MARITIME ANTI-CORRUPTION NETWORK (MACN)

Strategy for a maritime industry free of corruption that enables fair trade to the benefit of society at large.
Dear MACN Members and Friends,

The Maritime Anti-Corruption Network (MACN) was founded in 2011 and counted 18 members by the end of 2012. As of early 2017, the Network includes over 80 vessel-owning companies within the main sectors of the maritime industry, as well as other companies in the maritime industry, including cargo owners and service providers.

18 to over 80 is extraordinary growth, and a testament to MACN’s reputation as an action-oriented collaboration that makes real change happen—both within member companies and across our operating environment.

Over the last five years, we have developed and shared practical tools and best practices on anticorruption, and we have initiated and implemented collective actions. Designed in collaboration with external stakeholders, such as port authorities and local governments, these collective actions have resulted in reductions in demands for facilitation payments in the Suez Canal, new regulations in Argentina that make it more difficult for officials to demand bribes, and improved ease of operations in Lagos, Nigeria, with the implementation of standardized operating procedures and grievance mechanisms.

Tackling corruption in the maritime industry is an ongoing challenge, but the current and potential benefits are enormous. Through collective action, we create a simpler and more efficient operating environment, which benefits everyone: our captains and crews (who are no longer faced with threats, intimidation, or physical violence from corrupt officials); our businesses (who are reducing the instances of vessels being kept in port); and local and national governments (whose ports become better places to do business and therefore more attractive to the maritime industry).

Now we’re taking the next step with this refreshed MACN Strategy, based on the Three Cs: Capability Building, Collective Action, and Culture of Integrity. Our ambition is significant: to scale up our efforts on Capability Building and Collective Action, and to drive (through these activities) a comprehensive and long-term change in mindset, generating a Culture of Integrity throughout the maritime industry.

We’re delighted to count so many committed members as a part of our network. Now I would urge all of us to increase our commitments and activities further still, and ensure that MACN succeeds as the pre-eminent example of concrete and effective industry action to tackle corruption.

Together, let’s create a safer, simpler, and respected maritime industry.

With warm regards,

Sam Megwa
Chair, MACN
About MACN

MACN is a global business network that provides a unique platform for business to contribute to the elimination of corrupt practices in the maritime industry.

Vision

A maritime industry free of corruption that enables fair trade to the benefit of society at large.

Mission

To work towards the elimination of all forms of maritime corruption by: raising awareness of the challenges faced; implementing the MACN Anti-Corruption Principles and co-developing and sharing best practices; collaborating with governments, non-governmental organizations, and civil society to identify and mitigate the root causes of corruption; and creating a culture of integrity within the maritime community.
MACN STRATEGY
Impact to Date and Future Ambition

MACN was created in 2011 and has grown significantly, generating major impact. Now MACN is aiming to become a game-changing initiative.

Impact to Date

- Four Collective Actions (Argentina, Egypt, Indonesia, Nigeria), including the development and implementation of new Standard Operating Procedures and grievance mechanisms, and the successful adoption of new regulations
- Creation of anonymous incident reporting mechanisms with regular report-outs for members, which allow captains to prepare more thoroughly and show hot-spots for corruption where collective action is required
- Development of a suite of resources for members, including the MACN Integrity Training Toolkit for key internal stakeholders in the maritime industry such as captains, onboard staff, compliance officers, and senior management

Future Ambition

While MACN’s impacts make it a leading example of collaboration on corruption, MACN recognizes that greater change is needed to eliminate corruption in the maritime industry.

With its new strategy, MACN therefore aims to:

- Provide industry-leading innovative solutions to its members
- Drive and lead sustainable change in the operating environment
- Promote a culture of integrity in the maritime industry
MACN STRATEGY
Pillars for Action: the “Three Cs”

We will achieve our ambition through goals and objectives divided into three pillars: Capability Building, Collective Action, and Culture of Integrity.

**Capability Building**

**Goals**
- To provide industry-leading innovative solutions to our members

**2020 Objectives**
- Monitoring and responding to changes, trends, and practices in the industry
- Developing and/or collecting and sharing tools, training programs, best practices, and processes
- Strengthening members’ internal compliance management practices and programs, and communicating progress

**Collective Action**

**Goals**
- To drive and lead sustainable change in the operating environment

**2020 Objectives**
- Delivering results-focused collective action programs that strengthen governance and accountability across the maritime sector
- Increasing participation of MACN members in collective action programs
- Building sustainable collaborations with key stakeholders such as industry players, governments, and non-governmental organizations

**Culture of Integrity**

**Goals**
- To promote a culture of integrity in the maritime industry

**2020 Objectives**
- Encouraging an open dialogue amongst Members and throughout the industry on integrity issues
- Raising awareness across the industry and value chain on integrity issues impacting the maritime industry
- Collaborating with key stakeholders and interest groups in developing and promoting integrity culture programs
MACN STRATEGY
Implementing the “Three Cs”

The objectives for Capability Building, Collective Action, and Culture of Integrity will be achieved through specific implementation actions.

2020 Implementation Actions

**Capability Building**
- Develop an enhanced online platform for sharing projects and tools
- Collectively share best practices at regular workshops and webinars
- Implement roadmap for new MACN members outlining tools for progressive action to improve internal processes
- Develop an enhanced and more efficient Collective Action Methodology
- Identify and kick off at least 10 new Collective Actions
- Continue to implement the Port Professionalization Toolkit in identified hot spots
- Engage academic community to develop metrics and KPIs to determine the success of Collective Action
- Identify ownership opportunities for MACN members and local stakeholders to drive implementation

**Collective Action**
- Develop Culture of Integrity toolbox and methodology for measuring impact for public and private stakeholders
- Engage the maritime education community to embed integrity culture modules in curricula
- Initiate MACN Integrity Awareness Training in key Collective Action countries

**Culture of Integrity**
Contact us

If you would like to join MACN, or if you would like more information on MACN's impacts through collective actions, please get in touch:
contact@macn.org

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