



Network India

Advancing Ethical Governance Through Collective Action

in Business and Healthcare



Final Impact Report

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Network India



Introduction

Corruption is one of the biggest issues in India. It acts as an obstacle to India's economic growth, governance, and ease of doing business. Furthermore, it affects public trust, market fairness, and institutional accountability. This creates challenges for established corporations as well as micro, small, and medium enterprises (MSMEs). Regulatory complexities and opaque decision-making create barriers for businesses. This makes it harder to navigate the system. Moreover, a lack of compliance awareness is another issue. The lack of knowledge prevents companies from fully understanding and implementing ethical practices. This is especially true for smaller businesses.

The figures paint a concerning picture. In 2024, Transparency International published its Corruption Perceptions Index, and India received a score of 38 out of 100. Furthermore, the nation ranked 96th out of 180 countries.¹ Even with continuous reforms, corruption persists in areas like public procurement, financial dealings, and regulatory approvals. Such a scenario tilts the balance in an unjust way and destroys investors' trust. It is more than just acting ethically while conducting business; it's the key fight of India's future in economics.

We began this initiative with a kick-off meeting in February 2022, bringing together stakeholders from

various sectors to discuss corruption challenges in India. One thing became clear: Micro, Small and Medium Enterprises (MSMEs) had paid the highest price in this regard. With limited resources, tangled in bureaucratic inefficiencies and complex compliance processes, MSMEs were struggling to function in an environment where bribery and opaque decision-making were the norm. The local ACCA initiative was designed to address these challenges head-on.

Since then, ACCA in India has worked across multiple industries, equipping businesses with practical tools, capacity-building programs, and policy frameworks to strengthen

compliance and governance. Business Integrity Sessions provided companies with more than just theoretical training—they became interactive platforms where businesses shared real-world challenges and co-developed solutions. Businesses began to view integrity not just as a compliance burden but rather as a strategic advantage that would help build better relationships with their stakeholders, develop resilient supply chains, and support long-term growth.

The push then grew to incorporate sectors that posed a greater risk, like healthcare and pharmaceuticals, for which corruption could mean life or

death in its impact on procurement and supply chains or ethical practices in clinical medicine. ACCA India partnered with industry experts, regulators, and business leaders to build sectoral-specific integrity frameworks in such a way that they are able to operate throughout the entire healthcare value chain. Instead of the usual multi-sector varieties that are very problematic to enforce, this allows for different companies to have the space to co-create ethics mechanisms that will be relevant to their own business realities.

By 2024, ACCA India furthered that by engaging in the international anti-corruption debate and

contributing to the ethical governance Consensus Framework. A remarkable milestone for us was the Business Integrity Conclave 2025, where business leaders and policymakers gathered to advance corporate governance, ethical collaboration, and compliance systems.

From its inception to March 2025, ACCA India has evolved into a collective force for ethical business practices. By shifting integrity from a compliance requirement to a business asset, the initiative has laid the groundwork for a more transparent, accountable, and sustainable business environment.

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¹ <https://www.transparency.org/en/countries/india>

The Main Objectives of the ACCA Initiative

Expanding Awareness and Outreach in Tier 2 and Tier 3 Cities

Strengthen anti-corruption efforts by extending compliance awareness, ethical business training, and ESG governance in Micro, small, and medium enterprises (MSMEs) in Tier 2 and Tier 3 cities through targeted training and workshops.

Rationale: This will help businesses in emerging economic hubs navigate regulatory complexities, reduce reliance on informal practices, and build a culture of integrity. Ethical business training can help instill integrity-driven decision-making within organizations, empowering entrepreneurs and business leaders to adopt transparent operational frameworks. Additionally, integrating ESG governance principles will ensure that sustainability, accountability, and ethical conduct become core components of business strategies.

Building a Collaborative Approach with Business Associations

Foster a long-term, self-sustaining ecosystem of Business Integrity through collaborations with Business and Management associations

Rationale: For businesses to proactively adopt integrity as a strategic advantage rather than a regulatory burden, we need credible voices. There are several ways in which business and management associations can support anti-corruption efforts. They can facilitate collective action, collectively advocate for reforms and encourage more transparency and accountability in government decisions, as well as promote good corporate integrity among its members. This can be done through capacity-building programs, peer learning platforms, and partnerships with authorities/ policymakers to ensure that ethical business practices become ingrained in corporate culture across industries.

Developing Compliance Framework

Design and implement a tailored compliance framework for high-risk industries and stakeholders in healthcare - healthcare professionals, pharmaceuticals, industry associations (medical technology and biopharmaceutical) and SMEs.

Rationale: By collaborating with regulators, industry leaders, and business stakeholders, the initiative aims to establish sectoral integrity standards in Healthcare that align with real-world business challenges while promoting ethical decision-making and patient-centricity. The ACCA initiative in India wasn't focused on temporary fixes or just ticking boxes on a regulatory list. Instead, it aimed to shift the way people think, promote teamwork, and make ethical business practices the standard.

By creating a safe space, businesses now have a place to learn, share ideas, and build ethical practices. This has helped create trust and accountability in different industries. Companies are now taking responsibility for ethical business. As a result, they are following honest practices that go beyond just meeting rules. Corruption isn't something you can put a stop to instantly. However, through working together, staying engaged, and leading the charge for change within the business world, ACCA in India is showing that integrity is not only attainable but also practical and a key ingredient for success in the long run.

The journey is far from over. As more businesses join this movement, we move closer to a future where transparency, accountability, and ethical leadership define the way business is done in India.

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ACCA Methodology

The ACCA initiative in India adopted a methodical approach, drawing on the six steps of the ACCA Playbook: Prepare, Introduce, Develop, Implement, Evaluate, and Scale. Such a methodical approach helped make anti-corruption efforts focused, measurable, and sustainable. From October 2021 to March 2025, ACCA in India emphasized mainly Objective 2—supporting local and regional anti-corruption efforts through Global Compact Local Networks (GCLNs). Additionally, efforts were made under Objective 1 (raising awareness through the ACCA Playbook and e-learning) and Objective 3 (public-private policy dialogues to integrate the private sector into broader anti-corruption discussions).

Through a combination of workshops, stakeholder meetings, training programs, and policy dialogues, ACCA India created a collaborative environment where MSMEs, policymakers, and business leaders worked together to strengthen governance and transparency.

1. Preparing the Foundation: Identifying Corruption Risks

The kick-off meeting in February 2022 officially initiated the launch of ACCA India. Representatives of the industry were invited to establish the corruption issues of the businesses, particularly MSMEs, which proved to be the most vulnerable as they possess fewer resources and capabilities in terms of compliance. In a move to clearly demarcate the future of the initiative, there were bilateral stakeholder meetings between the representatives from the MSMEs and Business Management Associations. The function of the group was to deliver a roadmap report identifying the major issues and solutions advocated for by the MSMEs.

To broaden engagement, ACCA India partnered with Alliance for Integrity India and Partners for Transparency Foundation-India to conduct a four-part workshop series (March–June 2022). During these sessions, the MSME risks of corruption were examined, and India's new Labour Codes were incorporated to enhance business ease to comply effectively.

There was also a Virtual First Ideation Meeting in June 2022, and the 30 MSME delegates had Mr. Rajiv Chawla, Chairman, IamSMEofIndia, as the guest speaker. It helped immensely towards establishing leadership traction and credibility towards the initiative.

2. Introducing Collective Action: Building Awareness and Engagement

With foundational discussions completed, the next step was to engage businesses in practical anti-corruption efforts. In September 2022, ACCA India organized training sessions on the ACCA Playbook in Delhi, which were attended by 20–25 MSME and corporate representatives. The sessions presented sector-agnostic anti-corruption approaches, allowing businesses to implement ethical practices in their respective industries. To increase awareness, a Design Workshop on Responsible Business Practices was organized in New Delhi in December 2022, which gathered 20 experts from different sectors to discuss compliance, ethics, and governance best practices.

A Follow-Up Ideation Meeting in May 2023 convened 30+ industry leaders to further refine strategic approaches to promoting transparency. The meeting helped to increase engagement with business associations, though increasing participation was recognized as a priority for future discussion. The program also extended to business clusters. In September 2023, a Business Meeting with SMEs in Bharuch, Gujarat, involved 100+ MSMEs, discussing Environmental, Social, and Governance (ESG) principles and sustainable business practices.

By 2023–2024, ACCA India had organized Business Integrity Sessions in Kochi, Faridabad, Vadodara, Raipur, and Delhi and had trained 230 MSMEs in ethical governance, compliance, and open business practices.

3. Developing Practical Solutions: **Strengthening Compliance and Capacity-Building**

With more involvement from businesses, the focus changed to capacity-building initiatives, empowering them with the instruments and frameworks necessary for the adoption of integrity-led operations. A Modular Training Programme in Business Responsibility and Sustainability Reporting (BRSR) in 2023 was designed to support large corporates and SMEs to integrate ESG concepts into their governance systems. 38 delegates were present for the programme and had a Trainer's Guidebook to provide business support on a continuous basis. By 2023–2024, ACCA India had organized Business Integrity Sessions focused on promoting the G in ESG, integrating the responsible business practices in MSMEs. This was carried out in Bharuch, Kochi, Faridabad, Vadodara, Raipur, and Delhi and had trained 230 MSMEs in ethical governance, compliance, and open business practices.

A key factor in ensuring the success of such training initiatives is collaboration with like-minded organizations that share a similar mandate. This approach enables comprehensive coverage of sector-specific risks, facilitating knowledge exchange and best practice sharing. In line with this, practical sessions such as 'Integrity Journey Session' for Coimbatore-based textile SMEs in 2023, enabled participants to gain insights into corruption prevention strategies and implementation techniques. Through this program, 24 companies received customized training on procurement integrity and fair business practices, equipping them with the tools to strengthen ethical operations.

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4. Implementing Anti-Corruption Measures: **Sector-Specific Focus**

With MSMEs and business leaders' strong participation, ACCA India entered the implementation stage, where we ensured that the businesses themselves actively practiced what they had learned. The initiative extended to high-risk sectors, i.e., health and pharma, where corruption can lead to death. From October 2024 to January 2025, ACCA India conducted Healthcare Innovation Meetings in Mumbai, Hyderabad, Bengaluru, Ahmedabad, and Baddi with the agenda of:

- Fostering ethical governance across pharma value chains.
- Promoting best industry practices in transparency and compliance.

In October 2024, there was a Business Integrity Session in Ludhiana aimed at building SME supply chain integrity and compliance systems. A Sustainable Business Leaders' Roundtable (December 2024, Ahmedabad) was organized with industry leaders to address corporate sustainability, ESG integration, and anti-corruption practices. Experts from Growlity, an ESG and Business Sustainability Management Advisory Company, offered their insights on good governance and reporting practices.

5. Evaluating Progress: **Measuring Impact and Refining Strategies**

With ACCA India entering its later phases, it emphasized reviewing progress and adjusting strategies to maintain long-term results. In 2024, the project participated in international anti-corruption discourse at the Dhaka Symposium and Basel Conference, sharing learning from India's business integrity initiative. To have businesses get a systematic approach to healthcare governance, ACCA India partnered with global expert María Teresa Cantú Reus, Partner Director of CARE Abogodas, and regional stakeholders to create a Consensus Framework for pharmaceutical companies, associations, and MSMEs related to healthcare sectors.

One of the key highlights was the Business Integrity Conclave 2025 (February 2025, Chennai). The event:

- Brought together policymakers, business leaders, and compliance specialists.
- Focused on MSME risk management, ethical healthcare partnership, and ESG governance.
- Introduced an interactive Compliance Game session for more experiential learning.

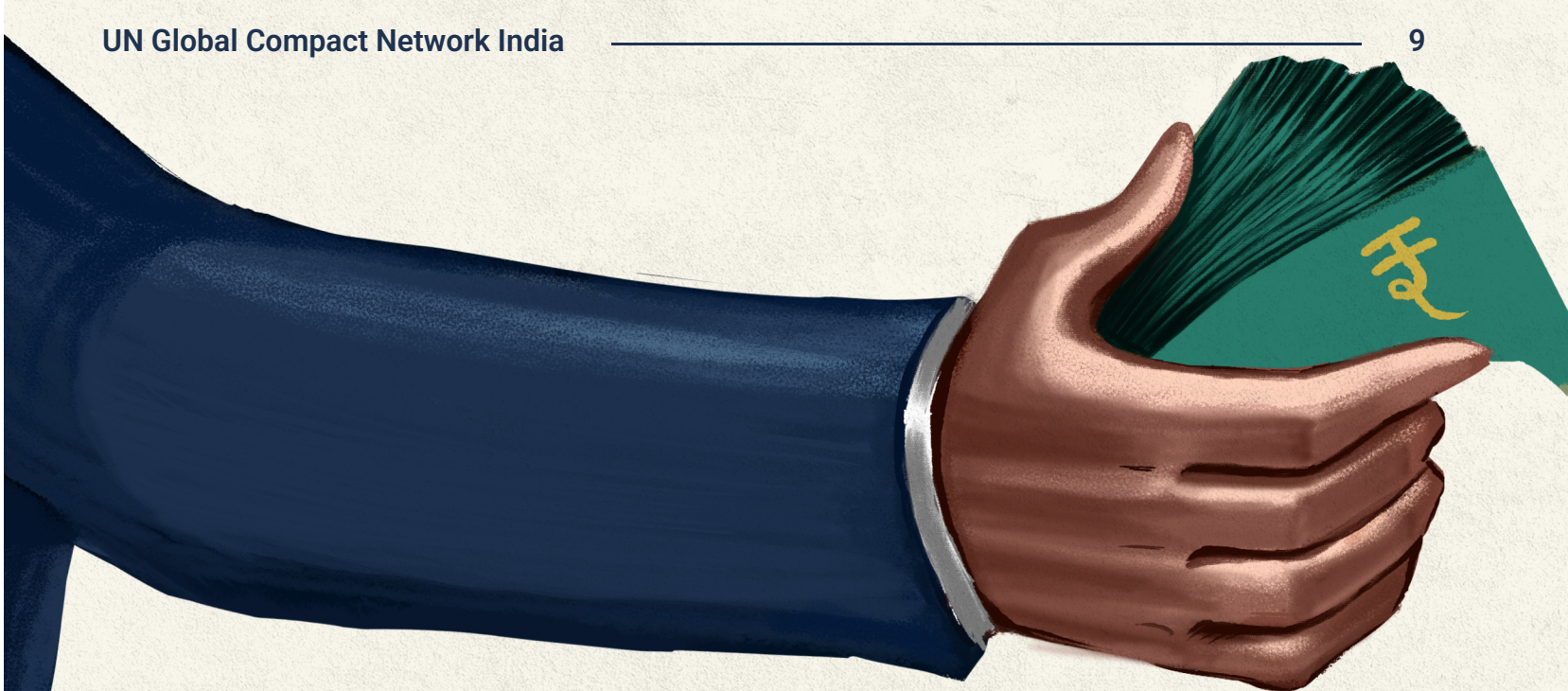
6. Scaling Impact: **Building Scope and Securing Sustainability**

During ACCA India's transition into its subsequent phases, long-term impact and scalability were ensured. A major focus was the rollout of e-learning on the ACCA Playbook, promoted via Business Integrity Sessions all over India. This contributed towards raising enrollments on the UNGC's web-based anti-corruption course. Activities with SME clusters in lower-tier cities remained active, highlighting supply chain stability and ethical business systems.

In order to further consolidate its impact, ACCA India organized plans for the expansion of media coverage and policy advocacy so that the impact of the initiative is felt at both national and international levels. ACCA India has successfully transitioned from an awareness-building initiative to a fully operational movement for ethical business practices. By engaging MSMEs, policymakers, and business leaders, the initiative has provided businesses with the tools and strategies needed to integrate integrity into their governance structures. With emphasis on solutions, sector-specific actions, and global collaboration, ACCA India has become a leading champion of anti-corruption efforts. In the future, the initiative continues to pledge to amplify its impact, build robust governance structures, and maintain long-term sustainability for ethical business in India.

ACCA India has successfully transitioned from an awareness-building initiative to a fully operational movement for ethical business practices.





Outcomes and Impact

Fighting corruption isn't just about compliance and regulations—saying no to corruption is about changing behavior, business culture, and industry norms. Over the past three years, the ACCA program in India has registered measurable progress, ensuring that businesses, especially MSMEs, are equipped with the tools to build transparent, ethical, and sustainable businesses.

To assess the real impact of these efforts, ACCA India conducted the "Survey for Scaling Up Anti-Corruption Collective Action." The survey reinforced a fundamental truth: business integrity is essential for building trust, ensuring long-term success, and fostering a transparent corporate culture. Companies upholding ethical standards not only reduce legal and reputational risk but also create more fair and competitive markets. Collective Action has been a key approach in the battle against corruption, allowing companies to collaborate, learn from one another, and develop improved systems for compliance. Through collaboration, companies establish industry norms, minimize unfair competition, and uphold their commitment to ethical leadership.

ACCA India also conducted in-depth interviews with MSME leaders, compliance specialists, and global anti-corruption experts. This input helped in tracking progress, locating challenges, and shining the spotlight on critical learnings for the project.

Key Highlights of the Survey

- **Increased Awareness:** More than 300 companies underwent anti-corruption training, with 230+ MSMEs undergoing Business Integrity Sessions in major industrial clusters.
- **Implementation Gap:** Even with 63.6% of the survey respondents showing heightened awareness of anti-corruption values, only 36.4% made internal policy adjustments, indicating gaps between awareness and action.
- **Regulatory Barriers:** MSMEs cited convoluted regulations and limited finances as key impediments to formal compliance channels.

Ongoing Support Requirements: Survey respondents emphasized the need for ongoing mentorship, tailored models of compliance, and sector-based training for anti-corruption initiative sustenance. As an extension to the survey results, key stakeholder interviews were conducted to further analyze the practical implications of integrity and compliance initiatives across different sectors. These discussions provided valuable insights into the challenges businesses face—especially Micro, Small, and Medium Enterprises (MSMEs)—and the broader corporate sector's approach to ethical governance.

The findings highlight the barriers to compliance, the need for cultural transformation in business ethics, and sector-specific governance challenges. Based on these insights, the initiative facilitated industry engagement through roundtables, policy dialogues, and framework development, ensuring a collaborative approach to ethical reform.

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MSME Transformation:

For MSMEs, compliance has often been viewed as costly and difficult to implement. Rajiv Chawla, MSME mentor, pointed out that small enterprises find anti-corruption compliance challenging due to the fact that regulatory systems are formulated for big companies.

Key points from the interview:

- **Lack of Awareness:** MSMEs operate without adequate awareness of compliance requirements, leaving them vulnerable to corrupt practices.
- **Challenges in Adoption:** Existing laws fail to represent the circumstances of MSMEs, and therefore, legal compliance becomes impossible.
- **Policy Engagement:** ACCA has provided a platform to MSMEs so that they could participate in policy debates such that their needs would be incorporated while formulating policies.
- **Peer Learning Method:** MSMEs received the highest benefits from working case studies and sector-specific guidance, as compared to rigid legal frameworks.

Cultural Shift in Compliance:

Jyoti Shekar, a legal and compliance professional, highlighted that the greatest challenge in business integrity is a change of heart among corporations. The majority of companies still prioritize profits over ethics, and therefore, compliance takes a back seat.

Key insights from the interview:

- **The Mindset Challenge:** Integrity must be considered as an integral part of business strategies and not a measure of compliance.
- **Lack of Internal Reporting Channels:** There are no whistleblower policies in the majority of organizations, and employees find it difficult to report unethical behavior.
- **Need for Continuous Engagement:** Single training is insufficient—companies require continuous mentorship and compliance toolkits to be effective in the long term.
- **Public Awareness is Key:** The business integrity conversation needs greater visibility through media and industry campaigning.

The Business Perspective: Why Integrity Matters

For businesses, the benefits of ethical governance go beyond compliance. According to survey participants, the ACCA initiative helped organizations strengthen governance, increase stakeholder trust, and build long-term resilience.

Survey Responses on Key Benefits:

- Strengthened governance and supply chain resilience, particularly for MSMEs.
- Higher levels of employee commitment and loyalty towards ethical business practices.
- Enhanced brand credibility and adherence to responsible business standards.
- Increased understanding of compliance requirements and risk management practices.

ACCA India exemplified how local triumphs can be transformed into globally recognized standards, proving that ethical business is more than a goal—it's a tangible outcome. One person summed it up like this: "Unity is strength. Collective Action will determine the end of corruption."

The campaign didn't simply communicate information. It spawned a movement in which companies recognized integrity as a collective duty, not an isolated issue. The ACCA campaign has established the foundations for long-term change, but much remains to be done.

The next stage will be focused on:

- Getting more MSMEs involved in training and online learning.
- Boosting policy involvement to really drive home our anti-corruption promises.
- Ramping up efforts tailored to specific industries so that following the rules becomes standard practice.
- Promoting financial independence, especially since over half (54.5%) of the people we surveyed are keep to help pay for future projects.

Scaling Impact: From Local Reforms to Global Influence

Although ACCA India's initiative started with MSMEs, its impact reached beyond the nation. Through participation in global policy forums and industry discussions, the initiative made Indian businesses leaders in ethical governance.

Major Milestones:

- Business Integrity Conclave 2025 (February 2025, Chennai): Policymakers, business leaders, and compliance professionals debated MSME risk management, ESG governance, and ethical business practices.
- B20 Meeting on Global Value Chains (2023): ACCA India's proposals impacted supply chain transparency debates at the global level.
- White Paper on Anti-Corruption in SMEs (2024): This was prepared with the Ministry of Corporate Affairs and presented sectoral challenges and solutions for small firms.
- Global Engagement: India's commitment to ethical business practices was highlighted at the Dhaka Symposium and the Basel Conference in 2024, fostering stronger regional collaboration.

ACCA India exemplified how local triumphs can be transformed into globally recognized standards, proving that ethical business is more than a goal—it's a tangible outcome.

"Unity is strength. Collective Action will determine the end of corruption."



Challenges and Lessons Learned

Encouraging business integrity is not about policy—it's about changing attitudes, skirting around bureaucracy, and creating a culture in which doing the right thing is not seen as a hindrance but an imperative. Since the day it began, the ACCA initiative in India has been diligently working towards developing compliance and governance robust in every sector. In the process, though, it has encountered numerous challenges that have given much insight.

Sector-Specific Challenges: Integrity in Healthcare and Pharmaceuticals

In the healthcare and pharmaceutical sectors, corruption had critical real-world implications. Procurement corruption, supply chain corruption, and distribution corruption were possibly life-or-death scenarios

Among the challenges faced were:

- Procurement fraud – Biased bid competitions excluded ethical companies from contracts with the government.
- Opaque supply chains – Transparency deficiency made it challenging to trace accountability.

Lesson Learned: Combating corruption in health necessitated multi-stakeholder interventions, among which were:

- Government regulators to promote ethical procurement.
- Industry leaders to lead by best practices.
- Patient advocacy groups to advocate ethical practices in healthcare.
- Policy changes must reward ethical business, not only penalize corruption.

Regulatory Barriers: One-Size-Fits-All Compliance Does Not Work

For MSMEs, it was not a question of wanting to comply but one of capability. India's regulatory frameworks were conventionally designed for large enterprises, and small firms found it difficult to comply effectively.

Some of the most significant problems were:

- Too complex legal requirements – MSMEs struggled with policies designed for larger enterprises.
- Lack of compliance support tailored to MSMEs – There was no micro, small, and medium business differentiation in the majority of anti-corruption frameworks.
- In informal business organizations – Most small businesses stayed outside of formal compliance frameworks, perceiving regulatory interaction as a liability and not an asset.

During discussions with MSMEs, business owners repeatedly voiced the same concern: "The system is not built for us."

Lesson Learned:

- Compliance frameworks need to be MSME-specific, with streamlined frameworks and training programs specifically for MSMEs.
- ACCA's role was not just to train—it had to close the gap between MSMEs and policymakers to champion realistic, scalable solutions.

Changing Perceptions: Why Integrity Often Feels Like an Extra Cost

From the beginning, one of the biggest hurdles was shifting MSMEs' perception of compliance.

Many business owners viewed integrity as:

- A financial burden – Compliance was seen as something that required additional resources without immediate returns.
- A formality of law – Most MSMEs viewed compliance as a checkbox rather than a means to long-term business development.
- A low priority – In very competitive industries, most companies prioritized survival over ethics at first.
- Survey data reflected this resistance: 63.6% of respondents reported increased awareness of anti-corruption measures. But out of the total, only 36.4% made any policy changes within themselves, reflecting a disconnect between learning and action

Lesson Learned:

- Merely creating awareness was not sufficient—companies had to experience real advantages of ethical practices.
- The most successful method was peer-led interaction, wherein MSMEs who had implemented integrity measures explained their success stories.

Since the day it began, the ACCA initiative in India has been diligently working towards developing compliance and governance robust in every sector. In the process, though, it has encountered numerous challenges that have given much insight.





Conclusion

Limited Media Engagement: Spreading the Word Beyond Business Circles

Although ACCA achieved great success across business communities, public awareness was minimal.

Challenges were:

- Limited media coverage – Numerous events and training schemes lacked strategic media coverage.
- Reactive instead of proactive communication – Media coverage tends to occur after the fact, lowering visibility.
- Insufficient public pressure – MSMEs continued to view compliance as an internal business matter as opposed to a broader public issue.

Lesson Learned: An effective media strategy is needed that includes the following:

- Pre-event media briefings to generate visibility.
- Coordination with journalists reporting on governance and business ethics.
- Media campaigns for MSME success stories in embracing anti-corruption measures.

The Road Ahead: Making Awareness Count

In spite of these challenges, the ACCA initiative in India is making tangible progress. Discussions which started with "Why should we care?" are now turning into "How do we implement this?".

Points to remember for future initiatives:

- Integrity must be presented as a business advantage, not an obligation.
- Regulatory frameworks need to be modified for MSMEs, considering their unique challenges.
- Efforts at healthcare integrity should engage all parties—business, policymakers, and the public.
- Active media engagement is required to maintain momentum and encourage broader awareness.

The battle against corruption continues, but through coordinated effort, determined policy dialogue, and ongoing engagement, ACCA is facilitating a business environment in which integrity is not only an aspiration—but a benchmark.

In spite of these challenges, the ACCA initiative in India is making tangible progress. Discussions which started with "Why should we care?" are now turning into "How do we implement this?".

The ACCA initiative in India has been quite successful in fostering a culture of integrity among businesses, particularly MSMEs. By way of systematic training programs, policy dialogue, and stakeholder engagement, the initiative has helped raise awareness on anti-corruption processes and armed businesses with real tools to help improve compliance. Though the quantifiable impact has been attained, issues persist in transferring this awareness to mass policy implementation and sustained behavioural change.

The Basket of Indicators and survey responses highlight key achievements. Over 300 participants attended ACCA training programs, with 230+ MSMEs engaged through Business Integrity Sessions across India. The Business Responsibility and Sustainability Reporting (BRSR) program has educated 38 representatives from large corporations and SMEs, enhancing corporate governance and ESG compliance. Additionally, survey findings show that 63.6% of respondents indicated higher knowledge about collective action, but only 36.4% applied internal policy adjustments, indicating a gap between understanding and application.

The initiative's in-depth interviews yielded greater insights into the challenges encountered. MSMEs raised issues of regulatory complexity, lack of resources, and absence of compliance frameworks that are adapted to their specific needs. Moreover, challenges specific to sectors were observed in healthcare and pharmaceuticals, where procurement fraud, lack of transparency in supply chain, and delayed payments have obstructed opportunities for ethical businesses to compete. Furthermore, media engagement was also limited, with minimal public exposure of business integrity efforts, diminishing sector-wide responsibility.

Despite these challenges, the initiative has laid a firm groundwork for long-term success. Firms that in the past viewed compliance as an obstacle are now engaging in discussions regarding how to integrate moral governance into their operations. Thus, the path forward will have to emphasize efforts concerning scale-up and sustained outreach to MSMEs. Additionally, the focus would have to be on championing regulatory changes favoring smaller enterprises and intensifying sector-specific compliance practices. Moreover, multi-stakeholder partnerships will have to be strengthened, and outreach widened through media and public awareness programs, in order to reinforce transparency and accountability in industries.

Systemic change is a slow process, yet the momentum generated by ACCA proves that collaborative effort can produce significant change. By ensuring a continued focus on capacity development, policy alignment, and ethical business conduct, the program is creating a framework for a cleaner, more transparent, and responsible business culture in India.

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Final Impact Story

Three years ago, when the ACCA initiative started in India, corruption was still a deeply entrenched issue, especially for MSMEs. Moreover, companies grappled with ambiguous rules, bureaucratic hurdles, and a culture where moral trade-offs were viewed as essential to survival. Furthermore, many viewed compliance as a necessity, not an opportunity. The aim of the initiative was straightforward but ambitious. It was to transform this mindset and instill integrity into the core of business activities.

It began with a conversation. In February of 2022, industry stakeholders met for the first ACCA meeting. Wherein, MSMEs voiced their frustrations, highlighting the difficulties of operating transparently in a system

that often worked against them. That discussion set the stage for what would follow. These were policy dialogues, business integrity training, and sector-specific interventions that would equip businesses with the tools to fight corruption, rather than fall victim to it.

Workshops and training sessions became the cornerstone of the initiative, with over 300 businesses participating in structured programs that emphasized not just compliance but the tangible benefits of ethical business practices. Additionally, stakeholder consultations were conducted across five Tier 2 and Tier 3 cities under the 'Business Integrity Sessions.' These sessions equipped MSMEs with the knowledge to strengthen governance, navigate regulatory frameworks,

and build resilience against corruption. The initiative's holistic approach—integrating diverse stakeholders and drawing connections between corruption risks, sustainability, and ESG-related challenges—culminated in a practical and thought-provoking guide. Furthermore, the program broadened to include the healthcare and pharmaceutical industries, targeting procurement fraud and supply chain transparency. These were problems that had tangible consequences outside of boardrooms and balance sheets.

The numbers tell one part of the story, but the transformation was about more than statistics. MSMEs that had earlier been reluctant to discuss compliance were now spearheading discussions on moral business.

Moreover, the concept of integrity moved from being a liability to a strength. Global partnerships, such as interactions at the Dhaka Symposium and Basel Conference, made sure that India's enterprises were not merely adhering to but shaping international norms of anti-corruption.

However, the journey has only just begun. There is still work to be done. As many companies are still grappling with regulatory complexity and awareness alone does not necessarily lead to action. But the groundwork is in place. Additionally, with more time, greater interaction, and further support, the effect could have been even larger. The ACCA initiative has demonstrated one thing—when businesses unite for a common cause and collective action, change is not only possible but inevitable.



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Links and Materials

● **Design Workshop on Responsible Business in New Delhi**

<https://globalcompact.in/wp-content/uploads/2023/08/UNGONI-Newsletter-Oct-2022-Dec-2022.pdf>

<https://globalcompact.in/events/design-workshop-on-responsible-business-practices/>

● **Second Ideation Meeting in New Delhi**

https://globalcompact.in/wp-content/uploads/2023/09/GS_Second-Ideation-MeeetingReport.pdf

<https://globalcompact.in/wp-content/uploads/2023/08/UN-GCNI-Newsletter-April-2023-June-2023.pdf>

● **Business Integrity SMEs Training With Alliance for Integrity, Coimbatore, Tamil Nadu**

<https://www.linkedin.com/feed/update/urn:li:activity:7064248812600537088/>

<https://globalcompact.in/wp-content/uploads/2023/08/UN-GCNI-Newsletter-April-2023-June-2023.pdf>

● **Business Meeting with SMEs in Bharuch, Gujarat**

https://drive.google.com/drive/folders/1KdTBXEqPkrAp80MRG3AclUxkvRxPiZ6u?usp=drive_link

https://www.linkedin.com/posts/sanjeev72_sustainability-ehscommunity-ungc-activity-7102970318536773632-HjCI?utm_source=share&utm_medium=member_desktop

● **Train the Trainers' Programme for SMEs in Bengaluru**

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

https://www.linkedin.com/posts/the-alliance-for-integrity_happeningnow-bengaluru-smes-activity-7111016212414816258-IOyw?utm_source=share&utm_medium=member_desktop

● **Policy Paper of the B20 GVC Taskforce**

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

● **16 October, 2023 – Compliance tRaining With the Textile Sector SMEs in Coimbatore, Tamil Nadu**

https://www.linkedin.com/posts/the-alliance-for-integrity_happeningnow-smes-tamilnadu-activity-7120287005376167936-n1o_/?utm_source=share&utm_medium=member_desktop

● **15-16 November, 2023 - Symposium on Integrity and Collective Action, Dhaka, Bangladesh (Indian initiative and perspectives on- Promoting Anti-corruption Strategies and Integrating Business Practices in MSMEs' - pg 30)**

<https://globalcompact.in/wp-content/uploads/2024/02/Uniting-Against-CorruptionReginaonal-Perpective-on-CA.pdf>

● **December 18, 2023: Kerala Regional Conference on Sustainable Development, With a Focus on Good Governance in Kochi, Kerala, India:**

<https://globalcompact.in/events/kerala-regional-conference-2023/>

<https://globalcompact.in/kerala-conference-2023/>

<https://timesofindia.indiatimes.com/city/kochi/un-global-compact-meet-in-city-onmonday/articleshow/106007488.cms>

https://www.linkedin.com/posts/global-compact-network-india_kerala-regional-conference-2023-activity-7141026607728680960-5IRR/

Kochi, Kerala - Google Drive

● **February 16, 2024 - Business Integrity Session with MSMEs with lamSMEofIndia, One of the Largest SME networks of India in Faridabad, Haryana, India:**

Business Integrity Session with MSMEs - UN GCNI

All India Management Association (AIMA), New Delhi - Google Drive

● **February 29, 2024 - Business Integrity Session with All India Management Association (AIMA), New Delhi:**

All India Management Association (AIMA) on LinkedIn: #aimaprogramme #msme #governance #responsiblebusiness

https://drive.google.com/drive/folders/1MY8YYS40gpqeaGv6_rVZrVYQ6INbLvpK?usp=drive_link

● **March 16, 2024- Business Integrity Session with Baroda Management Association BMA), Vadodara, Gujarat, India:**

https://drive.google.com/drive/folders/1T_D84xdlBxm0PnooT_6hyEptzR4EbnzW?usp=drive_link

● **June 1, 2024 - Business Integrity Session with SMEs at Kalinga University, Raipur, Chhattisgarh**

<https://www.youtube.com/watch?v=xXsle1CKzMk>

https://drive.google.com/drive/folders/1_kyhSs13qU3Wd_Lpft8tEWPpbyq7UBJt?usp=drive_link

● **August 27-29, 2024 – Train the Trainers Programme - Business Responsibility and Sustainability Reporting (BRSR)**

Training of Trainers Manual

Train the Trainers Program: Enhance Your Expertise in Business Responsibility and Sustainability Reporting (BRSR) - UN GCNI

BRSR ToT - Google Drive

● **Healthcare Innovation Meetings**

Healthcare Innovation Meeting Mumbai (Oct 8, 2025)

<https://drive.google.com/file/d/1M46aejVJp1hbDUXCjrHlc637DTGVyBln/view?usp=sharing>

Healthcare Innovation Meeting Hyderabad (Nov 25, 2025)

https://drive.google.com/drive/folders/10X8gUtPdqmQ86DRPntF5PSmMBtGyomN0?usp=drive_link

Healthcare Innovation Meeting Bengaluru (Dec 11, 2025)

<https://drive.google.com/drive/folders/1-PBMI-TPM2lPI76g4XY6EMaRpghMCatX?usp=sharing>

Healthcare Innovation Meeting Ahmedabad (Dec 20, 2025)

<https://drive.google.com/drive/folders/1hwgws1jDkhAi6PUInP9Q1bWID4RIBOZq?usp=sharing>

Healthcare Innovation Meeting Baddi (Jan 9, 2025)

<https://drive.google.com/drive/folders/1HYL1v8EvSqKD4JhknVD0lNqZzyWM-QTy?usp=sharing>

● **Business Integrity Conclave (Feb 13, 2025)**

<https://globalcompact.in/1st-business-integrity-conclave-2025/>

<https://drive.google.com/drive/folders/1WJYiaxGbyWaV78uyF2PYVozgjSnRSS59>

● **Primer on Consensus Framework:**

<https://globalcompact.in/wp-content/uploads/2025/02/Consensus-Framework-Primer-.pdf>

Annexure

Annexure 1:

**Survey Conducted
Post-BRSR Training**

Spreadsheet

Annexure 2:

**Survey Conducted for Companies
Under ACCA Initiative**

PDF

PDF

PDF

PDF

Annexure 3:

**In-Depth Interviews With 3
ACCA Members/ Partners**

Docx

Recording

Interview questions

Interview questions

Annexure 4:

**Country Network
Survey Response**

Docs



Network India

UN Global Compact Network India

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