

GCNI ACCA PROJECT IMPACT REPORT



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EXECUTIVE SUMMARY

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The Anti-Corruption Collective Action (ACCA) initiative, implemented by the Global Compact Network India (GCNI) under the Siemens Integrity Initiative's Third Funding Round (2019–2025), focused on strengthening transparency, accountability, and ethical governance in India's healthcare sector. Launched in October 2019, GCNI was selected by the United Nations Global Compact (UNGC) to implement an Anti-Corruption Collective Action (ACCA) project alongside local networks (now known as Country Networks) in Brazil, Kenya, and Ukraine. Guided by the UN Global Compact's ACCA Playbook and aligned with SDG 16.



The project was designed around three core objectives:

- (1) development and dissemination of the Playbook,**
- (2) enabling Local Networks to facilitate ACCA initiatives, and**
- (3) engaging in public-private policy dialogue.**

Over a five-year period, GCNI operationalized the global ACCA Playbook developed by UNGC in the Indian context. GCNI participated in global consultations, created a sectoral corruption matrix and papers on ethical business practices, and also contributed to the shaping of final Playbook. National dissemination included over 40 workshops and training events, reaching more than 4,700 stakeholders across private sector, healthcare, academia, and civil society. The Playbook was integrated into corporate compliance frameworks and featured in peer-learning sessions and regional platforms.

A multi-stakeholder ACCA Working Group was constituted and expanded from 30 to 78 member institutions. The group co-developed the ACCA Roadmap Report and contributed to the “Best Practice Compendium on Anti-Corruption,” launched in December 2023, which included ten case studies and was downloaded over 4,500 times. Several institutions, including MERCK, Apollo Hospitals, and Sri Sathya Sai Medical Institute, began incorporating ACCA tools into onboarding, training, and compliance processes.

GCNI facilitated policy dialogues with key public institutions including the Health System Evaluation Report, developed in 2024 with inputs from 13 senior stakeholders, assessed improvements in transparency, compliance, and stakeholder behaviour. Additional advocacy events, such as World Health Day dialogues and International Anti-Corruption Day symposia, strengthened engagement with government and regulatory bodies.

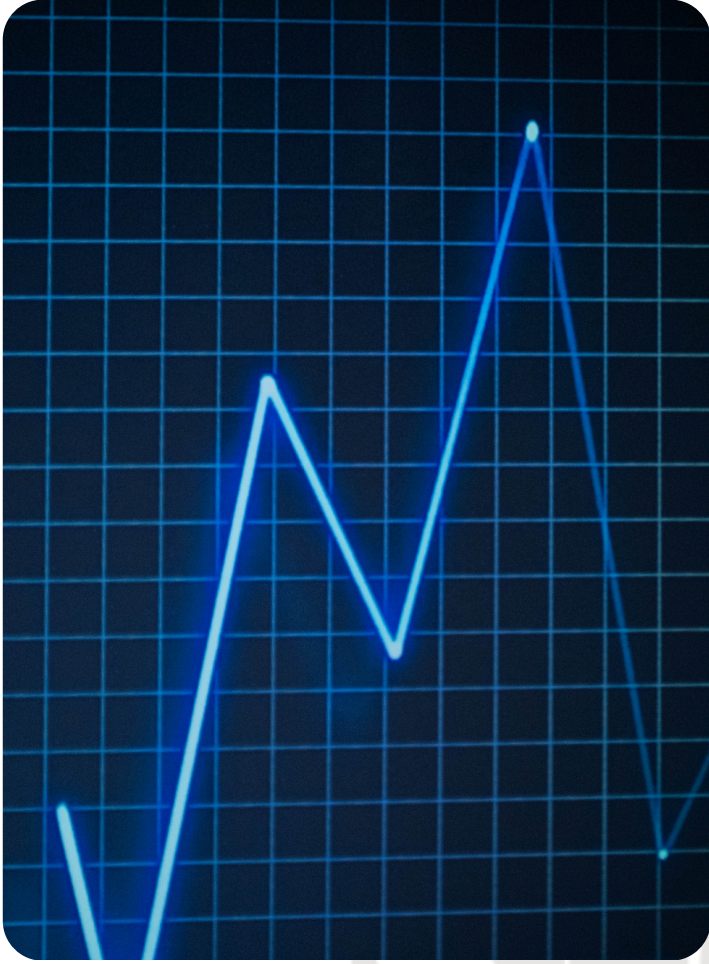
Despite disruptions caused by the COVID-19 pandemic, stakeholder hesitancy, coordination delays, and resource limitations, the project sustained momentum through virtual engagements, tailored collaboration strategies, and strategic partnerships. Over time, institutional buy-in improved and several stakeholders adopted ACCA principles independently. The initiative resulted in long-term capacity-building, internal policy reform, curriculum integration in academic institutions, and regional and global visibility. The ACCA Working Group evolved into a self-sustaining platform, with members contributing to knowledge products and advancing ethical governance within their own institutions. The initiative has positioned GCNI as a national and international reference point for collective action against corruption, particularly in high-risk sectors like healthcare.



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NITI Aayog



India's rapid economic growth and expanding service sectors have highlighted the importance of strong governance systems, especially in areas like healthcare, where public and private sector interests converge. While significant strides have been made in regulatory frameworks and business transparency, vulnerabilities remain in sectors that directly impact citizen welfare. In particular, pricing opacity, fragmented accountability, and weak enforcement mechanisms continue to pose challenges. While not unique to India, these dynamics underline the need for proactive and inclusive strategies that bring together public and private actors to foster integrity.

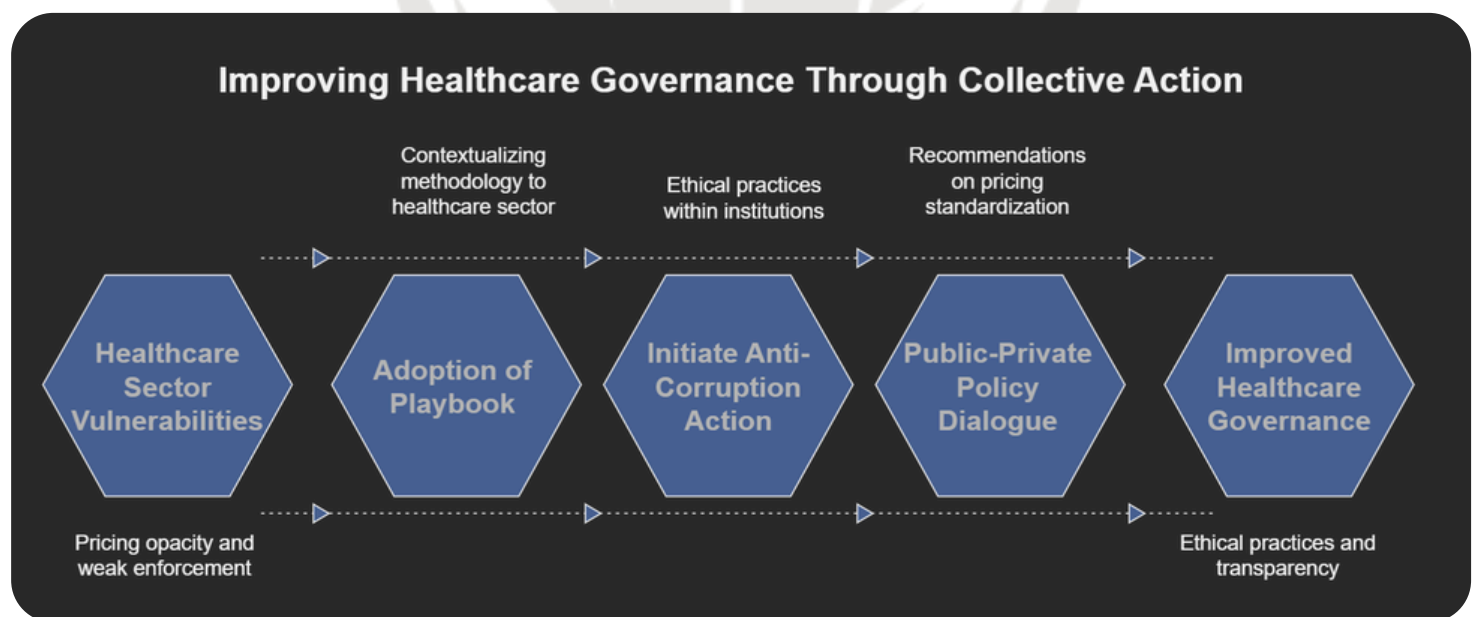
The Global Compact Network India (GCNI), established in 2000 as the first legally recognized Local Network of the United Nations Global Compact (UNGC), has been a central force in promoting ethical business practices nationwide. GCNI's mandate is grounded in the Ten Principles of the UNGC, which span human rights, labor, environment, and anti-corruption. Through its work, GCNI has consistently championed transparent governance and corporate responsibility, aligning with India's national aspirations for sustainable and inclusive development and the global Sustainable Development Goals (SDGs).

Under the Siemens Integrity Initiative's (SII) Third Funding Round, launched in October 2019, GCNI was selected by the UNGC to implement an Anti-Corruption Collective Action (ACCA) project alongside local networks (now known as Country Networks) in Brazil, Kenya, and Ukraine.

The SII was created as part of Siemens AG's 2009 settlement with the World Bank Group and commits \$100 million globally over 15 years to fight corruption through collective action, advocacy, and education. The third funding round adopted a three-pronged approach: the development of the Anti-Corruption Collective Action Playbook, the global rollout of the Playbook, and targeted support to Local Networks to operationalize Collective Action strategies in-country.

In India, GCNI applied the ACCA framework to the healthcare sector—a critical area marked by concerns over price transparency, misaligned incentives, and under-regulated procurement processes. After multiple consultations and ideation meetings, GCNI prioritized two areas to focus Price transparency and Value-based healthcare. The initiative sought to bring together businesses, pharmaceuticals, healthcare organizations, academics and research institutions, patient organizations/CSOs and policymakers to create a principles-based collective action platform.

To structure the intervention, UNGC identified the following three overarching project objectives, which GCNI followed to create a positive impact of the project.



(i) Development and dissemination of a Playbook to enhance the knowledge, understanding, and capacity of Global Compact Local Networks on ACCA:

This emphasized the Adoption of the Anti-Corruption Collective Action Playbook. Developed as a global resource, the Playbook provides a step-by-step guide for identifying corruption risks, engaging stakeholders, and designing interventions. GCNI contextualized this methodology to India's healthcare sector, anchoring its initiative in international best practices.

(ii) Enabling select Local Networks to facilitate Anti-Corruption Collective Action initiatives:

This enabled Local Network to Initiate Anti-Corruption Collective Action where GCNI constituted a Multi-stakeholder Working Group representing hospitals, pharmaceutical firms, industry bodies, and academia. Through Playbook training, working group sessions, and compliance workshops, stakeholders were capacitated to implement ethical practices within their institutions/companies.

(iii) Engage in policy dialogue with governments and other relevant stakeholders to enhance public-private cooperation in fighting corruption:

This scaled-up Public-Private Policy Dialogue. GCNI facilitated strategic dialogues with government agencies, including the **Ministry of Health and Family Welfare, National Health Systems Resource Centre (NHSRC), Indian Medical Association (IMA), Niti Aayog (Planning Commission), and Anti-Corruption Forum under Ministry of Home Affairs.** These engagements informed recommendations on pricing standardization, procurement reform, and responsible business conduct to fight corruption in healthcare and business organizations.

This report documents the implementation journey of GCNI's ACCA project over five years. It highlights how collective action methodologies were translated into national strategies, contributing to improved governance in healthcare. The subsequent chapters explore the project's methodology, key challenges, outcomes, and lessons learned, offering a replicable model for anti-corruption reforms in other potential sectors and geographies.

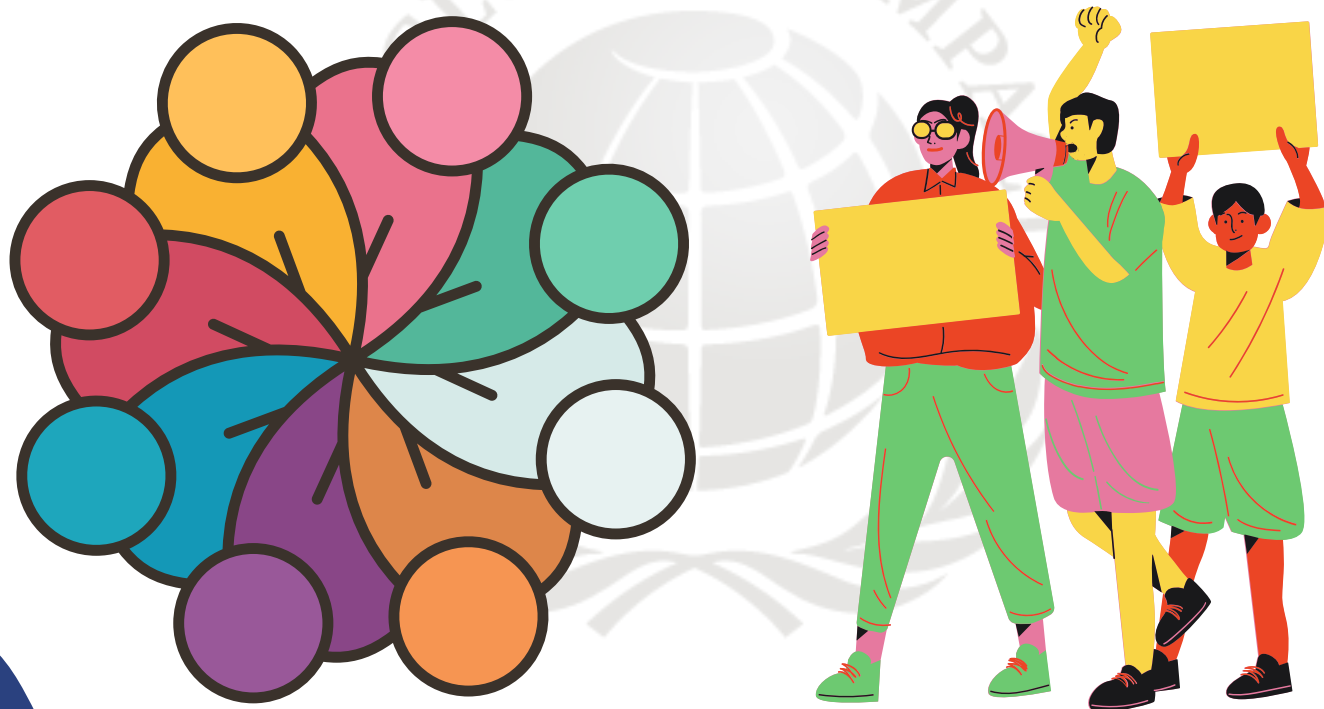


The Anti-Corruption Collective Action (ACCA) methodology undertaken by GCNI over a five year of implementation period was grounded in the global ACCA Playbook's six-step framework which was developed by UNGC, New York with active engagement of local networks from India, Kenya, Brazil and Ukraine. The six steps in the framework included: Prepare, Introduce, Develop, Implement, Evaluate, and Scale & Sustain.

These six steps guided a coherent and comprehensive process designed to build trust, enhance stakeholder ownership, develop sustainable mechanisms for collaboration, and institutionalize transparency and ethical conduct across sectors—particularly healthcare and business. This section presents a detailed, step-by-step account of the activities, workshops, strategic engagements, and deliverables produced by GCNI, based solely on documented evidence from the five year narrative.

From the outset, GCNI's approach to collective action was designed to be inclusive, context-sensitive, and locally owned. It emphasized systemic reform through sectoral engagement, leveraging its unique position as an UN-mandated business network with long-standing experience in convening stakeholders across sectors. The initiative engaged over 4,700 stakeholders through more than 40 structured events and produced key knowledge outputs, including an ACCA roadmap, training modules, and a best practice compendium on Anti-Corruption. The methodology was dynamic and responsive, with adaptations based on emerging needs, stakeholder inputs, and policy developments.

Focusing on Collective Action



3. IMPLEMENTATION AND KEY ACCOMPLISHMENTS

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3.1 Establishing Foundations for Collective Integrity

In the preparatory phase, GCNI focused on understanding the ACCA landscape globally, identifying a relevant sectoral focus for India, and building a base of knowledge and partnerships that would support future implementation. This phase unfolded primarily during Year 1 (April – September 2020).

GCNI joined the UN Global Compact's ACCA Working Group in April 2020, engaging with peer Local Networks in Brazil, Ukraine, and Kenya through five international consultations. These sessions facilitated cross-learning and offered insights into collective action models, sector-specific corruption patterns, and stakeholder mapping tools. In parallel, GCNI completed the UNGC's structured pre- and post-surveys, providing baseline data for India's ACCA initiative and stakeholders' engagement.

Based on preliminary research and stakeholder analysis, GCNI selected healthcare as the thematic sector for piloting ACCA in India. The rationale for this choice stemmed from extensive documentation of systemic corruption in healthcare procurement, service delivery, and policy implementation, as well as the sector's critical role during the COVID-19 pandemic.

To further strengthen its groundwork, GCNI developed a detailed matrix in July–August 2020, identifying types of corruption, key actors, contributing factors, and proposed responses. The matrix was submitted to the UN Global Compact. Additionally, a concept note titled “Promoting Transparency in Healthcare” was prepared and shared with the Project Committee, business and healthcare stakeholders. This note laid the foundation for India’s ACCA direction.

GCNI also submitted a paper on ethical business practices as a tool for combating corruption, along with a compilation of India-specific publications and best practices in business integrity. These resources supported the development of the global ACCA Playbook. By the end of this phase, the thematic focus, stakeholder categories, and conceptual roadmap were in place, enabling a transition to broader stakeholder ideation and engagement.

Foundations of GCNI's Anti-Corruption Initiative

Global Collaboration

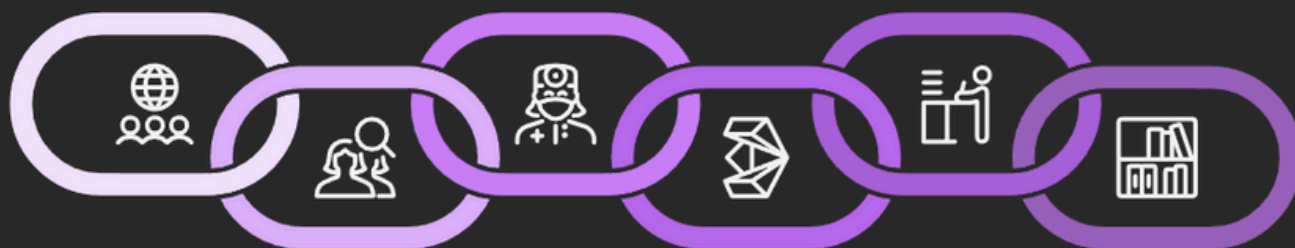
Engaging with international networks to share insights and strategies.

Sector Selection

Choosing healthcare as the focus due to systemic corruption and critical role.

Concept Note

Preparing a document to guide the initiative's direction.



Baseline Data Collection

Conducting surveys to establish a foundation for measuring progress.

Matrix Development

Creating a detailed framework to identify and address corruption.

Resource Compilation

Gathering publications and best practices to support the initiative.

3.2 Engaging Stakeholders and Framing the Dialogue

During project implantation phase between June 2020 and September 2021, GCNI aimed at engaging relevant stakeholders in understanding ACCA, sharing sector-specific challenges, and building momentum toward collaborative ownership. GCNI strategically used ideation meetings, public webinars, and stakeholder mapping to generate awareness and support for the collective action approach.

Two major ideation meetings were held on November 25 and 30, 2020, convening 30 key stakeholders from the healthcare, pharmaceutical, civil society, business, and public sectors. These sessions helped validate the healthcare sector as the collective focus and encouraged active participation in shaping the initiative to address corruption challenges in Healthcare in India.

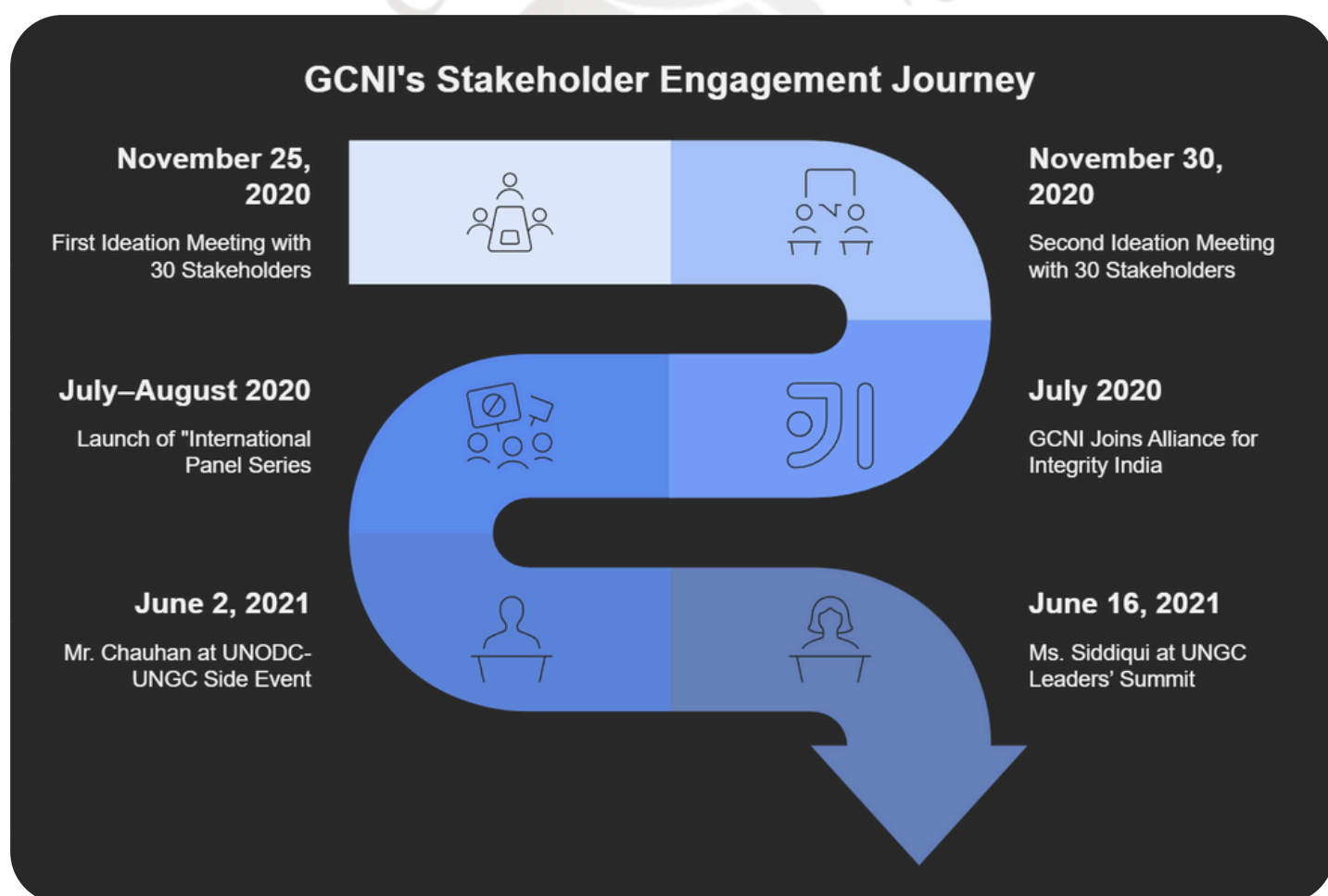
To build broader visibility and promote the relevance of collective action in a post-COVID context, GCNI launched the “International Panel Series: Shaping a Sustainable Business Post-COVID” in July–August 2020. This series featured four high-level webinars focused on business integrity, supply chain resilience, workforce digitalization, and small business sustainability. The sessions drew over 600 participants and were organized in partnership with the Alliance for Integrity (AfIN) India, which GCNI formally joined in July 2020 and later known as Business Integrity National Hub for India.

Additionally, stakeholder mapping and outreach expanded significantly in this period. GCNI developed a dynamic stakeholder database of healthcare institutions, regulatory bodies, medical professionals, business associations, and academic institutions. These contacts formed the basis of future working groups and consultations.

Public-private discourse was reinforced through India's participation in global anti-corruption forums. On **June 16, 2021**, Ms. Shabnam Siddiqui, Executive Director of GCNI, moderated a panel during the UNGC Leaders' Summit on "Uniting Against Corruption." On **June 2, 2021**, Mr. Ashish Kumar Chauhan, MD & CEO of the Bombay Stock Exchange, representing India, spoke at a UNODC-UNGC side event addressing corruption risks in the public and private sectors. These platforms amplified India's position and shared emerging lessons from the ACCA initiative of GCNI.

Through this step, stakeholder awareness of ACCA expanded considerably, and India's initiative was situated within the broader UNGC global framework. These actions set the stage for formalizing the stakeholder coalition and co-developing the roadmap.

GCNI's Stakeholder Engagement Journey



3.3 Designing a Shared Vision and Governance Framework

From October 2020 through September 2022, GCNI advanced into establishing structured stakeholder platforms, co-creating a roadmap, and laying the foundation for implementation. This period marked a transition from awareness-building to institutional development.



A formal **Anti-Corruption Collective Action Working Group (ACCA WG)** was established in early 2021, drawing participants from healthcare, business and academia, sectors, public health professionals, and civil society organizations. The group expanded to 60 members by late 2022. Its composition reflected cross-sectoral engagement, and its function was to guide and co-develop the ACCA roadmap and priority actions.

The ACCA WG met formally on **July 15 and August 31, 2021**, to align on the collective action principles, share organizational experiences, and define transparency priorities within the healthcare value chain. Further consultations with 15 core WG members were conducted between October 2021 and March 2022, leading to the drafting and finalization of the “Project Roadmap Report.” The report articulated key corruption risks in the healthcare system, proposed multi-stakeholder interventions, and included an implementation plan.

GCNI ensured knowledge exchange and peer learning during this stage. A bilateral knowledge-sharing session with Local Network Brazil was organized on May 21, 2021, to understand each other’s ACCA governance structure and implementation tools. GCNI also participated in the OECD Global Anti-Corruption and Integrity Forum and the Basel Institute’s International Anti-Corruption Conference to incorporate global best practices.

The development of the ACCA roadmap marked a pivotal moment, transforming initial stakeholder consultations into a formalized and actionable collective action strategy. This stage concluded with the institutionalization of the ACCA WG, the endorsement of the roadmap, and the readiness to transition into full-scale implementation.

3.4 Activating the Roadmap Through Collaboration and Capacity Building

The implementation process, spanning from late 2021 through 2024, marked the operationalization of the collective action roadmap. During this time, GCNI scaled its efforts across key cities and sectors, embedded ACCA principles into organizational policies, and formalized tools for compliance training and knowledge dissemination.

Between 2021 and 2024, over 40 national and regional events, workshops, consultations, and training were held as part of the ACCA initiative. These included:

- Four virtual stakeholder training sessions between October 2021 and September 2022.
- Two Training-of-Trainers (ToT) sessions on July 22 and 29, 2022.
- Two stakeholder training workshops on September 14 and 27, 2022.
- Six ACCA Working Group capacity-building sessions conducted through 2022–2023.
- Two ACCA Playbook workshops in Delhi on May 22 and June 14, 2024.
- Three Participants' Meets in Jaipur and Bengaluru between May and August 2023.
- Ten partner events organized in collaboration with healthcare and business institutions.
- Four national symposiums and summits, including, the National Conclave on Good Governance in Healthcare on August 4, 2023, Global Symposium on Promoting Transparency on December 9, 2023, 1st Global ESG Summit on March 5, 2024, and Global Symposium on Combating Corruption and Promoting Governance on 19-20 December 2024.

Over this period, GCNI directly engaged more than 4,700 stakeholders through structured programming. These events brought together participants from the public & private sectors, medical institutions, regulatory agencies, civil society organizations, and academia.

One of the major implementation milestones was the development and release of the **“Best Practice Compendium on Anti-Corruption,”** launched on December 9, 2023, during the Global Symposium on Promoting Transparency. The compendium featured 10 case studies from organizations such as Apollo Hospitals, MERCK, PSI India, and Dr. Reddy’s Laboratories. It was further disseminated at the ESG Summit in 2024 and downloaded by more than 4,500 stakeholders within three months of release. ([Document Link](#))



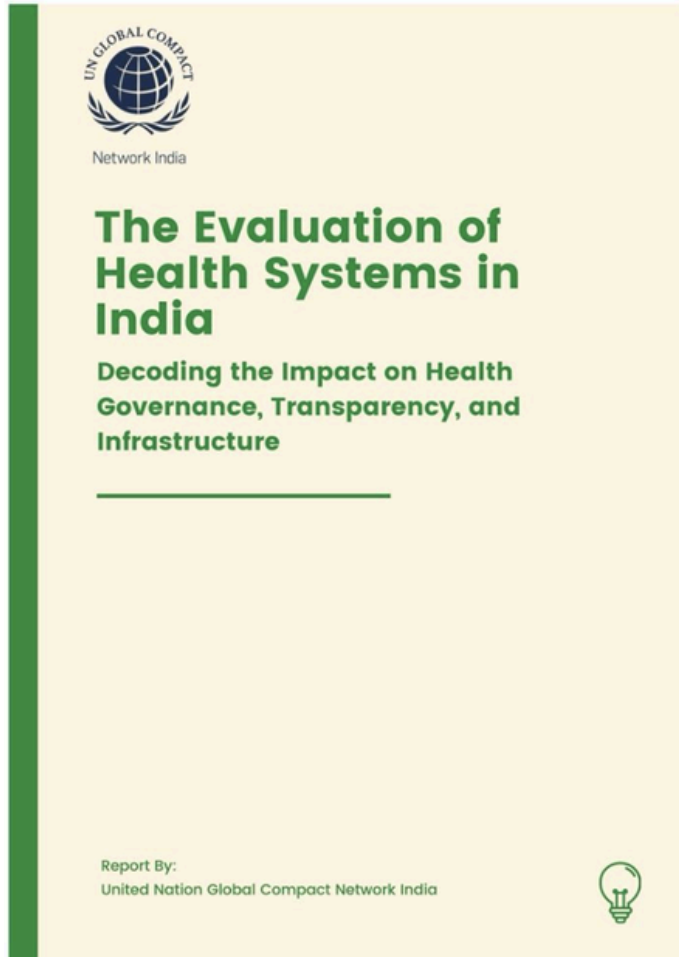
The ACCA Working Group, which began with 30 members in Year 2, expanded to over 78 members by 2024. These organizations began internalizing ACCA tools through onboarding programs, compliance workshops, and policy reforms. Companies such as PepsiCo, Fortis, and the Sri Sathya Sai Medical Institute began adopting Playbook principles in staff training and governance practices.

The operationalization of ACCA also included regional knowledge-sharing. GCNI participated in the Regional Anti-Corruption Conference in Dhaka, Bangladesh, in November 2023, and presented India’s experience in stakeholder-led health sector governance reform. These actions reflected a growing interest in South-South learning and ACCA replication.

A **Project Advisory Committee (PAC)** was formed to provide strategic oversight and ensure accountability in the implementation of the ACCA initiative comprising of senior leaders from healthcare, business, academia, and civil society organizations. The group brought diverse sectoral insights to the project. PAC members met bi-annually to review progress, assess key deliverables, and offer guidance on stakeholder engagement: their role was instrumental in maintaining the relevance and credibility of the initiative. By advising on implementation strategies and monitoring outcomes, the group supported GCNI in navigating challenges and aligning activities with stakeholder expectations. The PAC served as a critical governance mechanism, strengthening transparency and reinforcing the project's commitment to collaborative, multi-stakeholder action.



3.5 Learning from Practice and Measuring Impact



Throughout the project, GCNI embedded robust evaluation mechanisms, gathering feedback through surveys, participant reflection, and organizational reporting. These evaluations were critical for tracking progress, understanding behavioural shifts, and identifying policy-level influence. A key deliverable in the evaluation process was the **“Health System Evaluation Report,”** developed between July and August 2024 under the title “Decoding the Impact on Health Governance, Transparency, and Infrastructure.”

The report involved inputs from 13 senior stakeholders, including public health experts, compliance heads, and academic researchers. It assessed how ACCA engagements had contributed to structural changes in transparency, public-private partnerships, and compliance mechanisms.

The findings highlighted increased awareness of integrity principles among institutions and revealed that several ACCA partners had initiated internal compliance protocols or whistleblower systems. This report was downloaded by **29 stakeholders** in its initial dissemination round and shared with the Ministry of Health and other decision-making bodies for further review. ([Document Link](#)).

Additionally, post-event evaluations showed high levels of satisfaction among participants. Feedback forms from trainings and conferences revealed that over 90% of attendees experienced a measurable improvement in their understanding of collective action strategies and ethical business standards. In sessions such as the ACCA Playbook workshops (**May and June 2024**), over **60%** of participants reported intended institutional application of the training received insights from the evaluation were integrated into ongoing programming, including the refinement of training materials and facilitation methods.

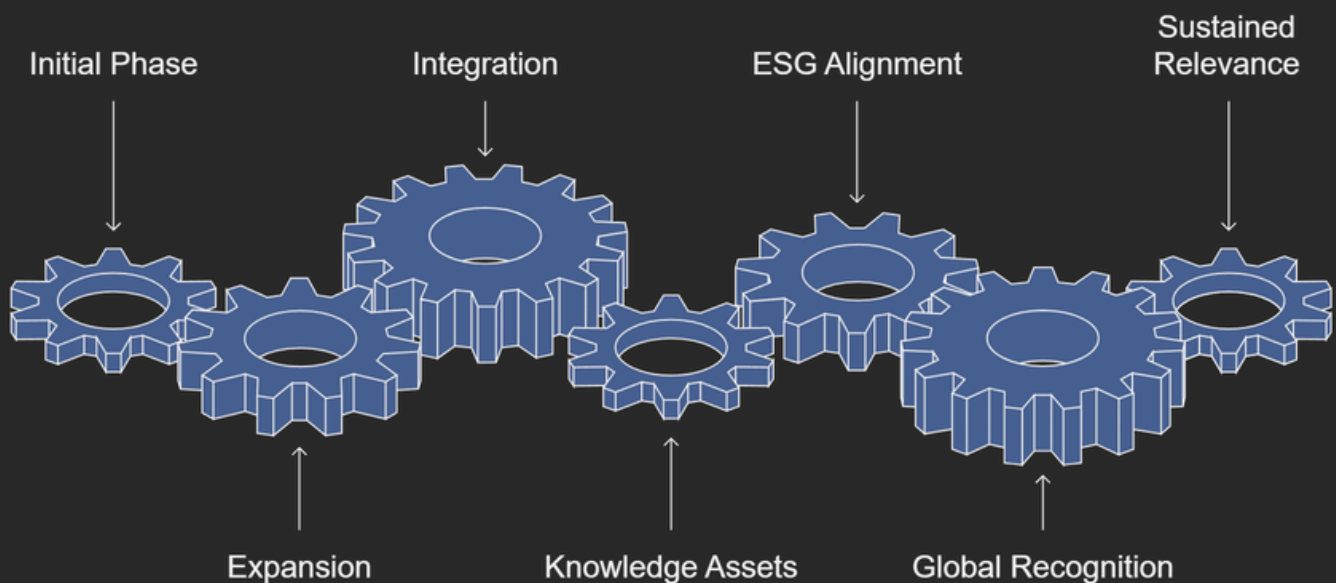
These practices helped ensure that learning was iterative, adaptive, and responsive to the evolving needs of stakeholders.

3.6 Embedding Collective Action for Systemic Change

The final phase of the project focused on scaling the initiative geographically and sectorally while also ensuring institutional continuity and financial sustainability.

Over five years, the ACCA Working Group expanded from 30 initial members to 78 organizations, including national corporations, healthcare providers, academic institutions, and civil society actors. Several universities—including Atmiya University and Sri Sathya Sai Medical Institute, IILM, GD Goenka University, —committed to integrating ACCA tools into their curriculum modules and student trainings. Similarly, companies such as MERCK, Apollo Hospitals, and Dr. Reddy's Laboratories incorporated collective action strategies into their onboarding processes and compliance audits.

Scaling and Sustaining Anti-Corruption Initiative



The creation and public release of two key knowledge assets—the “Best Practice Compendium on Anti-Corruption” and the “Health System Evaluation Report”—enabled wide-scale diffusion of successful models and policy innovations. These were used as reference tools by companies designing internal integrity programs and by public health officials seeking to understand systemic barriers to accountability.

GCNI also ensured the longevity of the ACCA initiative through its alignment with the broader ESG and Responsible Business Conduct (RBC) agendas. Anti-corruption training and ethical leadership themes were integrated into the programming of the ESG Summit (March 2024), co-hosted with PHDCCI and supported by four healthcare sector partners.

Participation in the 20th Anniversary of Principle 10 of the UN Global Compact and the 2024 Leaders' Summit (September 23–25, 2024) further established India's ACCA model as a global example of collective action for systemic reform.

Through its partnerships, GCNI mobilized knowledge, credibility, and policy engagement to embed ACCA into governance systems. With growing buy-in from public agencies, business leaders, and academic partners, the initiative is positioned to sustain its relevance beyond the project period.

4. OUTCOMES AND IMPACT



Over five years, the Anti-Corruption Collective Action (ACCA) initiative, led GCNI, delivered meaningful and system-level outcomes across institutions, sectors, and geographies. Grounded in the global ACCA Playbook framework and aligned with the Sustainable Development Goals (particularly SDG 16), the project's impact extended beyond the healthcare sector into broader governance, policy, and institutional practice.

Objective 1: Development and Dissemination of the ACCA Playbook

GCNI's foundational work in shaping and contextualizing the ACCA Playbook for India resulted in both local capacity-building and international recognition. Its contributions during the early stages—through inputs to the Playbook's six-phase development, submission of a healthcare sector corruption matrix, and a paper on ethical business practices laid the groundwork for relevance in India's regulatory and business environment.

These efforts culminated in GCNI playing a strategic role in the global launch of the Playbook in 2021, including reviewing the French version, moderating the **“Uniting Against Corruption”** panel during the UNGC Leaders' Summit, and participating in the UNGC-UNODC high-level event. GCNI also contributed to the UNGC's 10-Year ACCA Report, signalling India's role not only as an implementing country but as a contributor to global anti-corruption discourse.

The domestic rollout of the Playbook, supported by structured training sessions and national workshops, led to its integration into institutional compliance programs across businesses and healthcare organizations. A cadre of trained professionals and in-house trainers emerged from these sessions, helping embed Playbook tools into day-to-day operations. The Playbook was also featured in regional peer learning platforms, enabling cross-sectoral knowledge exchange.

The overall outcome was the widespread internalization of the Playbook within stakeholder institutions, including the development of training modules, onboarding frameworks, and policy updates informed by Playbook content. GCNI's dual role in both global development and national adaptation of the Playbook significantly elevated India's presence in the international ACCA ecosystem.

Objective 2: Enabling Local Networks to Facilitate Collective Action

The establishment and expansion of the ACCA Working Group (WG)—from an initial group of 30 to over 78 institutions by the end of Year 5—was a major achievement. Building on earlier consultations, Playbook trainings, and stakeholder workshops detailed in the methodology, the Working Group evolved into an operational platform for dialogue, peer exchange, and strategic collaboration.

Building a community of Practice



A key result was the development of the Best Practice Compendium on Anti-Corruption, co-authored by WG members and launched during the Global Symposium on Promoting Transparency in December 2023. This publication consolidated 10 case studies from healthcare and business institutions and served as a knowledge product that reached over 4,500 stakeholders within its first quarter. It was cited by companies such as MERCK and Dr. Reddy's Laboratories in revising compliance protocols and training frameworks.

Another significant outcome was the integration of ACCA themes into academic curricula. Institutions like Sri Sathya Sai Medical Institute and (PSI India) committed to embedding Playbook principles into ethics and governance coursework. This represents a long-term impact on future professionals and institutional ethics training.

Feedback from the internal capacity-building sessions and Playbook workshops revealed over 90% participant satisfaction and intent to institutionalize learnings. This was further reinforced through the independent rollout of internal trainings by at least eight WG members.

The WG's national visibility also increased through participation in major events such as the National Conclave on Good Governance in Healthcare and the Regional Anti-Corruption Conference in Dhaka (2023). These platforms showcased the Indian model of multi-stakeholder collaboration and collective action in addressing systemic corruption in high-risk sectors.

In addition, the WG played an important role in national observances such as International Anti-Corruption Day and World Health Day, contributing speakers, outreach, and knowledge materials. This sustained engagement helped reinforce a culture of ethical business conduct and collaborative governance across sectors.

Overall, the ACCA WG emerged not just as an implementation body, but as a community of practice, influencing organizational norms, catalyzing cross-sector engagement, and sustaining momentum even beyond formal project activities.

Objective 3: Engaging in Policy Dialogue to Enhance Public-Private Cooperation

GCNI's engagement with policymakers and regulatory institutions resulted in growing policy-level recognition of ACCA strategies. Building on earlier advocacy efforts with the **Ministry of Health and Family Welfare (MoHFW)**, the initiative helped align public-private narratives around transparency, pricing reform, and ethical procurement practices.

Two formal advocacy meetings in 2022 laid the groundwork for sustained cooperation, while national-level dialogues on World Health Day (2023) and International Anti - Corruption Day (2022 and 2023) helped bring government representatives, business leaders, and civil society into a shared space for reform-oriented dialogue.

The Responsible Business Conduct (RBC) in Healthcare webinar, co-hosted with PHDCCI and Ethosphere in September 2024, engaged over 250 stakeholders and illustrated the growing interest in embedding ethics and governance into healthcare policy and operations. In tandem, the Best Practice Compendium and Health System Evaluation Report became accessible reference tools for decision-makers, demonstrating sector-specific reform pathways.

Internationally, GCNI's presence at the UNGC 20th Anniversary of Principle 10 and the Regional Anti-Corruption Conference in Dhaka positioned India's ACCA approach as a reference model for high-risk sector engagement. These engagements broadened the scope of influence beyond national boundaries and supported regional replication discussions.

Through its combined policy, advocacy, and knowledge dissemination efforts, GCNI facilitated a shift in how public-private collaboration on anti-corruption is framed—moving from awareness to shared responsibility and action.

Outputs, Outcomes, and Impact by Objectives

Objective	Outputs (Quantitative)	Outcomes and Impact (Quantitative)
Objective 1: Develop and Disseminate ACCA Playbook (including Global contributions)	<ul style="list-style-type: none"> • 5 Global Consultations attended • Contribution to 2 ACCA Playbook Versions (English and French) • 1 paper on Ethical Business Practices developed. • 1 corruption matrix developed for India. • 4 Playbook-focused virtual training sessions conducted (2022). • 2 National ACCA Playbook workshops held in Delhi (May & June 2024). • Playbook disseminated to 121+ Institutions. • 18 ACCA Working Group members conducted internal Playbook sessions. 	<ul style="list-style-type: none"> • Over 500 professionals and experts trained on ACCA Playbook tools • Playbook integrated into corporate compliance programs • Strengthened technical capacity on collective action frameworks • Positioned GCNI as contributor to global ACCA strategy
Objective 2: Enable Local Networks to Facilitate ACCA Nationally	<ul style="list-style-type: none"> • 2 Ideation meetings (Nov 2020) held. • 2 ACCA Working Group Consultations (July & August 2021) • 1 ACCA Working Group established and expanded to 78 member organizations. • 6 ACCA WG internal training sessions conducted (2022–2023) • 1 ACCA Roadmap Report developed (2022). • 1 Best Practice Compendium on Anti-Corruption developed with 10 case studies (2023). • 3 Regional Participants' Meets held (May–August 2023). • 10 Partner-led Stakeholder events co-hosted. • 30+ National Stakeholder engagement activities conducted. 	<ul style="list-style-type: none"> • Institutionalization of ACCA in 21+ organizations • ACCA integrated into curricula of 2 academic institutions. • 1000+ Stakeholders engaged through national events. • Peer learning and replication across business and healthcare sectors.

Outputs, Outcomes, and Impact by Objectives

Objective	Outputs (Quantitative)	Outcomes and Impact (Quantitative)
Objective 3: Policy Advocacy and Engagement with Government & Stakeholders	<ul style="list-style-type: none">• 2 formal government advocacy meetings held (2022).• 1 Health System Evaluation Report produced (2024).• 2 International Anti-Corruption Day campaigns organized (2022, 2023).• 1 National World Health Day dialogue conducted (2023).• 3 part series of Responsible Business Conduct (RBC) webinar conducted (2024).• Participated in 3 Regional/International policy forums.	<ul style="list-style-type: none">• Government stakeholder engagement increased from Year 3 to 5.• Health Governance themes integrated into public-private dialogue.• Recognition of India's ACCA approach in regional platforms.• 250+ stakeholders engaged in RBC and policy webinars.



Achievements Against Indicators by Objectives

Objective 2: Enable Local Networks to Facilitate ACCA Nationally

Basket of Indicators	Achievement
% of companies and stakeholders from LN participating in ACCA	Over 78 Organizations are part of ACCA Working Group
# of attendees (% private sector, gender balance) of ideation/capacity-building meetings	30 attendees in 2 ideation meetings. 4 Virtual Stakeholder training sessions, 2 Train the Trainer Sessions, 2 Stakeholder Training Workshops, 6 Internal ACCA Working Group training sessions, 2 National Playbook Workshops were organized during the project period
Satisfaction level and % knowledge increased on ACCA	Post-training surveys showed over 90% satisfaction and increased knowledge
Whether LN has a Working Group (WG) or Advisory Committee on AC/CA (Yes/No)	ACCA WG established.
Whether the LN has a Working Group or Advisory Committee on Anti-corruption or Collective Action (Yes/No), whether it was started because of the project	Yes. Over 78 organizations are part of the ACCA Working Group
# of members (% companies, gender balance) of WG/Advisory Committee (increase from 2019–2025)	78 members from Corporate, Pharma, Health Sector and Academia
Qualitative assessment of how tailored the approach was	Roadmap report tailored to the healthcare sector.
# of ACCA meetings and frequency	19 ACCA WG meetings were held.
Rate of average participation in ACCA meetings (enhanced interest/regularity)	Dropout challenges mitigated via trainings (regularity improved).

Objective 2: Enable Local Networks to Facilitate ACCA Nationally

Basket of Indicators	Achievement
Qualitative assessment of contribution from companies in ACCA implementation	TAKEDA Pharmaceutical adopted Playbook; Compendium contributions.
Whether financial contribution exists to continue ACCA beyond the project	In-kind support secured (e.g., TAKEDA and Apollo group of hospitals)
In-kind support received from participating companies	In-kind support secured (e.g., TAKEDA and Apollo Group of Hospitals)
# of CEOs engaged in the initiative (ACCA)	Senior Leadership Participation in ACCA WG & National Events.
# of downloads of ACCA publications	<ul style="list-style-type: none"> • Best Practice Compendium on Anti-Corruption- More than 500 Downloads so far. • Health System Evaluation Report- 29 Downloads.
# of press releases/News/website stories	16 Press Releases, 18 News Articles, 46 Website Stories, 34 Social Media Posts including blogs and YouTube videos, 6 Project Bulletins disseminated to 700–800 stakeholders per issue
# of Tier 1 media covering ACCA	1 News story covered by Asian News International (ANI)
# of international events attended to disseminate Playbook	Participation in B20 Brazil's Integrity Task Force.
Qualitative assessment: LN becomes a reference for ACCA in the country	GCNI is recognized as a national reference for ACCA in healthcare.

Objective 3: Policy dialogue to enhance public-private cooperation

Basket of Indicators	Achievement
# of Policy Dialogues held, # of attendees	1. World Health Day National Dialogue April 7, 2023 2. Responsible Business Conduct (RBC) in Healthcare Webinar September 18, 2024 Co-hosted by GCNI with PHDCCI and Ethosphere 3. International Anti-Corruption Day Dialogue 2022 (December 9, 2022) 4. International Anti-Corruption Day 2023 – National Dialogue (December 9, 2023) Organized the Global Symposium on Combating Corruption and Promoting Transparency (19-20 December 2024)
# of formal partnerships with national bodies (agencies, ministries, etc.)	In advocacy meetings with MoHFW (2022), Government officials participated in various dialogues and panel discussions.
# AC Legislation supported by LN	Policy recommendations submitted to the Ministry of Health.

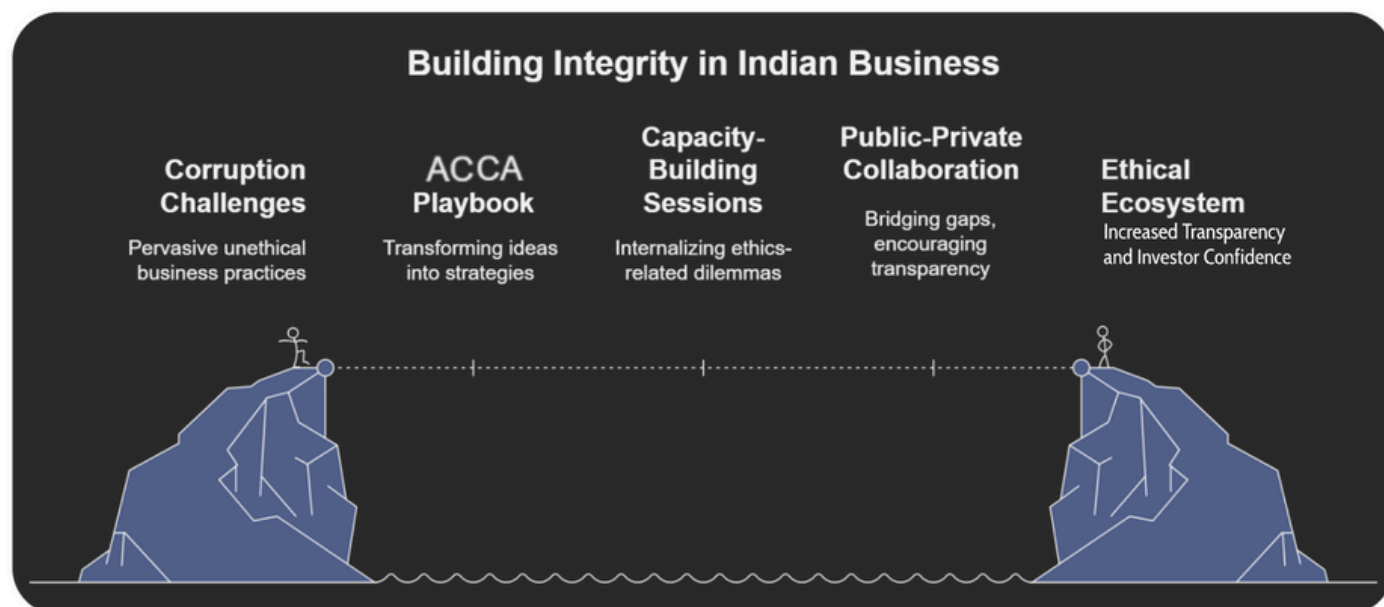
Over five years, the Anti-Corruption Collective Action (ACCA) initiative led by the Global Compact Network India (GCNI) brought together a diverse spectrum of stakeholders—corporate leaders, policy professionals, legal experts, and public health advocates. Their reflections reveal the depth of engagement, the practical impact of the initiative, and a collective commitment to fostering integrity in Indian business ecosystems.

Several members highlighted the ACCA Playbook as a pivotal tool in transforming abstract ideas about anti-corruption into actionable strategies.

From enhancing conceptual clarity to providing real-world tools and frameworks, the Playbook empowered stakeholders across sectors. One respondent called it “a practical roadmap beyond theoretical frameworks,” emphasizing its utility in both strategic planning and frontline implementation.

Capacity-building sessions were remembered as not only informative but also participatory and thought-provoking. A standout memory was the roleplay activity during the 2022 Playbook training—an approach that helped internalize ethics-related dilemmas in real-life business contexts. Participants expressed a strong desire for more frequent and advanced trainings, including Train-the-Trainer (ToT) modules and sector-specific learning pathways.

The initiative’s efforts in fostering public-private collaboration also stood out. Policy dialogues were credited for bridging gaps between businesses, government institutions, and civil society while encouraging regulatory discussions grounded in transparency. Participants valued these forums for elevating diverse voices and building mutual understanding. However, they emphasized the need for more sustained engagement with MSMEs and tailored formats for different organizational levels.



On the implementation front, some stakeholders reported direct changes in internal policies—ranging from banning cash transactions to revising compliance protocols. Others observed broader ecosystem benefits, such as increased investor confidence and a growing culture of transparency. Still, challenges persist, notably resistance to change, lack of awareness, and limited resources, especially among Healthcare MSMEs and regional entities.

Importantly, the interviews also offered thoughtful recommendations: developing a Corruption Risk Heatmap, instituting certifications for ethical business practices, and launching a ‘Corruption Tax Index’ to quantify the cost of corruption.

As the ACCA initiative matures, these voices of integrity underscore both its progress and the path ahead calling for deeper engagement, contextualized learning, and a continued commitment to building ethical institutions across India. (Please refer to Annexure 3 for interviews with the stakeholders).

5. KEY CHALLENGES

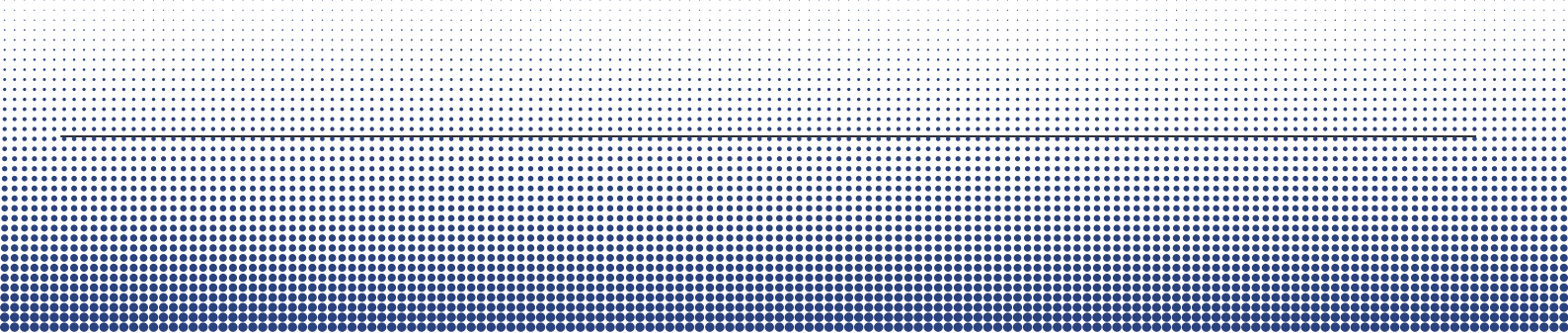
While the project achieved significant outcomes in fostering collective action against corruption, it also faced a range of operational, strategic, and contextual challenges. These challenges were shaped by the broader socio-political environment, stakeholder dynamics, and resource limitations.

5.1 Restricted Stakeholder Engagement Due to the Pandemic

The COVID-19 pandemic severely disrupted planned activities by limiting physical mobility and delaying in-person engagements. At the same time, many stakeholders—particularly from government and industry—were focused on managing pandemic-related priorities, making it difficult to initiate and sustain meaningful discussions on corruption.

5.2 Stakeholder Hesitancy and Inconsistent Participation

There was initial reluctance among some stakeholders to engage in anti-corruption activities, often citing limited resources or sectoral priorities during the pandemic. As the project progressed, maintaining consistent participation in the Anti-Corruption Collective Action Working Group (ACCA WG) became a challenge, with some members becoming inactive due to shifting institutional focus or internal capacity limitations.



5.3 Limited Government Engagement and Institutional Buy-in

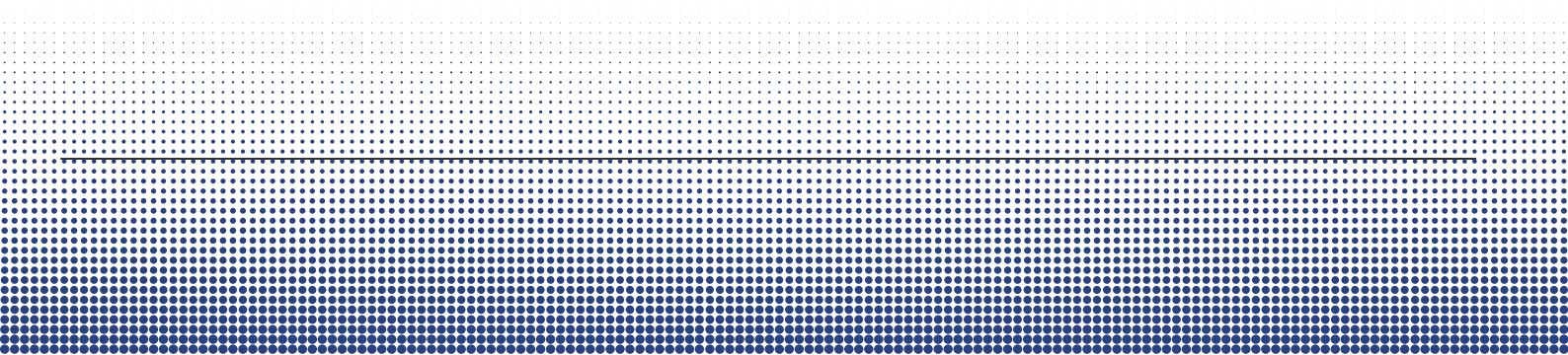
Engaging government stakeholders remained a persistent challenge. While initial awareness was achieved, sustained collaboration proved difficult. Embedding ACCA methodologies into government and business policy frameworks required long-term advocacy and institutional commitment, which was not immediately forthcoming.

5.4 Operational Delays and Coordination Barriers

Coordination delays were encountered due to differing operational schedules, internal processes, and decision-making timelines across partner organisations. These misalignments affected the pace of implementation and required increased communication and follow-ups to maintain progress.

5.5 Resource Constraints and Sectoral Representation

The original project budget limited the scale of some planned initiatives, particularly in the later stages. In addition, ensuring balanced participation from multiple sectors—especially during the development of the Pharma Consensus Framework—posed a challenge and required careful calibration of outreach strategies to reflect sector-specific concerns.



6. LESSONS LEARNED

6.1 Virtual Engagement Can Sustain Momentum

Shifting to virtual engagement platforms enabled GCNI to maintain continuity in stakeholder interactions despite pandemic-related restrictions. These online formats were used for ideation meetings, consultations, and early deliverables, helping the project gain traction under difficult conditions.

6.2 Trust-Building and Follow-Up Are Essential for Participation

Consistent communication, clear articulation of goals, and sustained follow-up played a crucial role in overcoming stakeholder hesitancy and maintaining participation in the ACCA WG. Regular check-ins and refresher sessions helped re-engage inactive members and preserve group cohesion.

6.3 Advocacy Must Be Strategic and Multi-Level

Successful engagement with government actors required sustained advocacy targeted at both senior officials and mid-level officers. Positioning the ACCA initiative in alignment with national priorities such as transparency, ESG standards, and responsible business conduct was key to securing institutional interest.

6.4 Tailored Collaboration Approaches Improve Coordination

Customising engagement strategies based on the specific needs and timelines of partner organisations helped address coordination-related delays. Strengthening internal follow-up mechanisms also enabled the project to move forward despite logistical and scheduling challenges.

6.5 Adaptive Planning and Strategic Partnerships Enhance Delivery

To address budget limitations, GCNI mobilised additional support through partnerships and sponsorships, which helped extend outreach efforts.

Sector-specific engagement formats were used to ensure balanced representation, particularly during the development of the Pharma Consensus Framework, resulting in a more inclusive and actionable outcome.

7. CONCLUSION

The Anti-Corruption Collective Action (ACCA) initiative led by the GCNI has made significant progress toward its intended goals, successfully operationalizing collective integrity across sectors. Drawing from the results of the Basket of Indicators, survey responses, and stakeholder interviews, it is evident that the initiative has fostered a strong culture of ethical collaboration, institutional learning, and systems-level change.

Through sustained stakeholder engagement, GCNI was able to bring together diverse actors—ranging from private sector institutions and healthcare organizations to academic partners and policy advocates. These partnerships supported the development and dissemination of practical tools, informed by international best practices, that were actively used to enhance transparency, compliance, and ethical governance.

Feedback from members indicates that the initiative not only improved the understanding of corruption risks but also encouraged real organizational shifts in values and operations. Participants consistently reported enhanced internal practices, greater alignment with ethical standards, and growing interest in integrating collective action principles into their institutional frameworks.

The initiative also contributed meaningfully to the broader policy discourse through structured dialogues and informal advocacy with public/Govt sector bodies. While formal partnerships were not established, government engagement improved over time and laid the groundwork for continued cooperation.

In sum, the ACCA project achieved its envisioned impact by strengthening the foundations of collective action and integrity in India's healthcare sector. It has created a replicable model that continues to inspire commitment to transparency, accountability, and ethical collaboration across institutions.

8. FINAL IMPACT STORY

One of the most impactful outcomes of the Collective Action initiative has been the way in which the Anti-Corruption Collective Action (ACCA) Working Group was embraced and shaped by its members. From the outset, the initiative was designed to be stakeholder-driven, and over time, this approach was validated as the Working Group evolved into a vibrant, self-sustaining platform. What began as a facilitation effort by the Global Compact Network India (GCNI) was gradually internalized by member organizations, many of whom took proactive steps to lead conversations, host trainings, and contribute knowledge resources. Rather than being seen as an external intervention, the initiative was viewed as a shared responsibility, with members investing their time, expertise, and institutional support to advance its goals.

The most meaningful change was observed in how the tools and methodologies of the ACCA initiative - particularly the Playbook and its principles - were adapted to suit organizational needs. Internal training programs were initiated, integrity protocols were revised, and collective action was promoted not only as a compliance necessity but as a value-based approach to business. These developments were not directed from above but were instead driven from within, signaling a deep sense of ownership and alignment with the initiative's objectives.

Additionally, members of the Working Group contributed to key knowledge products, such as the Best Practice Compendium on Anti-Corruption, and ensured their use within their sectors. It is through this widespread and voluntary adoption that the initiative's long-term relevance was cemented.

The sustainability of the Collective Action platform, therefore, has not rested solely on external coordination but has been ensured by the commitment and leadership shown by the members themselves. This ownership remains the most powerful testament to the impact of the ACCA initiative in India.

YEAR 1

International Panel Series: Shaping a sustainable business post Covid

- <https://www.globalcompact.in/uploads/knowledge-center/1604490069international-panel-series-report.pdf>

International Panel Discussion: Transparency, Ethics and Integrity in Healthcare and Pharmaceuticals sector.

- <https://www.globalcompact.in/uploads/knowledge-center/1604489780international-panel-discussion-report.pdf>

Media Coverage/Press Release can be seen at

- <http://theeducationtimes.in/transparency-becomes-more-important-during-covidpandemic-to-retain-trust-of-people-experts-at-iihmr-ceget-webinar/>
- <https://www.shiksha.com/articles/iihmr-u-news-events-blogId-25599>
- <https://m.dailyhunt.in/news/india/english/news+patrolling-epaper-newspatr/transparency+becomes+more+important+during+covidpandemic+to+retain+trust+of+people+experts+at+iihmr+ceget+webinar-newsId-n215910014>
- <https://www.pnnews.com/transparency-important-during-covid-to-retain-trust-of-people/>
- <https://globalprimenews.com/2020/09/19/transparency-becomes-more-important-during-covidpandemic-to-retain-trust-of-people-experts-at-iihmr-ceget-webinar/>
- <http://mediabulletins.com/business-world/transparency-becomes-more-important-during-covid-pandemic-to-retain-trust-of-people-experts-at-iihmr-ceget-webinar/>
- <https://tennews.in/transparency-becomes-more-important-during-covid-pandemic-to-retain-trust-of-people-experts-at-iihmr-ceget-webinar/>
- <https://mumbainewsnetworks.blogspot.com/2020/09/transparency-becomes-more-important.html?m=1>
- <http://www.newspatrolling.com/transparency-becomes-more-important-during-covidpandemic-to-retain-trust-of-people-experts-at-iihmr-ceget-webinar/>
- <https://dainikjaltedeeep.com/iihmr-discussed-in-webnar/>

YEAR 2

1st Ideation Meetings: Promoting Transparency and Accountability in Healthcare Value Chain.

<https://www.globalcompact.in/uploads/knowledge-center/1618220514GCNI-UNGC=1st%20Ideation%20Meeting%20with%20Healthcare%20Value%20Chain.pdf>

2nd Ideation Meeting: Promoting Transparency and Accountability in Healthcare Value Chain.

<https://www.globalcompact.in/uploads/knowledge-center/1618220498GCNI-UNGC=2nd%20Ideation%20Meeting%20with%20Healthcare%20Value%20Chain%20.pdf>

International Anti-Corruption Day-2020: Recover with Integrity -A Talk Show with Anti-Corruption Experts.

<https://www.globalcompact.in/uploads/knowledge-center/1617693438Int%20Anti-Corruption%20Day%20-Recovering%20with%20%20Integrity.pdf>

2021 OECD Global Anti-Corruption & Integrity Forum: Collective Action to fight healthcare corruption post Covid.

[https://www.globalcompact.in/uploads/knowledgecenter/16176928492021%20OECD%20Global%20AC%20&%20Integrity%20Forum-GCNI%20Session%20\(1\).pdf](https://www.globalcompact.in/uploads/knowledgecenter/16176928492021%20OECD%20Global%20AC%20&%20Integrity%20Forum-GCNI%20Session%20(1).pdf)

India-Ukraine Knowledge Sharing Meet: GCNI best practices on ACCA and Discussion on Siemens Integrity Initiative.

<https://www.globalcompact.in/uploads/knowledge-center/1618211372GCNI-India%20and%20Ukraine%20ACCA%20Meet.pdf>

1st Consultation Meeting of ACCA Working Group.

<https://www.globalcompact.in/knowledge-center>

2nd Consultation Meeting of ACCA Working Group.

<https://www.globalcompact.in/knowledge-center>

Testimonial on 'What would you do' as a response to corruption risk under one-month integrity campaign by AfIN/GIZ under knowledge partnership with GCNI.

<https://www.youtube.com/watch?v=NmQtlmTTZB0&list=PLTaCs1-QY2rGuUdM80COT10nSmokd3gh1&index=39>

CEGET-GCNI Monthly Bulletins explaining monthly progress /achievements of the project and other activities/ initiatives undertaken.

<https://www.globalcompact.in/ceget-bulletin>

YEAR 3

Awareness Campaign: Vigilance Awareness Week 2021

<https://www.globalcompact.in/uploads/knowledge-center/1648103156awareness-campaign-vigilance-awareness-week-2021.pdf>

Panel Discussion: Vigilance Awareness Week 2021

<https://www.globalcompact.in/uploads/knowledge-center/1648103345Panel-Discussion-vigilance-awareness-week-2021.pdf>

Observance of International Anti-Corruption Day: Say No to Corruption

<https://www.globalcompact.in/uploads/knowledge-center/1648103619observance-of-IACD-2021.pdf>

Promoting Business Integrity in Public and Private Sectors- A Roundtable on Business Integrity and Human Rights Due Diligence

<https://www.globalcompact.in/uploads/knowledge-center/1648104183gcni-roundtable-on-business-integrity.pdf>

Responsible Business Conduct in International Supply Chain-Focus Group Discussion

<https://www.globalcompact.in/uploads/knowledge-center/1648104469gcni-responsible-business-conduct.pdf>

CEGET- GCNI Bulletins

<https://www.globalcompact.in/ceget-bulletin>

YEAR 4

Vigilance Awareness Week 2022 -Awareness Campaign and Panel Discussion (31 October – 6 November 2022)

https://globalcompact.in/wp-content/uploads/2023/08/VIGILA_1.pdf

International Anti-Corruption Day 2022 (9 December 2022)

<https://globalcompact.in/wp-content/uploads/2023/09/GCNI-Int-Anti-Corruption-Day-2022.pdf>

Universal Health Coverage Day 2022, Build the World We Want- A Healthy Future for All (12th December 2022)

https://globalcompact.in/wp-content/uploads/2023/08/UNIVER_1.pdf

Observance of World Health Day-2022 Our Planet-Our Health Call to Action: Promoting Transparency and Value-Based Healthcare Through Collective Action (7 April 2023)

<https://globalcompact.in/wp-content/uploads/2023/08/World-Health-Day-2022.pdf>

Multi-Stakeholders Workshop on Collective Action, Jaipur Rajasthan (30th May 2023)

<https://globalcompact.in/wp-content/uploads/2023/08/UN-GCNI-Multi-Stakeholders-Workshop-on-Collective-Action.pdf>

Participants Meet On Strengthening Collective Action

<https://globalcompact.in/wp-content/uploads/2023/09/Participants-Meet-on-Collective-Action-Bangalore-.pdf>

National Conclave on Good Governance in Healthcare for Global Welfare and Multi-Stakeholders Workshop on Collective Action (4th August 2023)

<https://globalcompact.in/wp-content/uploads/2023/09/Report-National-Conclave-on-Good-Governance-in-Healthcare-and-Multi-SHs-Workshop-on-Collective-Action-2.pdf>

Video Recording of Project Events

<https://www.youtube.com/watch?v=lbO-nmte2XE>

WORKING Together: Uniting the Voices for Equitable Cancer Care (4 February 2023)

https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_health-healthcare-netwo-activity-7027236122858504192-LUcd?utm_source=share&utm_medium=member_desktop

ANNEXURE 1 - Links and References

45

Empowering Entrepreneurs through Innovation and IP (26 April 2023)

[https://www.linkedin.com/feed/update/urn:li:activity:7056238259839934464?
utm_source=share&utm_medium=member_desktop](https://www.linkedin.com/feed/update/urn:li:activity:7056238259839934464?utm_source=share&utm_medium=member_desktop)

A Community of Immunity: Benefits and considerations of workplace immunization programs (30 April 2023)

[https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_community-communityhealth-communityhealthworkers-activity-7058171648151105536-1INz?
utm_source=share&utm_medium=member_desktop](https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_community-communityhealth-communityhealthworkers-activity-7058171648151105536-1INz?utm_source=share&utm_medium=member_desktop)

ToT on Business Integrity and Training by Alliance for Integrity (AfIN) and UN Global Compact Network India (21-22 Sept 2023)

https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_smes-msmes-ungc-activity-7108801560066822144-VSWI?utm_source=share&utm_medium=member_desktop1.

<https://globalcompact.in/train-the-trainer-workshop-on-integrity/>

<https://collective-action.com/get-involved/events/icac-2022#lg=1&slide=7>

<https://globalcompact.in/wp-content/uploads/2023/09/4th-International-Collective-Action-Conference-Switzerland.pdf>

Engagement with B20 India under G20 India Presidency (Contributed as GVC Task Force Member to the development of a policy paper for Global Value Chain) <https://globalcompact.in/wp-content/uploads/2023/09/B20-India-G202.pdf>

<https://api.b20india2023.org/b20docs/f3ee5ec0-eb9a-4897-bf58-6a5613719be8.pdf>

GCNI Newsletters/ Bulletins (Knowledge repository and dissemination) <https://globalcompact.in/newsletter/>

Multi-Stakeholders Workshop on Collective Action, Jaipur Rajasthan- 30th May 2023.

<https://csrtimes.org/un-gcni-along-with-its-partner-sidart-organized-a-multi-stakeholders-workshop-on-collective-action-uniting-together/>

National Conclave on Good Governance in Healthcare for Global Welfare -4th August 2023 and Multi-Stakeholders Discussion on Collective Action

<https://csrtimes.org/united-nations-global-compact-network-india-un-gcni-comcluded-a-national-conclave-on-good-governance-in-healthcare-for-global-welfare/>

Global Compact Network India's event news (National Conclave on Governance in Healthcare for Global Welfare) in the UNGC Monthly Newsletter

<https://info.unglobalcompact.org/webmail/591891/1221272933/4ffd386d6b5136791d69d0ac8cdf46be4174566bb65351df568b96faea3179e>

Impact of G20 Presidency of India from SDGs and CSR Prospects "Ethical and Collective Action by the Government and Businesses"

<https://globalcompact.in/wp-content/uploads/2023/09/Impact-of-G20-Presidency-of-India.pdf>

YEAR 5

Webinar on Responsible Business Conduct in Healthcare

<https://csrtimes.org/1st-webinar-understanding-responsible-business-conduct-in-healthcare-a-three-part-series-on-responsible-business-conduct-and-healthcare/>
<https://globalcompact.in/events/understanding-responsible-business-conduct-in-healthcare/>
https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_responsiblebusinessconduct-healthcare-pharmaceuticals-activity-7240988556679073792-WM8J?utm_source=share&utm_medium=member_desktop

International Anti-Corruption Day 2023 Global Symposium on Promoting Transparency “Strategies for Driving Multi-Stakeholder Engagement to Fight Corruption”

<https://globalcompact.in/wp-content/uploads/2024/08/UN-GCNI-Global-Symposium-on-Promoting-Transparency-.pdf>

1st Global Summit on ES Advancement: Innovations Driving Sustainability

<https://globalcompact.in/wp-content/uploads/2024/06/1st-Global-Summit-on-ESG-Advancement.pdf>

Corporate Risk Management & Ethical Leadership: Anti-Corruption Collective Action (ACCA) Playbook Training

<https://globalcompact.in/wp-content/uploads/2024/07/Workshop-on-Corporate-Risk-Mgt-and-AC-CA-Training.pdf> <https://www.linkedin.com/in/dr-somnath-singh-phd-8821b551/recent-activity/all/>

Multi-Stakeholders Roundtable Conference on Ethical Business Practices & Integrity in Healthcare Through Collective Action

<https://globalcompact.in/wp-content/uploads/2024/07/Multi-Stakeholder-Conference-on-Ethical-Business-Practices-and-Integrity-in-Healthcare-1.pdf>

Corporate Governance and Ethical Practices: Anti-Corruption Collective Action (ACCA) Playbook Training

<https://globalcompact.in/wp-content/uploads/2024/06/Workshop-on-Corporate-Governance-and-AC-CA-Training.pdf>

Activities Carried out in partnerships and Collaboration (Collective Action)

National Conclave on Impactful Sustainable Business Practices

<https://www.aninews.in/news/business/indian-achievers-forum-recognizes-outstanding-contributions-to-impactful-sustainable-business-practices-at-national-conclave-202420240220153442/#:~:text=This%20annual%20event%20provided%20a.recipients%2C%20and%20over%20200%20delegates>

3rd CSR Impact Summit – Empowering the Society, (CSR Strategies and Impact in Healthcare)

https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_ungc-anticorruption-business-activity-7167498292136804352-ZN4Y?utm_source=share&utm_medium=member_desktop

Bridging the Industry-Academia Gaps for Skill Development and Lifelong Learning and the Need for Governance, Ethics, Transparency, and Integrity in Business to Avoid Corruption.

<https://www.youtube.com/live/Avg8ARIWsf4?si=p2nwV9kD1vCn0wF2>

https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_university-industrial-ungc-activity-7168288257414291456-OQjz?utm_source=share&utm_medium=member_desktop

ANNEXURE 1 - Links and References

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Holistic Approaches to Addressing Diarrhea Challenges: Integrating Health, Industry, and Policy Perspectives – Collective Action (1st and 2nd Edition) <https://www.youtube.com/watch?v=lZinCL0wd2c>
https://www.linkedin.com/search/results/content/?keywords=Holistic%20Approaches%20to%20Addressing%20Diarrhea%20Challenges%3A%20Integrating%20Health%2C%20Industry%2C%20and%20Policy%20Perspectives&origin=GLOBAL_SEARCH_HEADER&sid=kz%3Ahttps://lnkd.in/g6x3-7pt

8th International Healthcare Conference: Innovation, Integration, and Impact
<https://www.linkedin.com/feed/update/urn:li:activity:7174033491179810818/>

Advancing Global Standards in Integrity and Compliance: A Journey with B20 India 2023 & B20 Brazil 2024

B20 Brasil 2024: Integrity & Compliance Task Force Member [https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_g20-b20brasil-b20brazil-activity-7175800829818327041-dcLM?](https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_g20-b20brasil-b20brazil-activity-7175800829818327041-dcLM?utm_source=share&utm_medium=member_desktop)
https://www.linkedin.com/posts/dr-somnath-singh-phd-8821b551_b20-integrity-esg-activity-7240967246821351424-IKnS?utm_source=share&utm_medium=member_desktop

Publications

Best Practice Compendium on Anti-Corruption for Healthcare
<https://globalcompact.in/wp-content/uploads/2024/01/UN-GCNI-Compendium-on-Anti-Corruption-for-Healthcare.pdf>

The Evaluation of Health Systems in India: Decoding the Impact on Health Governance, Transparency, and Infrastructure
<https://globalcompact.in/wp-content/uploads/2024/09/UN-GCNI-Evaluation-of-Health-Systems-in-India.pdf>

Shaping India's Healthcare Future: A Consensus Approach to Ethical Collaboration
<https://globalcompact.in/wp-content/uploads/2025/02/Consensus-Framework-Primer-.pdf>

Anti-Corruption Collective Action Brochure
<https://globalcompact.in/wp-content/uploads/2024/06/UN-GCNI-AC-CA-Brochure.pdf>

B20India: Policy Paper on Inclusive GVC for Resilient Global Trade and Investment
<https://globalcompact.in/wp-content/uploads/2023/09/B20-India-G202.pdf>

Project Publication/s on Stakeholders' websites

Best Practice Compendium on Ant Corruption for Healthcare

The AC Best Practices Compendium was launched on 9th December 2023 at the International Anti-Corruption Day event. Also, the Compendium was published at the portal of the following organizations.

ANNEXURE 1 - Links and References

48

Atmiya University <https://atmiyauni.ac.in/un-gcni>

Anbay Legal (Law Firm) <https://www.anbaylegal.com/page/anbay-and-un-gcni>

Press Releases and Media Coverage

International Anti-Corruption Day 2023: “Global Symposium - Promoting Transparency: Strategies for Driving Multi-Stakeholders Engagement to Fight Corruption”

<https://csrtimes.org/GCNI-organised-a-a-global-symposium-on-international-anti-corruption-day-iacd-2023/>

<https://blitzindiamedia.com/international-anti-corruption-day-iacd-2023/>

Universal Health Coverage Day 2023: Leaders Roundtable on Collaborative Action for Health Equity

<https://www.youtube.com/watch?v=Zjk6895cRhc>

[https://www.linkedin.com/search/results/content/?keywords=universal%20health%20coverage%20day%202023&sid=kz%3A&update=urn%3Ali%3Afs-updateV2%](https://www.linkedin.com/search/results/content/?keywords=universal%20health%20coverage%20day%202023&sid=kz%3A&update=urn%3Ali%3Afs-updateV2%3A(urn%3Ali%3Aactivity%3A7140962369718976513%2CBLENDED_SEARCH_FEED%2CEMPTY%2CDEFAULT%2Cfalse))

[3A\(urn%3Ali%3Aactivity%3A7140962369718976513%2CBLENDED_SEARCH_FEED%2CEMPTY%2CDEFAULT%2Cfalse\).](https://www.linkedin.com/search/results/content/?keywords=universal%20health%20coverage%20day%202023&sid=kz%3A&update=urn%3Ali%3Afs-updateV2%3A(urn%3Ali%3Aactivity%3A7140962369718976513%2CBLENDED_SEARCH_FEED%2CEMPTY%2CDEFAULT%2Cfalse))

1st Global Summit on ESG Advancement: Innovations Driving Sustainability

<https://csrtimes.org/esg-advancement-innovations-driving-sustainability/>

<https://thetruth.one/f/first-global-summit-on-esg-advancement>

<https://www.linkedin.com/feed/>

Project Global Recognition and Impact

Participated in Regional Symposium to Advance Integrity Through Collective Action, organized by Global Compact Network Bangladesh on 15-16 November 2023 in Dhaka/Bangladesh

<https://globalcompact.in/wp-content/uploads/2024/02/Uniting-Against-Corruption-Regional-Perspective-on-CA.pdf>

Participated in the Celebration of the Principle 10 Anniversary and workshop on collective action during Leader Summit, 2024 from 23 – 25 September 2024.

<https://events.unglobalcompact.org/LeadersSummit24/sign-in>

Photo Gallery

<https://drive.google.com/drive/my-drive>

ANNEXURE 2 - Major Publications and Frameworks

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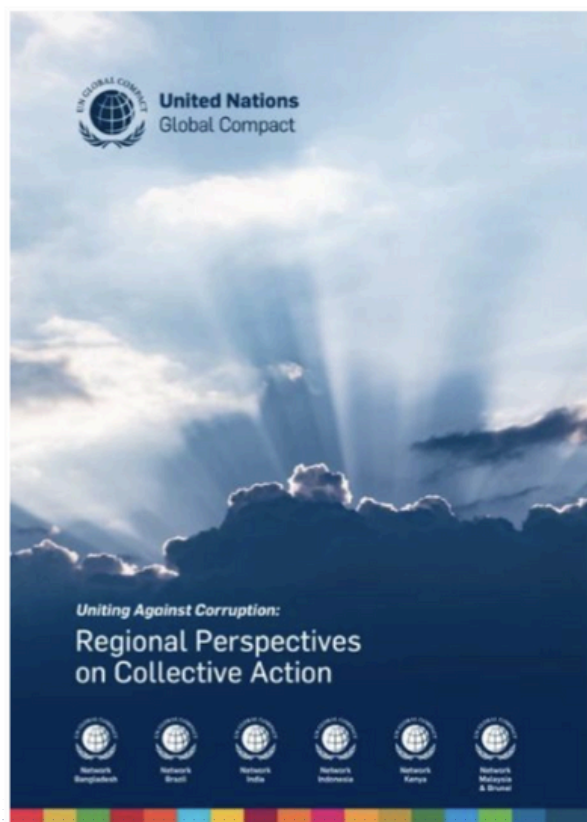
Shaping India's Healthcare Future: A Consensus Approach to Ethical Collaboration

This document presents a pioneering effort by GCNI to establish a Consensus Framework for ethical collaboration in India's healthcare sector. Based on multi-stakeholder consultations across five cities, it identifies key ethical and governance challenges and proposes solutions grounded in global best practices. The framework aims to institutionalise integrity, transparency, and accountability to support equitable and sustainable healthcare. [Document Link](#).



Uniting Against Corruption: Regional Perspectives on Collective Action

This report by UNGC documents the experiences of six UN Global Compact Local Networks participating in the Siemens Integrity Initiative's Golden Stretch Funding Round. It showcases their collective efforts in combating corruption through stakeholder engagement, risk mitigation, and sustainability strategies. The report highlights best practices, country-level variations, and the importance of cross-regional collaboration in advancing ethical business conduct. [Document Link](#)



ANNEXURE 2 - Major Publications and Frameworks

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Shaping India's Healthcare Future: A Consensus Approach to Ethical Collaboration

This document presents a pioneering effort by GCNI to establish a Consensus Framework for ethical collaboration in India's healthcare sector. Based on multi-stakeholder consultations across five cities, it identifies key ethical and governance challenges and proposes solutions grounded in global best practices. The framework aims to institutionalise integrity, transparency, and accountability to support equitable and sustainable healthcare. [Document Link](#).



Uniting Against Corruption: A Playbook On Anti-Corruption Collective Action

This Playbook developed by UNGC on Anti-Corruption Collective Action offers practical guidance for businesses, civil society, and public sector actors to collaboratively address corruption. Drawing on real-world experiences, it outlines flexible strategies for initiating, implementing, and sustaining collective action initiatives. The Playbook serves as a step-by-step roadmap, detailing stakeholder roles, governance structures, and tools to build trust and drive long-term impact. [Document Link](#)



ANNEXURE 3 - Country Network Surveys and Interviews

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Self-Assessment of the Country Network, to be filled by the project manager and/or Executive Director.

1. How would you rate the importance of Anti-Corruption/10th Principle at your Network? Please use the following scale, and then please explain the chosen rating.

- ☐ - Not Important at all
- ☐ - Of limited importance
- ☐ - Somewhat important
- ☐ - Important
- ☒ - Very important (e.g., top 5 priority)

Very Important (Top 5 Priority) – The ACCA initiative has been a cornerstone of our network’s engagement, with a strong focus on transparency, governance, and business integrity across multiple sectors, including healthcare, MSMEs, and academia.

Our commitment to the 10th Principle remains unwavering. Through strategic partnerships and collective action, we have advanced ethical business practices, making anti-corruption a key pillar of our country network’s mandate.

2. Does your Network currently have an Anti-Corruption Working Group and/or Anti-Corruption Collective Action Advisory Committee? Yes/No

- ☒ - Yes
- ☐ - No

Yes, India Network has an Anti-Corruption Collective Action Working Group with active members from around 70 relevant and potential sectors/industries.

The Country Network India also has a Project Advisory Committee comprising 12 senior leaders from different and potential industries.

3. If so, please summarize the number and type of stakeholders involved in (business [participants vs non-participants], government, civil society, UN agencies, academia, etc.).

Our working group includes:

- **Healthcare Sector** (Pharmaceuticals, Hospitals, Medical Equipment Manufacturing company, Labs, etc.).
- **Business Sector:** Representatives from corporate participants and non-participants/CSR.
- **Government:** Key ministries and regulatory bodies.
- **Civil Society:** NGOs and Patient organizations focused on governance, compliance, and integrity.
- **UN Agencies:** Collaborative support from UN Global Compact and allied bodies.
- **Academia:** Researchers and institutions providing insights on ethics and governance.

We have a well-structured multi-stakeholder advisory group, integrating business leaders, policy advocates, academia, and regulatory experts to drive meaningful anti-corruption reforms.

4. If so, was it created because of the Siemens Integrity Initiative projects? When?

Yes – The initiative was strengthened and formalized as part of the Siemens Integrity Initiative project. The structured approach was institutionalized in October 2019, ensuring a sustained impact beyond the project's timeline.

ANNEXURE 3 - Country Network Surveys and Interviews

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5. How would you rate the Network's staff's current knowledge and understanding of concepts of Anti-Corruption Collective Action? Please use the following scale

- ☐ - No familiarity
- ☐ - Limited/cursory familiarity
- ☐ - Moderate familiarity
- ☒ - Sound familiarity
- ☒ - Expert-level familiarity

Both- Sound Familiarity – The team has received training and has been actively engaging in advocacy, capacity-building sessions, and policy discussions.

Expert-Level Familiarity – Given the depth of experience and implementation of key anti-corruption measures, the team demonstrates a high level of competence in ACCA strategies.

6. What is the total number of participating companies in your Network?

Over 300 and all were covered through ACCA diverse activities

7. How many participating companies did you engage in the ACCA initiative?

Around 300 GCNI's participating companies and over 1000 non-GCNI participating companies were engaged in ACCA initiatives.

8. Did you meet the target of engaging 20% of the country network participating companies engaged in your ACCA? If not, please explain.

Yes – The initiative successfully met or exceeded the 20% engagement target, ensuring active participation from businesses across multiple sectors.

9. Will your Network keep engaged in ACCA initiatives beyond the Siemens projects (after June 2025)? (Yes/No). If not, please explain.

Yes – Our commitment extends beyond the Siemens project timeline. We aim to sustain ACCA through partnerships, ongoing advocacy, and the institutionalization of integrity frameworks.

1. Which initiatives were you a part of? (Please select all that apply)

- ☒ Kick-off and Ideation Meetings
- ☐ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☐ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
- ☒ Stakeholders Meet/Consultations
- ☒ Healthcare Innovation Meetings
- ☐ Global Symposium on Combating Corruption and Promoting Governance
- ☐ Academic Session on ACCA (SDG 16.5)
- ☒ Responsible Business Conduct in Healthcare
- ☐ Policy Dialogue with Decision Makers (Public & Private Sectors)
- ☒ Events and Conferences
- ☒ Publications – Best Practice Compendium on Anti-Corruption, Healthcare Policies Review and Recommendations, and Consensus Framework for Pharma.

2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption?

(Focus: Playbook's impact on knowledge/skills)

The Playbook helped me understand structured approaches to collective action in tackling corruption. It clarified key concepts like transparency frameworks, stakeholder accountability, and risk mitigation in procurement. I found the case examples particularly useful in contextualizing these principles within healthcare systems. As someone involved in advising on policy at my Institute, this enhanced my ability to integrate ethical governance into program design, especially in areas like strategic purchasing and health technology assessment.

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles)

At my institute, we've embedded transparency protocols in procurement guidelines and strengthened health systems. For example, we supported the development of a Standard Bidding Document and Costing Templates for Health Benefit Packages under PM-JAY to ensure financial integrity. Post engagement with GCNI, we also recommended incorporating third-party audits and stakeholder consultations into program evaluations. These align with Collective Action principles and enhance systemic checks

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

The dialogues facilitated a safe and neutral platform for cross-sectoral engagement. I saw significant value in the participation of private sector representatives, regulators, and civil society. For example, discussions on ethical pharma practices led to interest in adopting the Consensus Framework for Ethical Collaboration in Healthcare, mirroring global best practices. It also helped open channels for cooperation between MoHFW and industry associations on ethical standards.

5. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

One tangible outcome is increased awareness and institutional appetite for preventive anti-corruption measures rather than reactive ones. My institute has seen improvements in internal training on governance and compliance. The business environment around public-private partnerships, particularly in diagnostics and digital health, has become more cautious yet collaborative—prioritizing ethics alongside efficiency.

6. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts? (Focus: Barriers to progress)

The biggest challenges include:

- Fragmentation of authority across central and state levels in India's federal health structure.
- Capacity constraints in smaller institutions to implement governance reforms.
- Resistance to transparency in procurement and supply chain due to legacy practices.
- Data asymmetry, which makes it hard to monitor performance or red-flag anomalies early.

7. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work? (Focus: Takeaways for sustainability)

I've learned the importance of:

- Institutionalizing ethical frameworks rather than relying on ad hoc measures.
- Using multi-stakeholder platforms to co-develop solutions—particularly involving community voices.
- Adopting risk-based approaches to prioritize high-impact areas for intervention.
- Promoting digital accountability tools (e.g., e-procurement, real-time audits) for better oversight.

8. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts? (Focus: Suggestions for enhancement)

- Localize the Playbook content with sector-specific examples (e.g., health, education, infrastructure).
- Engage more with state-level implementers, since policy execution happens at that level.
- Build capacity-building modules for public sector professionals to institutionalize learnings.
- Facilitate more joint trainings and dialogues involving public servants, business leaders, and CSOs.
- Track impact through simple indicators—like adoption rates of recommended practices or reduction in grievance redressal times.

1. Which initiatives were you a part of? (Please select all that apply)

- ☐ Kick-off and Ideation Meetings
- ☒ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☒ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
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- ☒ Events and Conferences
- ☐ Publications – Best Practice Compendium on Anti-Corruption, Healthcare Policies Review and Recommendations, and Consensus Framework for Pharma

2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption? (Focus: Playbook's impact on knowledge/skills)

The GCNI Playbook has enhanced the understanding of anti-corruption collective action, providing structured guidance on best practices and risk mitigation. The Playbook is a practical roadmap, beyond theoretical frameworks and offer real case studies and specific tools.

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles)

Post-engagement with GCNI, we have advised the industry to strengthen internal policies and conduct training programs for employees and supply chain vendors on anti-bribery compliance. Some organizations have shared that they will integrate anti-corruption clauses into partnership agreements.

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

The policy dialogues have bridged gaps between businesses, government, and civil society with a stronger advocacy for regulatory reforms supporting transparency.

5. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

There is a perceptible increase in cross-sector cooperation. Some industries reported increase in investor confidence

6. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts? (Focus: Barriers to progress)

Resistance to change in traditional business practices is the biggest challenge. Also, there are limited resources for MSMEs to adopt ACCA.

7. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work? (Focus: Takeaways for sustainability)

Continuous stakeholder engagement and reinforcements is critical for sustainability.

SME-specific working groups can drive faster adoption than broad mandates.

Some public recognition like certifications, awards can be instituted to motivate compliance.

Paperless transactions using more technology integrator should be the ultimate enforcer.

8. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts? (Focus: Suggestions for enhancement)

Enhance MSME participation through targeted capacity-building programs.

GCNI can make a model of 'Corruption Tax' Index. This can quantify how much bribery inflates project costs.

Create a corruption risk heatmap for industries, helping businesses prioritize high-exposure areas.

1. Which initiatives were you a part of? (Please select all that apply)

- ☒ Kick-off and Ideation Meetings
- ☒ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☐ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
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2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption? (Focus: Playbook's impact on knowledge/skills)

It's a good initiative and helping understand the anti-corruption topic in a great way.

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles)

Already UNGC's principle are part of our anti-corruption guidelines.

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

Yes, it fosters the dialogue between various stakeholders. The viewpoints of each stakeholder are getting discussed and understood. Such partnership and dialogues shall continue.

5. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

On Professional front: Joining such initiatives are helping us to increase our awareness and knowledge with a broader view.

Business Environment: Understanding need to incorporate entire supply chain in the ACCA ecosystem.

6. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts? (Focus: Barriers to progress)

Sectorize: More transparency is required in each of cog of the healthcare system.

7. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work? (Focus: Takeaways for sustainability)

- 1) Regular dialogue between various stakeholders
- 2) Sector specific trainings on UNGC's principles
- 3) The supply chain shall sign UNGC principles

8. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts? (Focus: Suggestions for enhancement)

- 1) Regular dialogue between various stakeholders
- 2) Sector specific trainings on UNGC's principles. UNGC may provide certificate to the Stakeholders who attends and decides to follow UNGCs principles. Such efforts will showcase their commitments towards AC efforts.
- 3) The supply chain shall sign UNGC principles. (Note: organization shall make a commitment in its policy statement).

1. Which initiatives were you a part of? (Please select all that apply)

- ☒ Kick-off and Ideation Meetings
- ☒ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☒ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
- ☒ Stakeholders Meet/Consultations
- ☐ Healthcare Innovation Meetings
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- ☐ Policy Dialogue with Decision Makers (Public & Private Sectors)
- ☒ Events and Conferences
- ☒ Publications – Best Practice Compendium on Anti-Corruption, Healthcare Policies Review and Recommendations, and Consensus Framework for Pharma

2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption? (Focus: Playbook's impact on knowledge/skills)

I attended one training session in 2022. The experience was enriching and engaging with fellow participants also increased my knowledge of business integrity. I remember the role play activity in which we all participated. I have the ACCA Playbook.

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles)

I am an Advisory Board Member of a Nonprofit organization based in Odisha - Darbar Sahitya Sansada. We have an anti-corruption policy in place. This policy is often a mandate/ or requested by international donors/ partners.

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

As a lawyer and policy professional, I keep myself updated on various reports and frameworks disseminated across various platforms by institutions. I have been part of a few knowledge sessions and dialogues organized by UN GCNI. Regular and frequent knowledge sessions and training should continue. It's been a long time since I participated in an ACCA WG meeting. Look forward to staying updated on the activities.

5. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

I am currently working at Haqdarshak Empowerment Solutions Pvt. Ltd. (Haqdarshak) as a Senior Manager - Central Training and Development. My role is in training and capacity building and engaging with internal and external stakeholders for different training initiatives and partnerships. I have no observations so far. But in my opinion, it would be great to collaborate in some way in the future.

6. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts?

(Focus: Barriers to progress)

I have no specific observations on this. But it would be great to explore opportunities for dialogues around governance, anti-corruption and business integrity issues.

7. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work?

(Focus: Takeaways for sustainability)

It's been a long time since I engaged with GCNI as an ACCA WG Member. My role at Haqdarshak is in Training and capacity building, and I would love to facilitate a knowledge session as an ACCA WG Member in the future and stay connected. I would also like to attend a Train the Trainer (ToT) session organized by UN GCNI.

8. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts?

(Focus: Suggestions for enhancement)

I am very happy to be part of UN GCNI's ACCA WG Member. My only recommendation is that we should have one more ACCA Playbook training session. The last one I attended was in 2022. I also wish to contribute to some research projects/ case studies, etc.

1. Which initiatives were you a part of? (Please select all that apply)

- ☐ Kick-off and Ideation Meetings
- ☒ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☐ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
- ☐ Stakeholders Meet/Consultations
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- ☐ Publications – Best Practice Compendium on Anti-Corruption, Healthcare Policies Review and Recommendations, and Consensus Framework for Pharma.

2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption? (Focus: Playbook's impact on knowledge/skills)

Very effective

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles)

No cash payment is allowed in the organization

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

Encouraged transparent dialogue

5. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

Reduction in transaction cost

6. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts? (Focus: Barriers to progress)

Attitude, and lack of knowledge are the biggest challenges

7. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work? (Focus: Takeaways for sustainability)

Implementing awareness training in the organization to address issues of corruption and how to deal with it.

8. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts? (Focus: Suggestions for enhancement)

UN GCNI should integrate courses on behavioural approach towards fighting with corruption in workplace.

Such training should be imparted at stakeholder level to fight corruption at workplace.

Two-fold training should be designed – (i) for management and senior officials on how to address corruption within and outside the organization (ii) for executives, and vendors to address corruption. The top-down and bottom-up approach should converge at a point to bridge the gap between understanding and impact organizations in a positive manner.

Interview with Mr. Ravindra Joshi Founder and CEO, Agile Consultancy Services

1. Which initiatives were you a part of? (Please select all that apply)

- ☒ Kick-off and Ideation Meetings
- ☒ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☒ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
- ☒ Stakeholders Meet/Consultations
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- ☐ Publications – Best Practice Compendium on Anti-Corruption, Healthcare Policies Review and Recommendations, and Consensus Framework for Pharma.

2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption? (Focus: Playbook's impact on knowledge/skills)

Very effective.

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles)

Being Ex Tata Power, my company is having integrity in our blood and in all processes.

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

Needs improvement, to my knowledge.

5. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

I will say, it's a long process, but yes improvements are there as more and more tenders are getting online, with total transparency in bidding process.

Interview with Mr. Ravindra Joshi Founder and CEO, Agile Consultancy Services

6. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts? (Focus: Barriers to progress)

In getting statutory approvals for specially greenfield project.

In many areas like GST, IT there is no issue at all. So, definite improvement.

Also, I did not face any corruption issue while implementing EV Chargers Infra project in DTC Depot in Delhi, though end client was govt agency.

7. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work? (Focus: Takeaways for sustainability)

I suggest GCNI can present a paper to highest level about statutory approvals for greenfield project, like

Following statutory approvals are normally required:

- PWD and SDM NOC for CLU (Change of land use)
- Fire NOC
- Tehsildar NOC
- Gram Panchayat NOC
- Pollution NOC
- Forest NOC
- Advertisement about project in local media
- Local DA (Development Authority) approval
- Local DA to State HQ Board approval

Current cost is in the range of Rs. 30 to 50 lacs for getting all above approvals.

8. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts? (Focus: Suggestions for enhancement)

Form action teams with specific focus area Teams to do real life pilot in field like getting some statutory approvals and man real life issues will come out. Then brainstorm path forward and take actions suitably.

Interview with Mr. S.C. Gandhi Director, EICS

1. Which initiatives were you a part of? (Please select all that apply)

- ☐ Kick-off and Ideation Meetings
- ☒ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☐ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
- ☐ Stakeholders Meet/Consultations
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- ☐ Publications – Best Practice Compendium on Anti-Corruption, Healthcare Policies Review and Recommendations, and Consensus Framework for Pharma

2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption? (Focus: Playbook's impact on knowledge/skills)

GCNI playbook is a novel idea in its efforts to eradicate corruption throughout the World. It has given me a new dimension to combat and a strong tool to eliminate corruption from the Society.

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles).

Our organization is a startup with few professionals. We have Zero Tolerance policy towards Corruption.

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

UN GCNI's policy dialogues at various platforms have improved a lot between businesses, governments and other stakeholders in fighting corruption.

Interview with Mr. S.C. Gandhi Director, EICS

5. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

As said above, our organization is a new startup, and we have zero tolerance for corruption in dealing with outside parties (businesses) OR persons.

6. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts? (Focus: Barriers to progress)

Till now we have not faced any issues in implementing ZERO Tolerance POLICY about corruption.

7. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work? (Focus: Takeaways for sustainability)

WE will always take lessons from UN GCNI's initiatives as and when we face any corruption issues in our organization.

8. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts? (Focus: Suggestions for enhancement)

My recommendations to UN GCNI will be:

1. UN GCNI's Initiatives are to be introduced at school level, college level, university level.
2. It should be a part of Curriculum.
3. All Governments should include GCNI's recommendations in their Policies against Corruption.

Interview with Mr. Dinesh Agrawal Principal Consultant, Consocia Advisory

1. Which initiatives were you a part of? (Please select all that apply)

- ☐ Kick-off and Ideation Meetings
- ☒ Anti-Corruption Collective Action (ACCA) Playbook Training
- ☒ Business Integrity Sessions focused on promoting the 'G of ESG' – ESG Advancement
- ☒ Stakeholders Meet/Consultations
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2. How effective has the UN GCNI Playbook been in improving your understanding of anti-corruption collective action and strengthening your ability to address corruption? (Focus: Playbook's impact on knowledge/skills)

This has been an effective tool in understanding the fundamentals of the corruption and strategies to adopt and implement anticorruption activities. It gives good understanding about ACCA.

3. What specific steps has your organization taken to adopt anti-corruption practices or partnerships after engaging with UN GCNI's Collective Action initiatives? (Focus: Integration of Collective Action principles)

My organization has renewed its focus on ensuring the full compliances within specified time schedule in letter and spirit.

4. How have UN GCNI's policy dialogues (e.g., panel discussions) improved collaboration between businesses, governments, and other stakeholders to fight corruption? (Focus: Public-private cooperation outcomes)

GCNI have been excellent negotiator to bring the diverse stakeholder on a common platform for such a sensitive issue and improve their understanding of each other's point of view on how to fight the corruption.

Interview with Mr. Dinesh Agrawal Principal Consultant, Consocia Advisory

4. What measurable benefits (if any) have you observed from these initiatives for your organization, your professional role, or the broader business environment? (Focus: Tangible impact)

The major benefit was the creation of belief that corruption can be addressed and managed.

5. What are the biggest challenges your organization or sector faces in implementing anti-corruption efforts? (Focus: Barriers to progress)

The lack of awareness among the business that business can be done successfully without ceding to the pressures and temptations of corruption.

6. What key lessons or strategies from UN GCNI's initiatives will you apply to future anti-corruption work? (Focus: Takeaways for sustainability)

I will continue to create more awareness about the anticorruption tools and processes and improve compliances.

7. What recommendations would you give to UN GCNI to improve future anti-corruption collaboration and business integrity efforts? (Focus: Suggestions for enhancement)

There is need to create more and more awareness about the compliances and anti-corruption initiatives.



PHD CHAMBER
OF COMMERCE AND INDUSTRY
VOICE OF INDUSTRY AND TRADE

Dr. Jatinder Singh

Assistant Secretary General, PHDCCI

17 July 2024

TESTIMONIAL

We, at the **PHD Chamber of Commerce and Industry (PHDCCI)**, are delighted to share our profound appreciation for **UN Global Compact Network India (UN GCNI)** for its collaboration with us to promote and strengthen ethical business practices across the sectors. The Conferences, Policy discussions, Summits, Training on Anti-Corruption Collective Action, and Workshop on various relevant issues like corporate governance, Risk Management, Ethical business practices, and Insightful leadership, etc. organized by the United Nations Global Compact Network India (UN GCNI) jointly with PHDCCI have been a remarkable success, demonstrating the exceptional expertise and dedication of the UN GCNI team.

Our collaboration with UN GCNI on various events and training sessions has consistently been a source of immense satisfaction. These workshops, conferences, and training programs have not only elevated the participants' understanding of critical corporate governance and ethics issues but also solidified the step of the collective action process against corruption, equipping our business members with the tools and knowledge needed to implement responsible business practices within their companies/organizations.

The positive impact of these events and sessions is evident in the enhanced governance frameworks and sustainability initiatives adopted by our member companies along with their increased ability to mitigate risk. The meticulous planning, relevant content, and engaging delivery of these sessions have been pivotal in fostering a culture of integrity and accountability.

We are particularly impressed with UN GCNI's commitment to excellence and its proactive approach to addressing contemporary challenges faced by businesses. Their ability to bring together diverse stakeholders and facilitate meaningful discussions is commendable.

At PHDCCI, our vision is to be the trusted voice of industry and trade by creating value for our members and being the catalyst of innovation through collaboration with governments and the global business community. Our mission is to tirelessly strive to make PHDCCI the world's most respected industry body, leading the way for sustainable businesses, improving the business environment, and creating opportunities through innovation. Our core values—Integrity, Trustworthiness, Responsibility, Excellence, Authenticity, and Agility—ensure we are honest,

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transparent, and ethical in our conduct, making a positive difference in all we do. These values and visions align seamlessly with UN GCNI's focus on responsible business practices, sustainability, and ethical governance, collectively striving for a more transparent and accountable business environment.

Looking ahead, we are enthusiastic about continuing this fruitful partnership. PHDCCI is keen to explore further opportunities for collaboration with UN GCNI, with a shared goal of advancing standards of corporate governance, ESG, and Anti-Corruption Collective Action.

We envision a long-term relationship with UN GCNI, working together on more such impactful events, training programs, and projects. PHDCCI stands ready and willing to support and collaborate with UN GCNI in our mutual pursuit of creating a more sustainable and ethically governed business environment.

Thank you, UN GCNI, for your unwavering support and dedication. We look forward to many more years of successful collaboration.

Warm regards,



Dr. Jatinder Singh
Assistant Secretary General





DECLARATION

Combating Corruption and Promoting Good Governance

Adopted after the Global Symposium on Combating Corruption and Promoting Good Governance: Challenges & Solutions, held at National Law University Delhi on December 19–20, 2024, this declaration underscores a resolute commitment to strengthening governance and combating corruption within India's socio-political and economic framework.

Acknowledging

- That corruption poses a significant threat to India's democratic institutions, economic growth, and social equity.
- The need for robust, transparent, and accountable systems that prioritize integrity and public trust across all sectors.
- The critical role of education, advocacy, and innovative technology in fostering a culture of ethical governance and proactive citizen participation.

We Proclaim

- That integrity, accountability, and transparency must be the bedrock of governance to ensure equitable development and social justice in India.
- That combating corruption is a shared responsibility requiring active engagement from governments, industries, academia, and civil society.
- That a framework rooted in legal, institutional, and technological reforms is essential to build public trust and create systems resilient to corrupt practices.

We Resolve To

- Strengthen Legal and Institutional Frameworks
- Promote Ethical Leadership across the sectors
- Safeguard Whistleblowers and Victims
- Leverage Technology for Transparency
- Empower Citizens Through Education
- Foster Multisector Collaboration
- Integrate Ethics and Integrity in Education, Health and Professional Training
- Promote Cultural and Social Transformation for Anti-Corruption

This declaration signifies our collective resolve to create a corruption-free business where transparency and accountability are central to governance, fostering trust and equity among all citizens.

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