareness-raising towards systematic implementation, evaluation and growth. With this tool, the B20 Collective Action Hub continues to lead the way in not only facilitating Collective Action but also measuring and communicating its global impact.

B20 Brazil Collective Action recommendation: *stimulate and foster Collective Action to promote integrity*

KPI: Number of G20 countries* engaging in at least one ongoing Collective Action initiative with government support or involvement



*G20 core members and associated countries, including African Union, Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, United Kingdom, United States, European Union.

Lessons from the B20 Hub's success

Over more than a decade of operation, the B20 Collective Action Hub has generated valuable insights into what makes Collective Action effective, sustainable and impactful. Its evolution and success reflect broader lessons about building lasting integrity mechanisms that are both locally grounded and globally relevant.

One of the clearest takeaways is the importance of long-term institutional commitment. The hub's development and impact have

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only been possible thanks to the continued support of the B20, the Basel Institute on Governance and key donors such as the Siemens Integrity Initiative. This sustained backing has enabled the hub to evolve in step with the needs of practitioners and policymakers. It demonstrates that even the most innovative anti-corruption tools require ongoing investment, strategic alignment and consistent stewardship to maintain momentum.

A second lesson lies in the power of data to shape norms. The introduction of the B20 Collective Action KPI has created a much-needed framework for monitoring progress and identifying gaps. It has also elevated Collective Action by offering a concrete, measurable indicator that helps embed anti-corruption collaboration into the expectations of governments, companies and global platforms.

The KPI shows that when data is applied strategically, it becomes a tool not only for learning but for promoting norms and shifting behaviour at scale.

The B20 Collective Action Hub has also made clear that tools and knowledge must go hand in hand. While policy discussions and high-level commitments are essential for setting the tone, they must be matched with practical resources that empower organisations to act. The interactive eLearning course and the helpdesk service are examples of how accessible, hands-on tools can turn broad commitments into action on the ground. These resources have played a key role in reducing barriers for small and medium-sized enterprises, organisations facilitating Collective Action initiatives and other stakeholders who may lack prior experience in the area.

Together, these lessons underscore that Collective Action is not just a method for fighting corruption – it is a vehicle for reshaping norms, building trust and institutionalising integrity. The B20 Collective Action Hub stands as both a product and a promoter of these lessons, offering a tested model that can inform integrity-building efforts globally. 🌟



Insights and trends from the B20 Hub

In 2024–25, the Basel Institute conducted a thorough review and update of the B20 Hub’s database of Collective Action initiatives to enhance the consistency, accuracy and usability of the information. This effort drew on publicly available data from initiative websites in different countries and languages. The update ensures that users continue to have access to the most reliable, up-to-date insights into the evolving landscape of Collective Action.

The following graphics illustrate various aspects and trends of Collective Action, based on data from the B20 Hub.

Industry reach

Multi-industry initiatives dominate the current Collective Action landscape, reflecting the fact that corruption risks are not confined to a single industry and often require system-wide responses.



Among single-industry initiatives, industries such as construction, services, gas, health, transportation and electricity stand out. These are typically characterised by complex regulatory environments, high-value transactions and frequent public-private interactions.

Profiles of Collective Action facilitators

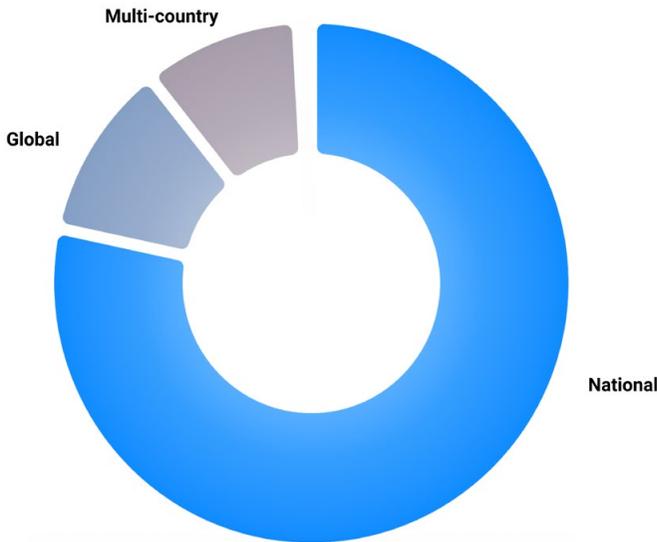
Civil society organisations emerge as the most common convenors of Collective Action initiatives, reflecting their central role in facilitating cross-sectoral collaboration. Business associations and international organisations are also prominent in this role. The presence of government agencies, academic organisations and specific businesses among Collective Action facilitators, although less common, speaks to the diversity of possible hosting models.



Geographic scope

The majority of Collective Action initiatives operate and focus on change at the national level – i.e., within individual countries. This focus allows initiatives to engage directly with domestic stakeholders, align with national reform agendas and address country-specific corruption risks.

Multi-country (two or more countries) and global initiatives demonstrate the importance of cross-border collaboration to strengthen business integrity, set international norms and support businesses across multiple jurisdictions.



Mission focus

Most initiatives aim to influence the industry in which their member companies operate. Others seek to shape the broader business environment at the national, regional or even global level. A smaller number of initiatives focus more narrowly on driving change within small groups of companies.

However, in our analysis of various initiatives' websites, we found that many do not clearly articulate their mission, highlighting a potential area for improvement in transparency and communication in promoting the Collective Action approach.



Stakeholder composition

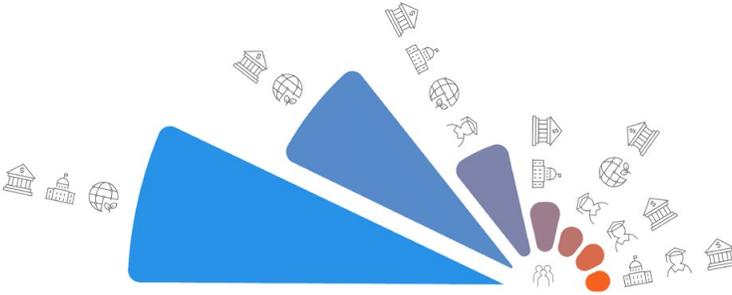
The predominant configuration of initiatives involves collaboration between actors from the private sector, public sector and civil society. The second most common model includes only the private sector and civil society. Other stakeholder constellations, for example involving academic organisations or without civil society participation, are less common.



Private sector • Public sector • Civil society • Academia

These patterns underscore the critical role of civil society and NGOs, not only as observers, but also as convenors and sources of expertise. Their participation in Collective Action initiatives helps to ensure transparency, advance objectives that are in the public interest, and maintain pressure for integrity in both business and government spheres. The recognition of academic organisations as a fourth stakeholder group broadens the knowledge base and analytical capacity supporting these initiatives.

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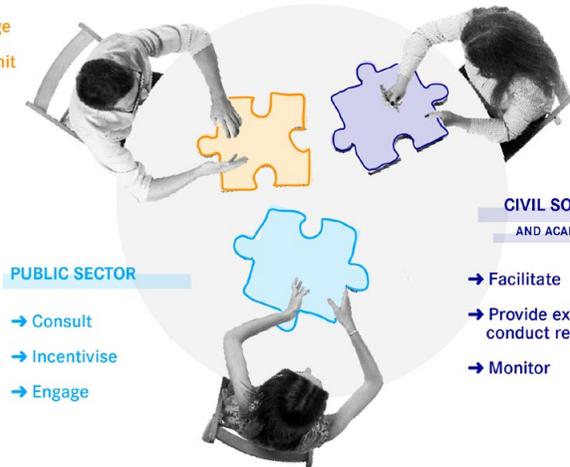


An overview of anti-corruption Collective Action stakeholders and **what they can bring to the table** was developed collaboratively by participants at the 4th International Collective Action Conference in 2022:

Anti-corruption Collective Action: what stakeholder groups can bring to the table

PRIVATE SECTOR

- Engage
- Commit
- Drive



PUBLIC SECTOR

- Consult
- Incentivise
- Engage

CIVIL SOCIETY AND ACADEMIA

- Facilitate
- Provide expertise and conduct research
- Monitor

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