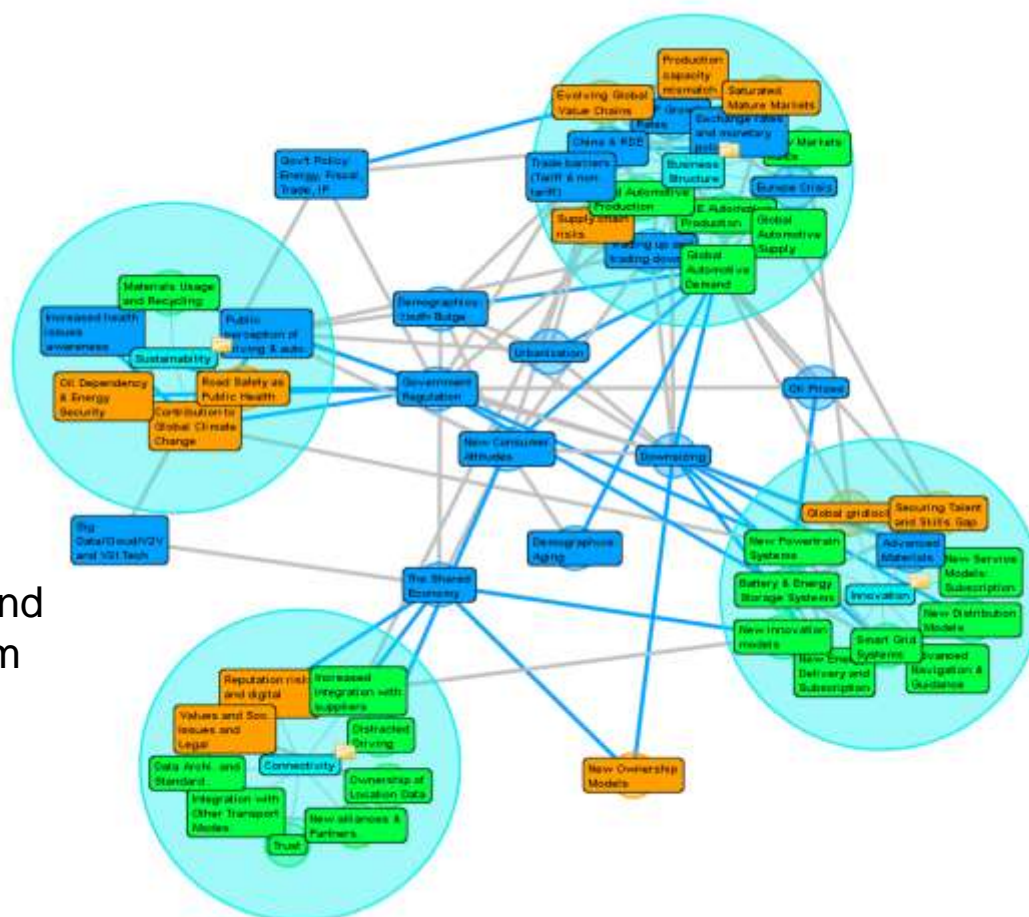


Designing Corruption Out of the System

Partnering Against Corruption Initiative (PACI)
and Transformation Mapping

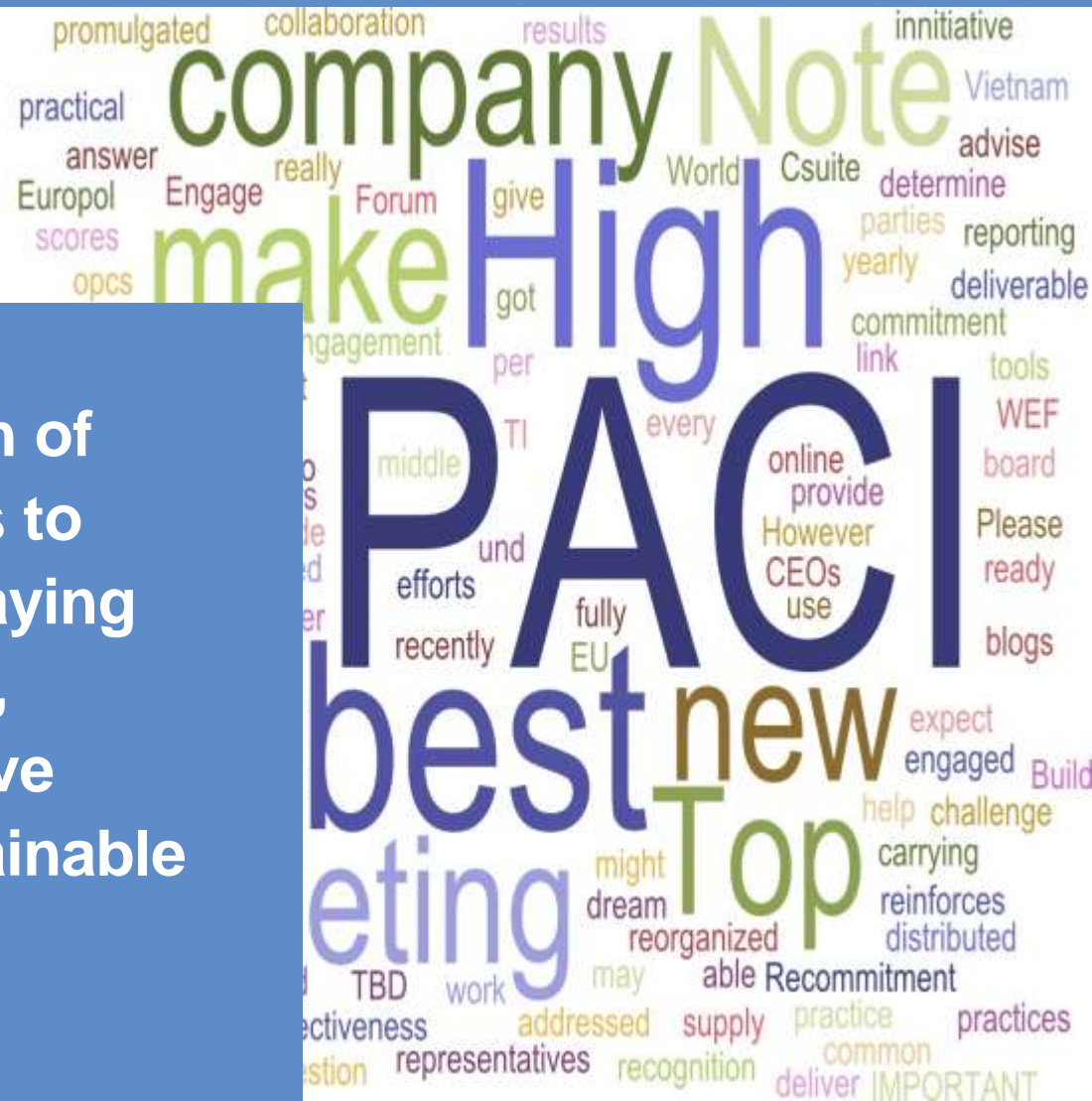


Elaine K. Dezenski, Senior Director and
Head of PACI, World Economic Forum

Conference of States Parties to the
UN Convention Against Corruption
Panama, 26 November 2013

Partnering Against Corruption Initiative

Harnessing the strength of global business leaders to collectively level the playing field against corruption, enabling true competitive forces to produce sustainable business growth



PACI was launched by CEOs from leading Forum member companies to:

- 1. create a common language for anti-corruption for all industries**
- 2. provide a public platform for top leadership commitment to eradicating corruption**
- 3. support companies to implementing their commitment to zero tolerance against corruption**

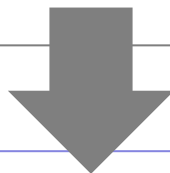
PACI remains the only global anti-corruption initiative driven by the private sector, bringing together companies from multiple industries and global locations

Objectives for this Brainstorming Session

Explain rationale for developing an anti-corruption transformation map

Share examples of other transformation maps

Use this approach to guide break-out discussions



Gain insight to the core question:
*How Do We Design Corruption Out of the
System?*

Strategic Context for Transformation Maps

Need to increase ability to navigate complexity



In an **increasingly complex world** (faster, interdependent, non-linear, network driven), it is critical that leaders

Understand interlinkages between issues

Sense emerging and peripheral topics

Build common understanding

Shape multi-stakeholders agendas

Transformation maps help to accomplish this goal



As the foremost **community of communities**, the Forum is uniquely positioned to navigate and draw insights

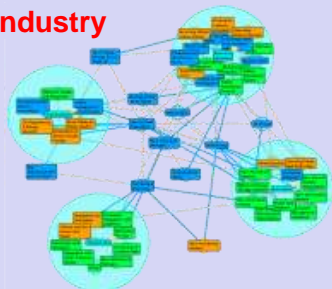


PACI's Vision for Anti-Corruption Transformation Mapping

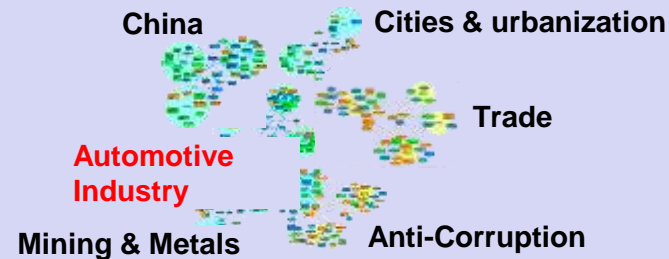
Transformation maps are **interactive visualization tools** that provide **contextual intelligence** to a problem

- **Knowledge-based**: intellectual input comes the insights of global experts
- **Systemic**: represent complex systems and apply systems thinking
- **Future-oriented**: identify today's drivers of change in the context of how they will shape tomorrow
- **Dynamic and sustained**: evolve with time and are frequently updated

Automotive Industry

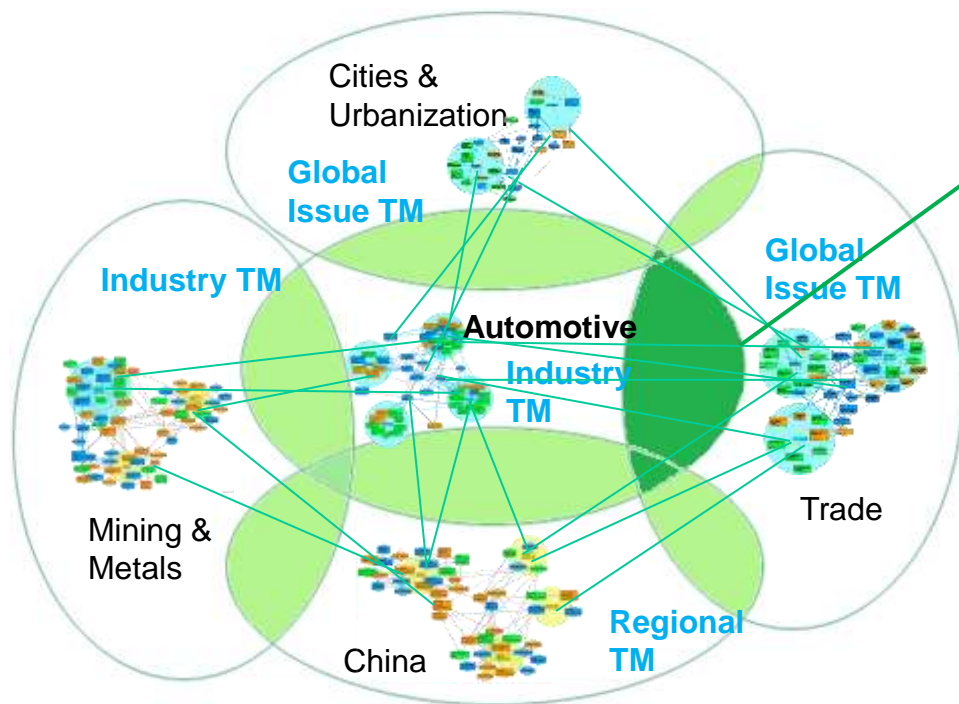


A **transformation map** provides the overall context and identifies the **drivers** of change, the **issues**, the **stakeholders** and the **knowledge** related to a topic and its evolution



A **collection of transformation maps** illustrate the **interconnections among diverse topics** within our increasingly complex world. They help to make sense of complexity.

Example: Understanding the interconnections and sensing weak signals



Pascal Lamy



A trade in services agreement is high on the WTO agenda.

That's not relevant for me.

Supply chain barriers are costing global automotive companies billions

Carlos Ghosn



The Forum should work with auto partner CFOs to do a quick assessment, as they did on Enabling Trade last year.

A **shared architecture** among a portfolio of transformation maps enables users to navigate from one map to another.

Value Lies at the Periphery: The value of a single transformation map is enhanced by the linkages to a portfolio of regional, industry and global issue transformation maps.

Strategic Value to the Collective Anti-Corruption Effort

Anti-Corruption Transformation Map

Strategic Value

... Survey the strategic landscape

Identify linkages among drivers, issues and stakeholders

Surface relevant knowledge related to drivers and issues

Assess how other industry/regional/issue leaders prioritize key issues

... structure dialogue

Provide a common language for discussions

Build shared views and surface diverging opinions

Support shaping multi-stakeholder agenda

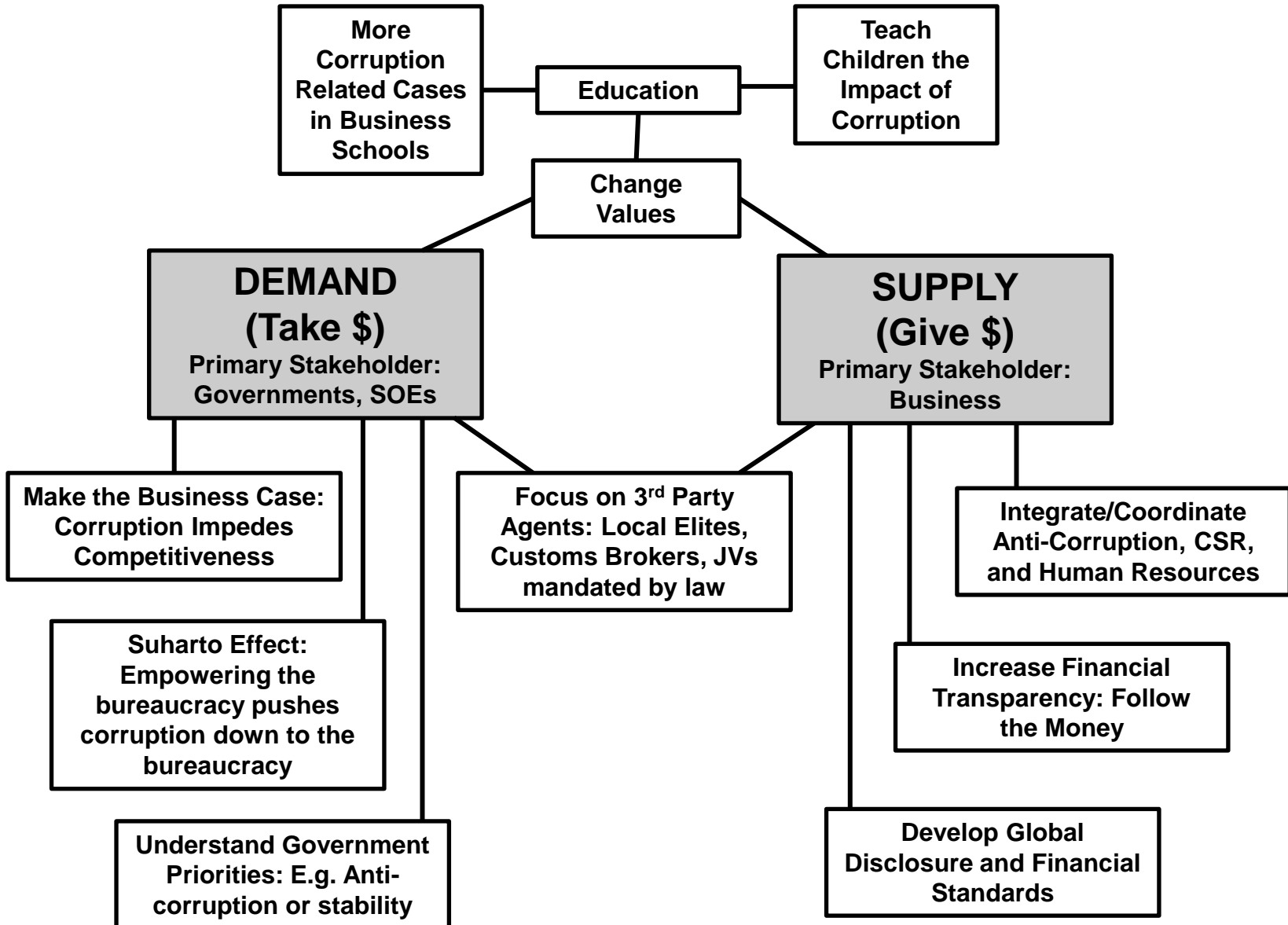
... explore potential future evolutions

Illustrate future evolutions of a topic and possible scenarios

Sense weak signals and peripheral issues

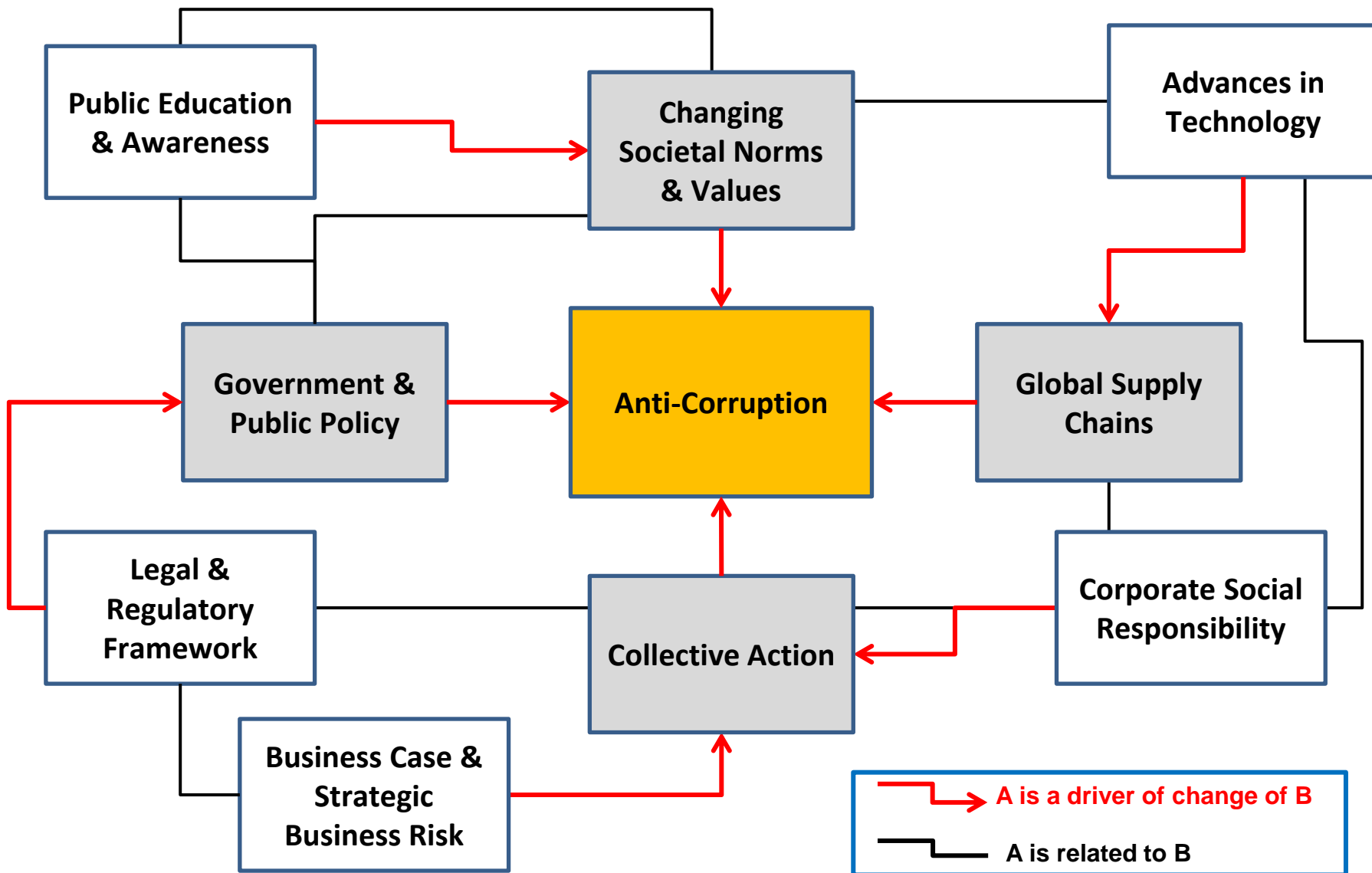
Enable investigation of impact and consequences of unforeseen events

New York PACI Strategy Meeting August 29



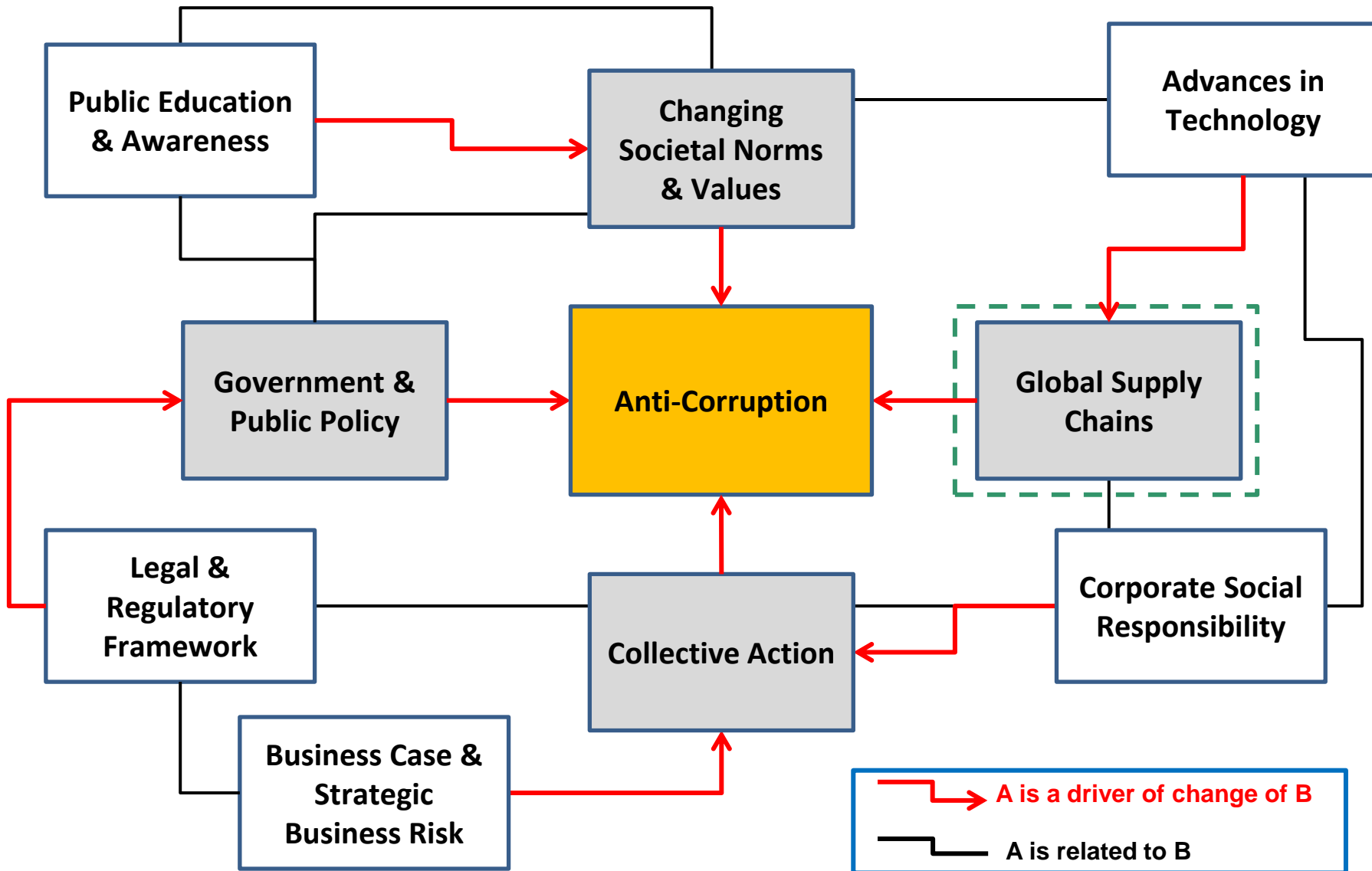
How Do We Design Corruption Out of the System?

4 Potential Core Levers of Change



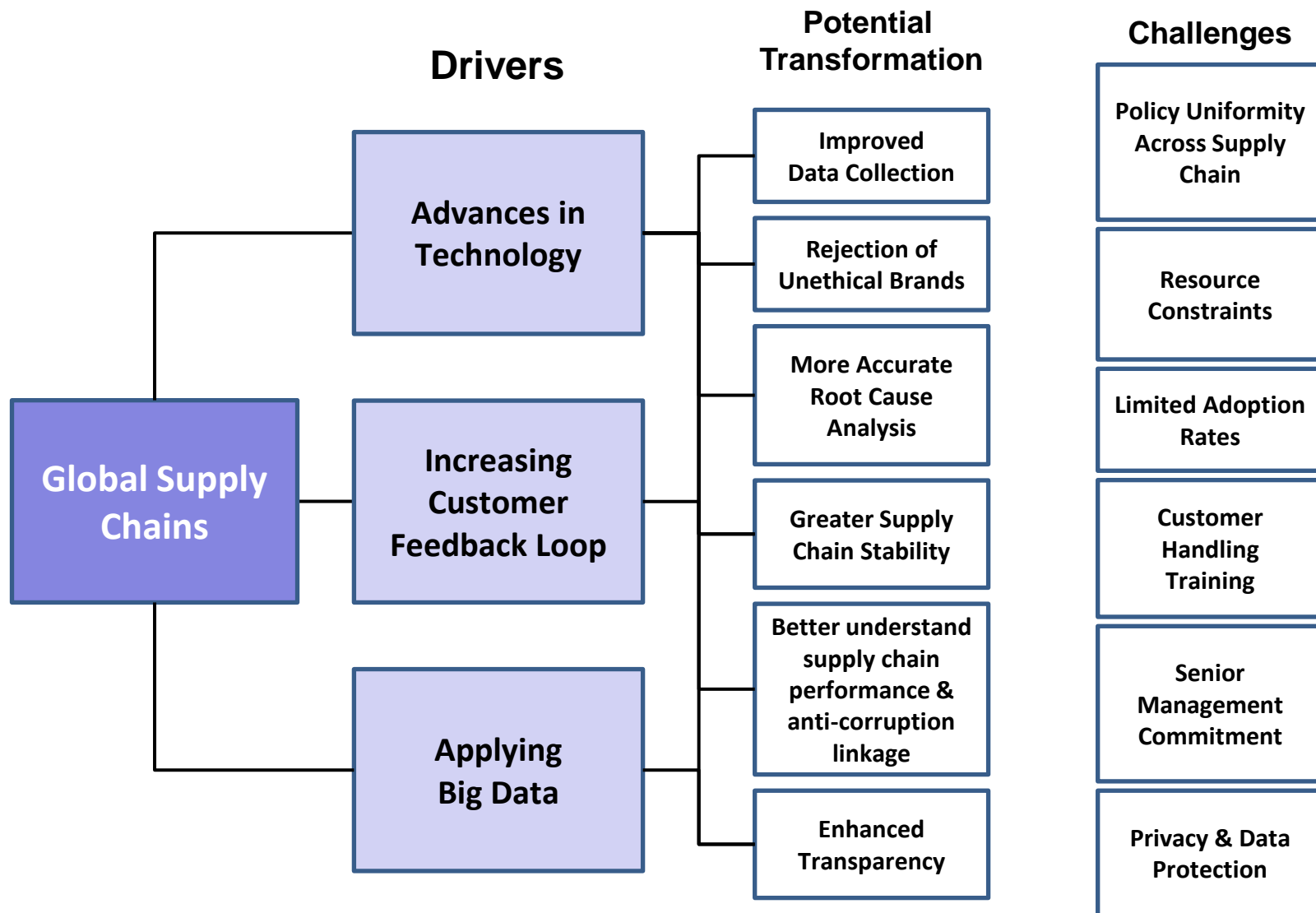
How Do We Design Corruption Out of the System?

4 Potential Core Levers of Change

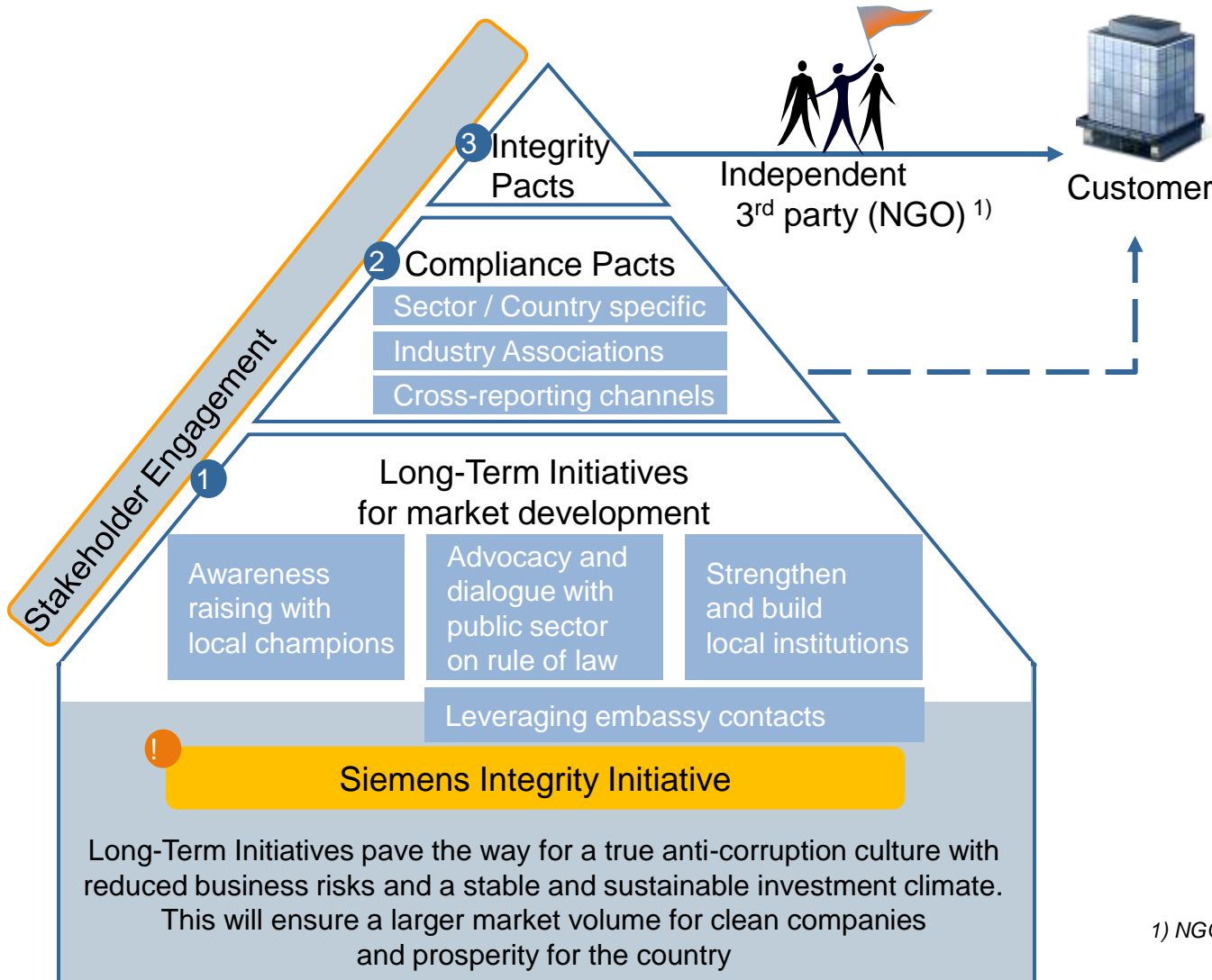


Core Levers of Change: Global Supply Chains

Designing Corruption Out of the System TM Example



The “house of Collective Action”: Activities are driven by Siemens through complementary channels - Priority on Long-Term Initiatives



Integrity Pacts
Target implementation of Integrity Pacts where possible and where supported by civil society

Compliance Pacts
Broaden reach of voluntary standards and strengthen commitment to proper implementation of existing standards

Long-Term Initiatives for Market Development
Energize market dynamics, fair competition and business environment

G20, WEF GAC

1) NGO: Non-Governmental Organization

Collective Action is building Alliances against Corruption: Top Organizations are involved on all levels – global multi-stakeholder and business initiatives & local activities

Top stakeholders

IO



NGO



AfW: Anwenderrat
Wirtschaftsethik



etc.

Engagement on various levels

Global activities
with involvement
of governments
and NGOs

Global activities
with business
focus

Local

G20/B20
process
(OECD,..)

WEF Global Agenda
Council Anti Corruption
P. Solmssen Chair,
M. Pieth Vice Chair

UNGC Working Group
Anti-Corruption
WBI Collective Action
working group
~30 organisations (TI, UNGC, CIPE ...)

WEF PACI Task Force
150 Companies
ICC CSR and
Corruption Commission
~40 companies

Sector specific activities:
COCIR, AdvaMed, NEMA, ZVEI etc.

Country specific activities:
f.e. integrity pacts, China cross-reporting channels,
IBLF Russia, UNGC local networks, TI local chapters
Turkish Business & Ethics Society; dnwe; AfW

Siemens Integrity Initiative projects
(UNODC, UNGC, OECD, IBLF...)

New:
Peter Solmssen to
chair this Council:
Use it as vehicle to
bring B20 into
action

Examples