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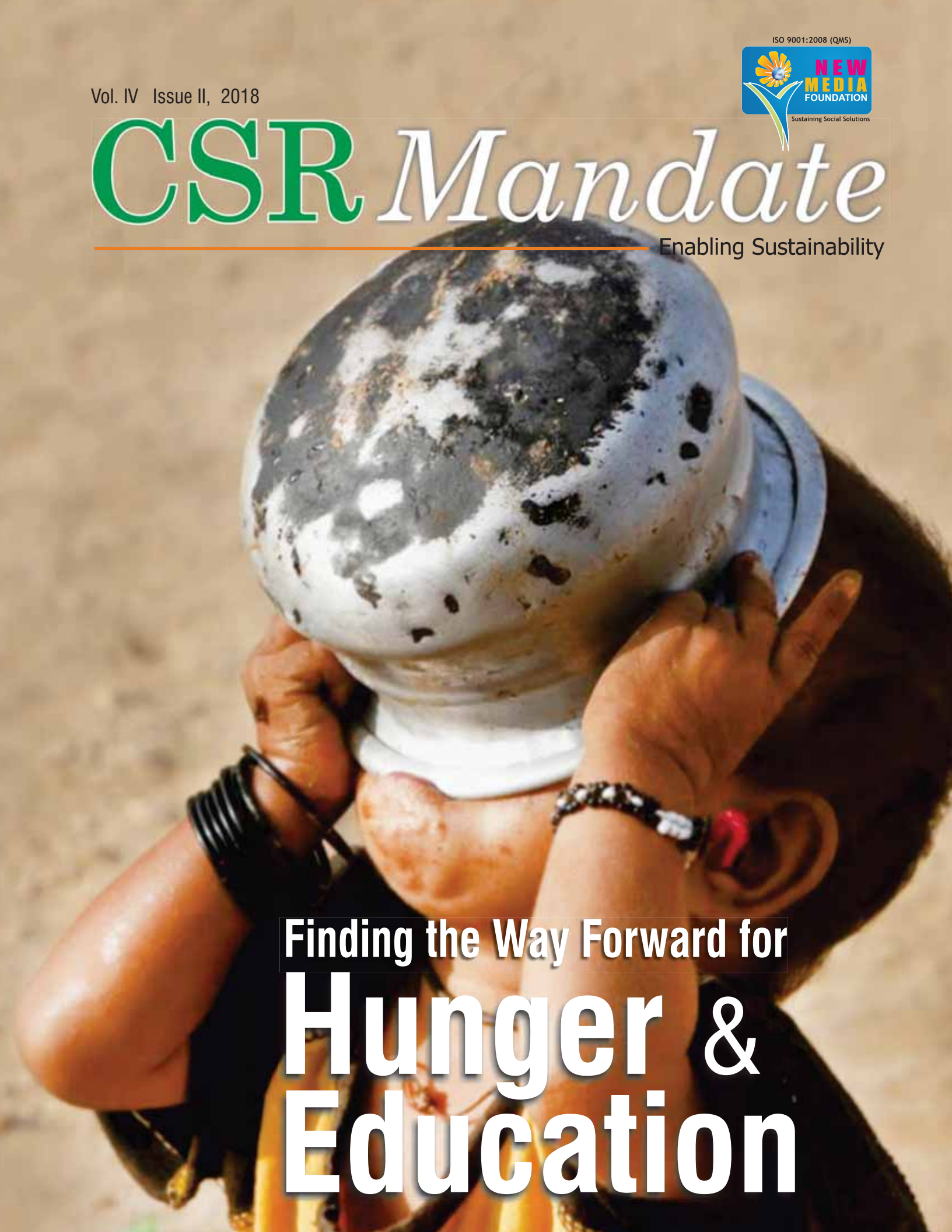


# CSR *Mandate*

Enabling Sustainability

Finding the Way Forward for

# Hunger & Education





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**CHEF MINISTER  
ANDHRA PRADESH**

**MESSAGE**

I am happy to acknowledge the receipt of a copy of your magazine, "CSR Mandate". I am very pleased to see the effort to summarise the different CSR activities undertaken by Corporate India.

I absolutely agree that Corporate Social Responsibility acts as a catalyst in bringing about a positive societal change. All companies must do their part in contributing to the various welfare programmes, launched by the government.

This is the right path of community building, encouraging empathy and ownership of the different problems in society that can lead to a holistic growth of society.

I wish your organization all the best, and hope to see more of such good work in documenting the impact of CSR activities.



(NARA CHANDRA BABU NAIDU)

**CONSUL GENERAL OF THE REPUBLIC OF INDONESIA  
MUMBAI**

No. 61/SS/Mun/VIII/2017 Mumbai, 31<sup>st</sup> August 2017

**Ms. Atula Imchen,**  
Executive Editor,  
New Media Communication Pvt. Ltd.,  
New Media House, 1 Akbar Villa,  
Marol-Maroshi Road, Marol,  
Andheri East,  
Mumbai 400 052



**Dear Ms. Atula Imchen,**

This is to acknowledge the receipt of the CSR Mandate, a magazine published by New Media Communication Pvt. Ltd., to highlight the successful CSR activities undertaken by Corporate India.



I just go through it and find it very interesting and it is really a nice reading experience.

I take this opportunity to thank you for sending the magazine to me.

With warm regards,

Your sincerely,  
  
Consul General

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E-mail: kji@mumbai@bom3.vpsri.net.in • Web: www.kjimumbai.net

Dear Atula Imchen,  
Please refer to your communication dated July 11, 2014 on CSR Mandate, enclosing the issue in which has been published my interview. It was only natural for me to touch specially upon the theme of sanitation because I have been doing work in this field for more than 40 years now. I feel greatly encouraged that my efforts have borne fruit in the sense that the subject of sanitation, even a discussion of which earlier was a taboo, now occupies at times a central stage of social discourse dealing with health, environment and other subjects which are matters of great concern to us. I feel like redoubling my efforts in the context of the Prime Minister saying that construction of toilet should have precedence over that of temple. I now propose associating with a number of business houses which have a thrust on sanitation in their activities undertaken under the programme of discharging Corporate Social Responsibility. I am glad to inform you that there has been an awakening towards this and business houses and leaders of industry are now coming forward to implement schemes under the said programme. I am sure CSR Mandate will help us in this.

With highest regards,

Yours sincerely,  
Dr. Bindeshwar Pathak  
Ph.D., D.Litt.  
Action Sociologist and Social Reformer  
International Expert on Cost-Effective Sanitation,  
Biogas and Rural Development  
Founder - SULABH INTERNATIONAL SOCIAL SERVICE ORGANISATION

DOC RESEARCH INSTITUTE

July 13, 2017



Dear Atula,

I have been following the evolution of CSR Mandate and find it into a fully developed and well referenced sectoral magazine in a relatively shorter period of time in its class. Its reportage especially on corporate social responsibility (CSR) and sustainability issues is most updated, latest and informative. The magazine also devotes its efforts in gathering data and analytics on businesses and provides goalpost approach on future pathways. Detailed and well rounded opinion that the magazine offers on key issues is too valued to be missed.

I personally leverage and benefit from the magazine to keep myself acquainted on the latest on CSR, sustainability and community engagement issues taking place in India, so necessary to shape new approaches and fresh thinking.

**Pooran Chandra Pandey**  
Chief Executive Officer  
Dialogue of Civilizations Research Institute  
Berlin, Germany

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But We're Not There Yet! Date: 04<sup>th</sup> March 2017

To: Atula Imchen  
CSR Headline



**Feedback on CSR Mandate Magazine**

It was a refreshing experience to read the articles on CSR Mandate magazine. All the articles are nicely written, well researched and no nonsense stuff. Topics covered by this magazine are very relevant to the development sector, agencies and workers. I learned a lot from a single issue of this magazine. Presentation and printing of your magazine is also very good.

My best wishes to all team members of CSR Mandate magazine.

This is for your information and necessary action.

Regards,



**Dr. Ravinder Singh**  
Director For Law  
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Email: dr.ravinder.singh@doctorsforu.org



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June 19<sup>th</sup> 2017



**Ms. Atula Imchen**  
Executive Editor  
CSR Mandate  
New Media Communication Pvt. Ltd.  
Marol Maroshi Road  
Andheri (E) - Mumbai

Dear Atula,

Thank you very much for the amazing interview and article published in CSR Mandate magazine on Mumbai Smiles work. Our entire team loved it!

Congratulations for the good work you do through CSR magazine in highlighting the work of organisations like us.

Please keep on bringing information about our common work towards a better world. You play a very important role in this peaceful fight against poverty.

Warm Regards,



**Juwina Sankarwar**  
Founder and General Director

mumbai-smiles.org

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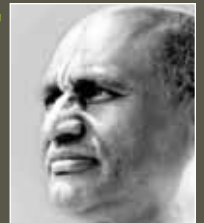
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Late Shri R.K. Prasad

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Dear Readers,

While India is still struggling to secure food for all and our Hunger Index is high, it is heartening to see India's urban poor are seeing a faint light of hope in the form of lay people getting together and helping the hungry and the poor get at least one meal through community efforts and food banks. But these efforts are like drops in the ocean which will not make significant change in the situation unless things change at the governance level.

It is strange that a country that believes in feeding the poor as one of the noblest deeds in religious functions, weddings and ceremonies, find its own people dying of hunger and malnutrition at such a large and massive scale.

A large proportion of our women and children are malnourished and causes are manifold. They range from women being the last to eat (or not eating at all), to children having low birth weights when they are born, to lack of knowledge on good feeding practices, to widespread diarrhoea which causes children to wither away, to poor sanitation that causes disease and death.

While some of these can be addressed by NGOs, much of it has to do with traditional norms and practices that we follow across communities which need greater efforts to change. There is also the very real problem of low incomes, mostly in rural India. We have over 300 million poor people that are unable to adequately feed themselves and their families.

Education is yet another area where India needs to improve as that is the only means of beating poverty. Most advanced countries take it as the State's responsibility to educate their children. Right to Education is a basic right of every child just as the Right to Food is. Every citizen should have access to basic cereals and pulses, access to knowledge around nutrition, and healthcare and its long term effect on the entire family.

Undoubtedly, State governments have to adopt a comprehensive and coordinated multi-sectoral approach which is formulated by taking into account the varied nature of local-level challenges and finding a determined breakthrough in devising solutions. They have to demonstrate better governance and an honest effort to bring changes. At the same time, civil society must respond in a responsible manner. In particular, attention needs to be paid on building neighbourhood health and nutrition profiles and carrying out interventions based on identified needs.

Best Wishes,

A handwritten signature in black ink, appearing to read 'Kamaljit Swaroop', with a long horizontal stroke underneath.

**Kamaljit Swaroop**  
Vice Chairperson



Dear Readers,

While the former President of India, Dr. APJ Abdul Kalam in his book, *India 2020*, laid out a pollyannaish vision for how India could become a superpower by 2020, the International Food Policy Research Institute (IFPRI) has ranked India at an abysmal 97th place globally in combatting hunger, despite the Food Security Act that was passed barely four years ago.

Widely known as the Global Hunger Index, the report paints a grim picture for India 2020. The country is still struggling to secure this basic right to its citizen, i.e. freedom from hunger. So where does the problem lie? It is observed that two things are working hand in hand. There is lack of political will, and the community at large is apathetic towards this issue.

According to the IFPRI report, India's wasting rate has not substantially improved over the last 25 years, even though the child stunting rate has improved. Wasting rate (low weight for height) is a strong predictor of mortality among children under five. Purnima Menon, Senior Research Fellow at IFPRI, said that child wasting reflects acute under-nutrition caused by prolonged period of poor diet, repeated illnesses, and poor sanitation. Although some children are born in better conditions, the high wasting rate shows neglect in the first two years in terms of infant feeding, sanitation, and overall environment.

While the availability of solid food with breast milk for young children declined from 52.7 percent to 42.7 percent, the proportion of children between six and 23 months who received an adequate diet was 9.6 percent. Only 48.4 percent of households have access to improved sanitation facilities, which is a matter of concern. Developmental programmes such as National Nutrition Programmes, Integrated Women and Child Development Services and the National Health Mission are yet to achieve adequate coverage.

Another fundamental right that needs to be addressed is education. Though two landmark educational reforms - Sarva Shiksha Abhiyan (SSA) and Right to Education (RTE) have been initiated by the government since 2000, yet they have not been able to address the issue of quality, of accountability, of skills and employability. If India wants to be a world leader, it should address these issues as well as update and upgrade its system keeping in mind the needs of its future citizens.

So while India is busy promoting 'Make in India' and calling out for 'Swacch Bharat', it also needs to campaign for food security for all, eradicate hunger, improve the present abyss existing in education and give emerging India a better and brighter future. A good and sincere effort from the national, local and state level is required.

Warm Regards,

A handwritten signature in black ink, appearing to read 'Archana Sinha'.

**Archana Sinha**  
Editor

# Purpose of CSR in Current Social and Economic Context of India



Amit Lahiri

Economic development can be just, equitable and sustainable only when it is inclusive. The distinction between inclusive growth and inclusive development that most scholars agree on is that the former is limited to income while the latter includes non-income dimensions as well. Underlining its significance, inclusive growth has been incorporated as one of the sustainable development goals. India, as the world's fourth fastest growing economy, ranks 60<sup>th</sup> among the 79 developing economies in 'Inclusive Development Index' developed by World Economic Forum. This shows that India is far from leading an inclusive development path in the country. India's performance in improving education and health indicators paints a dismal picture and validates that there is a long way to go to ensure that the country is following an inclusive development model. It needs innovative policy solutions to realise inclusive development. In 2013, India became the first country in the world to make spending under Corporate Social Responsibility (CSR) mandatory by law. This legislation has created an important opportunity to mobilise resources and build mechanisms to promote inclusive development in the country. This article presents the case of the important role of mandated corporate social responsibility in a plural and fragmented society like India.



Today, 'inclusive development' has become an important concept in the international development literature, but at the ground level, the situation tells a different story. In this regard, the Stockholm Statement by the world's thirteen leading economists comments that today, global forces hold out both promise and peril. It rightly observes that the expansion of global trade and

investment have boosted growth. As a result, several low-income countries have moved to middle-income status. However, at the same time, many social groups in these societies have been left behind in the path of growth and development. If some social groups are not benefitting from the economic growth, then that is not an inclusive growth and inclusive





“

If some social groups are not benefitting from the economic growth, then that is not an inclusive growth and inclusive development. It becomes instead socially exclusive development. The economic and the social are interconnected spheres and one impacts on the other

”



development. It becomes instead a socially-exclusive development. The economic and the social are interconnected spheres and one impacts on the other. It is important to note that there has been a worldwide consensus on the need for an inclusive approach toward economic growth and development over the past several years. Underscoring its significance, inclusive development is incorporated

into the Sustainable Development Goals (SDGs) 2030 of the United Nations. But as noted earlier, World Economic Forum's (WEF) report reiterates that inclusive growth and development remain primarily an aspiration. No systemic framework has emerged to guide policy and practice. Hence, the CSR mandate in India is indeed an unique case in the world today if seen in the context of the

current economic and social context of one of the world's most populous and fastest growing economies.

The term inclusive development became centre stage only in the 21st century though it was used for the first time in academic literature at the end of the 20<sup>th</sup> century. Asian Development Bank (ADB) literature recognises inclusive development as “growth coupled with equal





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Promoting inclusive development needs innovative policy solutions. Government and free market do have a role to play in promoting inclusive development in a country. However, it is important to note that apart from government and market, civil society is also an important stakeholder in promoting inclusive development

”

opportunities”. It is about creating opportunities and making them accessible to all, not just to the poor. Oxfam defines inclusive development as “a pro-poor approach that equally

values and incorporates the contributions of all stakeholders” including marginalised groups in addressing development issues. It promotes transparency and accountability, and enhances development cooperation outcomes through collaboration between civil society, governments, and private sector actors. In India, inclusive development appeared as a policy objective during the Eleventh Five Year Plan in 2007. The document explicitly said that “the Eleventh Plan addresses itself to the challenge of making growth both faster and more inclusive.” It further acknowledged that “the rapid growth achieved in the past several years demonstrates that we have learnt how to bring about growth, but we have yet to achieve comparable success in inclusiveness”. It is evident that the policy objective to promote inclusive development is pursued by the Government of India after the Eleventh Five Year Plan. In 2015, the Government of India reiterated its commitment to securing inclusive growth, leading to sustainable development in Geneva at

the Plenary of the 104<sup>th</sup> Session of United Nations International Law Commission (ILC). The NITI Aayog also came up with an initiative named 'Samavesh' to achieve sustainable and more inclusive development in line with Sustainable Development Goals.

However, even after ten years, the policy objective of inclusive development has remained as a mere aspiration in India too. The recent 2017 World Economic Forum (WEF) Report concludes that India lags behind in promoting inclusive development in the country despite its growth in GDP per capita being among the top ten in the world. It records that educational enrollment rates are relatively low across all levels, and it leads to notable differences in performance among students from different socio-economic backgrounds. Similarly, healthcare, basic services, and education require more spending than what has been presently allocated. And thus, India has been ranked 60<sup>th</sup> among 79 developing economies in the Inclusive Development Index. Apart from the ranking in the indicator, India's



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CSR is about working with government, civil society, and the community to improve the lives of people by making growth more inclusive

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performance in improving education and health indicators paints a dismal picture. Health indicators such as Infant Mortality Rate (41) still lags behind other countries such as Bangladesh (31) and Nepal (29) as also Maternal Mortality Rate, which at 174, is slightly lower than that of Bangladesh (176). In 2016, India ranks at 97 among 118 developing countries in the Global Hunger Index. Thus, chronic hunger, undernourishment, and mortality among children remain major challenges in the country. This validates that there is a long way to go to ensure that the country is following an inclusive development model. It needs innovative policy solutions to realise inclusive development in the country.

Promoting inclusive development needs innovative policy solutions. Government and free market do have a role to play in promoting inclusive development in a country. However, it is important to note that apart from government and market, civil society is also an important stakeholder in promoting inclusive development. In this context, Oxfam rightly suggests that strategy to promote inclusive development needs collaboration between civil society, governments, and private sector actors.

Corporate Social Responsibility (CSR) initiative in India has the potential to become this innovative policy solution to promote inclusive development. The CSR mandated by law compelled

companies in India to shell out more than INR 18,625 crores towards social welfare activities in the FYs 2014-15 and 15-16. This money was spent in areas like education, healthcare, sanitation, environmental sustainability, poverty alleviation and skill development. In FY 2015-16, the top three sectors on which the most number of projects were funded and the largest amounts were spent were Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking Water, Sanitation (3117 crore), Education, Differently-abled, Livelihood (3073 crore) and Rural Development (1051 crore). This trend in CSR spending suggests that the discourse on CSR in India is increasingly about the important role corporates can play in bringing about positive change in the area of human development and social inclusion. It also recognises that CSR is about working with government, civil society, and the community to improve the lives of people by making growth

more inclusive. Civil society in India is vibrant with many NGOs and foundations working with a variety of issues that are aligned with suggested areas in CSR law. Companies in India will need the support of NGOs to implement their CSR activities. CSR as mandated by the law, partnership between companies, governments and civil society is supposed to be boosted which will further lead to policy and programme innovations to accelerate inclusive development. Not all NGOs and CSOs are credible and meet the standards, but the listing down of the those who meet the standards have already started. Universities and research organisations/consultancy firms with a rich pool of knowledge and expertise can also be leveraged to develop innovative solutions through corporate social responsibility.

In the two financial years, 18,625 crore rupees (USD 3449.07 million) have been spent on different social sectors by 12,431 companies in different parts of the country. During this time, 1,018



firms were sent notices for not complying to CSR provisions under the Act. It shows that most companies are conforming to the law but several are yet to follow the mandatory provisions of the law. Though India passed the law making spending on CSR mandatory in 2013, some of the companies were engaged in CSR activities long before the law was passed. The law is supposed to encourage other corporates to develop CSR initiatives. There are success stories of CSR contributing to ensure access to opportunities for the less privileged. A study published in 2015 mentions CSR interventions by the following CSR initiatives and their contribution in promoting inclusive development.

**Education:** In 2015, Project Nanhi Kali by Mahindra and Mahindra, supported the education of over 11 lakh underprivileged girls in ten States. The key outcomes of the project

include an increase in both enrolment of girls in schools and curtailing dropouts to less than ten percent. Another initiative, Mahindra Pride Schools, supported 13,000 youth from socially and economically disadvantaged communities by providing them livelihood training.

**Health:** Tata Steel started Maternal and Newborn Survival Initiative (MANSI) in Jharkhand, a project to reduce child and infant mortality. As reported in 2015, the project improvement in health indicators such as reduction in neonatal mortality by 32.7 percent, reduction in infant mortality (up to the age of one year) rate by 26.5 percent, increase in institutional delivery from 58 percent to 81 percent. The project was proposed to scale up in 1500 more villages of the same districts.

**Hunger:** Infosys Foundation supported Akshaya Patra Foundation, the world's largest mid-day meal

programme. It serves wholesome food to over 1.6 million children from 13,526 schools across eleven States in India. Akshaya Patra Foundation is also an example of successful partnership between governments, civil society and businesshouses.

These examples show how a corporate social responsibility initiative can have positive scalable impacts leading to promotion of more inclusive development, giving access to economic opportunity to all, especially the underprivileged. ■

*Amit Lahiri is Chief Sustainability Officer, Associate Director of the IIHEd (International Institute for Higher Education Research & Capacity Building) as well as Exe. Director of the Center for Excellence in CSR & Sustainability at O.P. Jindal Global University. He combines ten plus years of experience in industry with eighteen plus years of experience in the academic sector.*



# A Stitch in Time...

## Righting the Wrong in Society Through Corporate Social Responsibility

For long, wealthy individuals, communities, organisations and corporates have been accused of amassing wealth; the pursuit of profit being the sole objective, with little or no thought applied to the methods used, and more so, in terms of its impact on people and society at large. However, recent trends seem to suggest otherwise. With the government gently nudging the corporate sector through its obligatory CSR Rules initiated with the notification of Section 135 of the Companies Act 2013, the Indian corporate sector has enthusiastically adapted and implemented schemes and programmes as their contribution towards society. The impact of these efforts on the part of the corporate sector on society is significant. To get a clearer picture of these interventions and the influence they have made on ground, CSR Mandate makes an effort to assess the impact and effectiveness of the CSR spending over the last few years. N Chandra Shekar reports...

“

We see no dichotomy in encouraging entrepreneurs to build great companies while also thinking about the manner in which the good fortune that comes with successful business endeavours can be shared with the society that contributed to their success.

- Warren Buffet

”

One of the hallowed objectives for the framers of the Constitution and the first government was the need to ameliorate the inequities that existed prior to independence; reduce and eliminate the differences among people and communities ingrained due to inherited prejudices and resultant societal hierarchies, and economic disparities between communities thereof. All governments, be it State or Central, till date, have been grappling to achieve these objectives. Over the years, successive governments have pushed a combination of measures, involving both public and private, with mixed results. One of the most important aspects of this change was

the need to change attitudes and the way people and society responded to the growing societal and economic challenges.

Inequities in wealth distribution across individuals, communities, organisations and nations have existed since time immemorial. Often, individuals and organisations have been accused of engaging in economic activity; with profit being the sole motive. They have been charged with negligence towards societal concerns such that no thought is applied to the methods used to garner such wealth nor understand the impact of their actions on people and society at large. This attitude largely has been more of



**If you wait until you can do everything for everybody, instead of something for somebody, you'll end up not doing nothing for nobody.**  
**- Malcom Bane**



a rule rather than an exception in the past. While there have been exceptions to the rule, these examples were more so due to personal and religious beliefs manifesting in forms of charity and philanthropy. These activities are involved in financial contributions to the distressed as charity and sometimes promoting members of one's own community by aiding education and business opportunity.

With the passage of time and growth in economic activity, certain individuals, communities, organisations and nations have propelled themselves and excelled in wealth accumulation. This in turn has resulted in a lopsided development and a growing discrepancy in the economic spectrum. Further, the effects of such unequal growth have not only resulted in structural inequalities but also in societal and environmental implications. Fortunately, there is an increasing recognition of this lopsided growth and representation and a movement towards rectifying and reinstating semblance in the social order. Today, more and more individuals and organisations are beginning to give back to the society at large. What was initially limited to a few individuals and organisations is now attracting larger involvement, participation and commitment. However, this activity is largely spaced-out and not channelised to measure quantifiable results.

In India, the government enacted Section 135 of the Indian Companies Act prescribing a mandatory CSR spend of two percent of average net profit during the three immediately preceding financial years for all companies meeting specified financial thresholds. In other words, companies having net worth of rupees five billion or more, or turnover of rupees ten billion or more, or a net profit of rupees fifty million or more during any financial year have to ensure that they spend two percent of average net profits made during the three preceding years on CSR activities.

It is important to note that the government is inducing the private sector towards sharing some of its objectives by nudging them towards activities which normally would have been in the privy of public spending. The Policy recognises that corporate social responsibility is not merely compliance; it is a commitment to support initiatives that measurably improve the lives of the underprivileged by one or more of the following focus areas as notified under Section 135 of the Companies Act 2013 and Companies (Corporate Social Responsibility Policy) Rules 2014. The obligations under the CSR Policy veer towards the following activities:

- Eradicating hunger, poverty & malnutrition, promoting preventive healthcare & sanitation and making available safe drinking water;
- Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently-abled, and livelihood enhancement projects;
- Promoting gender equality, empowering women, setting up homes and hostels for women and orphans, setting up old age homes, day care centres and such other facilities for senior citizens and

measures for reducing inequalities faced by socially and economically backward groups;

- Reducing child mortality and improving maternal health by providing good hospital facilities and low cost medicines;
- Providing with hospital and dispensary facilities with more focus on clean and good sanitation so as to combat human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases;
- Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agro forestry, conservation of natural resources and maintaining quality of soil, air and water;
- Employment enhancing vocational skills
- Protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art; setting up public libraries; promotion and development of traditional arts and handicrafts;
- Measures for the benefit of armed forces veterans, war widows and



**In Africa there is a concept known as 'UBUNTU' - the profound sense that we are humans only through the humanity of others; that if we are to accomplish anything in this world, it will in equal measure be due to the work and achievement of others**  
**- Nelson Mandela**







their dependents;

- Training to promote rural sports, nationally recognized sports, sports and Olympic sports;
- Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government for socio-economic development and relief & welfare of the Scheduled Castes, Scheduled Tribes, other backward classes, minorities and women;
- Contributions or funds provided to technology incubators located within academic institutions, which are approved by the Central Government;
- Rural development projects, etc. Slum area development. Explanation: For the purposes of this item, the term 'slum area' shall mean any area declared as such by the Central Government or any State Government or any other competent authority under any law for the time being in force.

#### A look at CSR Expenditure Sector-wise:

#### Development Sector-wise CSR expenditure for 2015-16

S. No.	Sectors	2015-16
1	Health/ Eradicating Hunger/Poverty and Malnutrition/ Safe Drinking Water/ Sanitation	3117
2	Education/ Differently-abled/ Livelihood	3073
3	Rural Development	1051
4	Environment/ Animal Welfare/Conservation of Resources	923
5	Swachh Bharat Kosh	355
6	Any other Fund	262
7	Gender Equality/ Women Empowerment/Old Age Homes/ Reducing Inequalities	213
8	Prime Minister's National Relief Fund	136
9	Encouraging Sports	95
10	Heritage, Art and Culture	90
11	Slum Area Development	9
12	Clean Ganga Fund	3
13	Other Sectors (Technology Incubator and benefits to Armed Forces and admin overheads and others*)	497
	<b>Total Amount</b>	<b>9822</b>
	<b>Number of Companies for which data compiled</b>	<b>5097</b>

Further with an aim to broad-base the implementation of such schemes and reach out to a wider hinterland, the CSR Policy mandates that such activities should preferably be initiated in areas where the company operates i.e. local areas. The CSR Policy Rules mandates the establishment of a CSR Committee which will be empowered and responsible for the preparation of the CSR Policy in which it includes the projects and programmes which is to be undertaken, organise a list of projects and programmes which a company plans to embark on during the execution year and also focus on integrating business models with social and environmental priorities and process for the reason of creating shareholder value.

#### A look at CSR Expenditure State-wise (Ref: Ministry of Corporate Affairs)

STATES/UT- Wise CSR Projects Undertaken During FY 2015-16		
S.No.	States	CSR Expenditure (in Cr.)
1	Maharashtra	1138
2	Karnataka	408
3	Andhra Pradesh	379
4	Gujarat	338
5	Uttar Pradesh	322
6	Rajasthan	285
7	Tamil Nadu	261
8	Delhi	237
9	Odisha	231
10	Madhya Pradesh	215
11	West Bengal	170
12	Haryana	169
13	Chattisgarh	168
14	Jharkhand	128
15	Telangana	105
16	Kerala	84
17	Bihar	78
18	Assam	52
19	Uttarakhand	50
20	Punjab	42
21	Jammu & Kashmir	37
22	Arunachal Pradesh	20
23	Himachal Pradesh	10
24	Dadra & Nagar Haveli	8
25	Goa	6
26	Meghalaya	3
27	Manipur	2
28	Pondicherry	2
29	Daman & Diu	1
30	Chandigarh	1
31	Tripura	0
32	Lakshadweep	0
33	Nagaland	0
34	Sikkim	0
35	Andaman & Nicobar	0
36	<b>All India*</b>	<b>4871</b>
	<b>Total Amount</b>	<b>9822</b>
	<b>Number of Companies for which data compiled</b>	<b>5097</b>

## CSR Activities by Indian Companies

As a growing economy with a large population, there is immense pressure on equitable allocation of scarce resources. This in turn has led to a number of social and economic problems. Hence, companies can choose from a wide range of issues for their CSR activities. While many believe that companies should choose CSR projects related to their businesses to ensure sustainability of CSR implementation as the benefits and outcome can be measured and further encourage companies to spend more on CSR programmes, the moot question however is the criteria for choosing a particular kind of activity. One of the pertinent questions deliberated frequently by researchers is whether CSR activities of a company should focus on social issues linked to the company's main business activity. Companies have been choosing different issues including education, medical care and development of rural areas, sanitation and empowerment of women. Some companies choose the social issues for CSR activities based on the impact of their business and the interaction with various stakeholders, but most of them work simultaneously on multiple social issues.

Few companies in India, especially in the FMCG industry, have designed CSR activities with a long term view and influence socio-economic change. Some of these activities are also used as tools of marketing and hence have an implication on the company's core business. A few examples are as below:

- Health programmes on dental hygiene in elementary educational institutions by Colgate-Palmolive.
- Women empowerment activities in rural areas to help women learn selling skills and opportunity to make livelihood by Unilever's micro enterprise programme-Shakti.
- Education on nutrition to adolescents through Nestle's

Healthy Kids Programme.

- Feminine hygiene education to help adolescent girls adopt the right practices by P&G's Parivartan – The Whisper School Programme.
- Public social message on civic rights and women empowerment by TataTea's Jaagore campaign.
- Assistance to farmers to sell their produce by eliminating middlemen through ITC's e-Choupal initiative.

It has been found that many companies, especially in financial services and IT industry, tend to choose CSR activities not related to their business. Few examples are rural development focus by Deshpande Foundation, focus on child education by Azim Premji Foundation and cultural heritage conservation by Indian Oil Corporation. As per *Karmayog CSR Ratings*, environmental-related activities like energy efficiency and waste management were the focus areas of nearly 26 companies across India.

An understanding of the reasons for this variation leads us to the fact that the nature of industry sector in which the companies operate influences their CSR approach. It is interesting that the top 15 spenders are from industries like mining, energy and manufacturing industry which use natural resources like coal, oil, iron etc. on a large-scale basis. Obviously, these companies have to compensate and rehabilitate people displaced because of the operations of the company. Likewise, they are obligated to spend huge amount of financial resources on treatment of effluents, pollution control mechanisms, reforestation and other sustainable business practices. As these spends are included in CSR activities, the overall CSR spends appears higher.

Another study by ASSOCHAM Eco Pulse on CSR by Indian Companies (2009) found that companies related to chemical and fast-moving consumer goods top the charts for the sheer

number of CSR activities. Companies in the Chemical sector are leaders with 12.11 percent contribution of CSR activities which have focus specially in environment and education areas. They are followed by FMCG companies whose share is 10.15 percent of CSR activities with focus on welfare of community and education.

## Leading Sectors in Number of CSR Initiatives

Rank	Sectors Active in CSR Areas	Share (%)
1	Chemicals	12.11
2	FMCG & Consumer Durables	10.15
3	Textiles	8.67
4	Software & ITES	8.18
5	Construction	8.02
6	Cement	7.86
7	Power	7.86
8	Engineering	7.36
9	Fertilisers	5.89
10	Oil & Gas	5.56
11	Metal	4.42
12	Automobiles	4.09
13	Logistics	3.6
14	Telecommunications	2.29
15	Media & Entertainment	1.15
16	Computer Hardware	1.15
17	Jewellery	0.82
18	Retailing	0.82
	<b>Total</b>	<b>100%</b>

The trend of Indian corporations focusing on certain themes in their CSR spends depict that there is a growing awareness of the importance of returning part of the profits for the welfare of the larger society. This in turn helps in reinforcing the organisation's reputation and customer loyalty. Companies are moving from just compliance towards responsible behaviour as more and more shareholders are encouraging them to do so.

## A List of Top 100 CSR Expenditure Spending Companies:

CSR Expenditure of Top 100 / 5097 companies for the F.Y 2015-16

S.No.	Name	CSR Spent (In Crores)
1	Reliance Industries Limited	652.0
2	NTPC Limited	491.8
3	Oil and Natural Gas Corporation Limited	421.0
4	Tata Consultancy Services Limited	294.2
5	South Eastern Coalfields Limited	270.9
6	ITC Limited	247.5
7	Central Coalfields Limited	212.8
8	NMDC Limited	210.1
9	Tata Steel Limited	204.5
10	Infosys Limited	202.3
11	Power Finance Corporation Limited	195.5
12	HDFC Bank Limited	194.8
13	ICICI Bank Limited	171.5
14	GAIL (India) Limited	160.6
15	Wipro Limited	159.8
16	IndianOil Corporation Limited	156.7
17	Axis Bank Limited	137.4
18	Rural Electrification Corporation Limited	128.2
19	Bharat Petroleum Corporation Limited	112.6
20	Larsen & Toubro Limited	111.9
21	Hindustan Unilever Limited	92.1
22	Hindustan Aeronautics Limited	90.7
23	Bajaj Auto Limited	86.7
24	Mahindra And Mahindra Limited	85.9
25	HDFC Limited	85.7
26	Maruti Suzuki India Limited	78.5
27	Steel Authority of India Limited	76.2
28	Coal India Ltd	73.3
29	NHPC Limited	72.7
30	Hindustan Petroleum Corporation Ltd	71.8
31	Bharat Heavy Electricals Limited	66.2
32	Gujarat Mineral Development Corporation Limited	66.0
33	Western Coalfields Limited	65.3
34	Hero Motocorp Limited	65.0
35	Hindustan Zinc Limited	63.3
36	Samsung India Electronics Private Ltd	53.3
37	Cairn India Ltd	51.5
38	JSW Steel Ltd	51.4
39	UltraTech Cement Ltd	50.9
40	Bharat Coking Coal Limited	50.7
41	General Insurance Corporation of India	48.9
42	Tech Mahindra Limited	46.9
43	Bharti Airtel Limited	43.9
44	Bennett Coleman and Co. Limited	43.5
45	Rungta Mines Limited	41.3
46	Dr. Reddy's Laboratories Ltd	41.2
47	Adani Ports and Special Economic Zone Limited	40.9
48	Asian Paints Limited	34.4
49	Reliance Infrastructure Limited	32.5
50	Indiabulls Housing Finance Limited	31.8

S.No.	Name	CSR Spent (In Crores)
51	Container Corporation of India Limited	31.0
52	Indian Railway Finance Corporation Ltd	29.6
53	Mahindra and Mahindra Financial Services Limited	29.1
54	The Tata Power Company Limited	29.0
55	SJVN Limited	28.9
56	Jammu and Kashmir Bank Limited	28.5
57	IndusInd Bank Limited	27.3
58	Jindal Steel and Power Limited	26.7
59	NHDC Limited	26.4
60	Bajaj Allianz Life Insurance Company Ltd	26.1
61	Piramal Enterprises Limited	25.9
62	India Infrastructure Finance Company Ltd	24.4
63	IDFC Limited	23.4
64	Nuclear Power Corporation of India Ltd	23.2
65	Zee Entertainment Enterprises Limited	22.8
66	JSW Energy Limited	22.8
67	Bajaj Finance Limited	21.4
68	Bharti Infratel Limited	20.9
69	Tata Motors Limited	20.6
70	Lupin Limited	20.5
71	Cipla Limited	20.5
72	Bosch Limited	19.7
73	Honda Motorcycle & Scooter India Pvt Ltd	19.4
74	Aurobindo Pharma Ltd	18.8
75	Shriram Transport Finance Company Ltd	18.6
76	Idea Cellular Limited	18.5
77	Rosa Power Supply Company Limited	18.4
78	Dabur India Limited	17.4
79	Titan Company Limited	17.4
80	Jaypee Infratech Limited	17.0
81	Torrent Pharmaceuticals Ltd	16.9
82	CESC Ltd	16.6
83	Cadila Healthcare Limited	16.5
84	Dell International Services India Pvt. Ltd.	16.2
85	Genpact India Private Limited	15.9
86	Grasim Industries Ltd	15.1
87	Sobha Limited	15.0
88	Shree Cement Limited	14.8
89	Glaxosmithkline Pharmaceuticals Limited	14.7
90	Muthoot Finance Limited	14.6
91	Godrej Consumer Products Limited	14.6
92	Coca Cola India Private Limited	14.4
93	Colgate-Palmolive (India) Limited	14.3
94	Coastal Gujarat Power Limited	14.3
95	ECGC Limited	14.3
96	Infosys BPO Limited	14.0
97	Tata Chemicals Limited	14.0
98	Apollo Tyres Limited	13.0
99	Bharat Forge Limited	12.5
100	Mphasis Limited	12.4



The 'India CSR Outlook Report (ICOR), an annual research publication of NGOBOX, which conducts an in-depth analysis of CSR spend of big 300 BSE companies in previous financial year (FY 2016-17) has revealed some interesting insights in CSR spending trends.

- One third of the companies spent more than the prescribed CSR budget
- Six percent companies could not spend even 33 percent of the prescribed CSR budget
- 28 percent increase in the prescribed CSR budget from FY 2014-15 (beginning of the CSR compliance)
- 47 percent increase in actual CSR spent since FY 2014-15 and eight percent increase from the last financial year
- Almost 25 percent of India's actual CSR spend is in Maharashtra and Gujarat
- Education projects received almost one-third of total

CSR spend

- Skills development projects received five percent while Swachh Bharat-related projects received 7.3 percent of the country's CSR spend.

CSR has come a long way in India. From responsive activities to sustainable initiatives, corporations have clearly demonstrated their ability to make a significant difference in society and improve the overall quality of life. Effective partnerships between foundations, industry, NGOs and the government will place India's social development on a fast track. Needless to say, CSR activity by the corporate sector is playing an ameliorating role in addressing the growing needs of society, and has demonstrated a strong support to the government's commitment to reduce inequities among people and communities. While these are measurable and commendable steps by the corporate sector, more needs to be done. ■

## Cvent and NASSCOM Foundation Launches Digital Literacy Training Programme

Cvent, a leader in meetings, events and hospitality technology, has signed a MoU with the NASSCOM Foundation, the social arm of India's apex IT-BPM industry body NASSCOM, to create and launch the Cvent India Launch Digital Literacy Training Programme. Under this programme, Cvent will empower people from the underserved community in the Delhi-NCR region with digital literacy skills. The MoU was signed by Shrikant Sinha, CEO, NASSCOM Foundation and Cvent's Founder and Global CEO, Reggie Aggarwal.

Shrikant Sinha said, "We are glad to partner with Cvent to train young people, mostly first-generation learners from underserved communities, on key skills and make them employment ready for any IT-BPM company to hire. This is a win-win for both society and industry. Coupled with basic digital literacy skills, this programme is a great example of how CSR money can be used for the benefit of the

community by empowering them with digital technology and creating more employment opportunities for the ever-expanding young population of our country."

Reggie Aggarwal said, "India has been the 'secret sauce of Cvent' for more than 10 years, and it has been part of our DNA to reinvest in the country and people that have helped us grow at a global scale. We believe that it is important for India to bridge the digital divide and give people the tools necessary for today's economy. Our digital literacy programme, coupled with the employability programme, is Cvent's way of giving back and contributing to India's growth."

Encouraged by the results from last year, Cvent and NASSCOM Foundation have doubled the target number of youth to be trained to more than 200. The beneficiaries will go through training as defined by the Sector Skill Council NASSCOM's industry recognised Qualification



Pack for CRM Voice QP 2210 and CRM Non-Voice QP 2211. The programme will also train the students on essentials such as oral and written communication, business etiquette, problem solving, time management, customer orientation, interview skills and other soft skills required to further enhance their employment opportunities. On completion, the qualified beneficiaries will be given industry recognised SSC NASSCOM certificates. Centum Learning – A leading global training organisation has been chosen as the training partner for this initiative.

NASSCOM Foundation and Centum learning will further assist in placing the trained beneficiaries across the IT-BPM sector by organising job specific placement drives and job fairs. ■

# Process Innovation

## The Next Wave to Power Social Agenda



Karon Shaiva

“The *how* is missing”, sighed a senior.

It was the middle of an award jury session. I explained that the 'how' was covered in the application and that the criterion was on *innovation in their operations* instead of the usual comparison with standard processes.

And that got me thinking. Generally, innovation is equated with product and service innovation; rarely process innovation.

As a Quality Assurance Auditor, process had always been pivotal to our practice. There had been a number of innovative products and services that had disappeared after significant recognition. So when people said that the business model had not worked, what I actually heard was, “Our 'process' did not work.” And interestingly, when a product or service failed, it would be pronounced: “There was no USP.” And here too, I would conclude that product or service uniqueness was really uniqueness in process or product design. Which explains why I felt that those who could innovate the process

would inevitably differentiate the outcome.

The concept of process innovation has been referred to as *best practices* and even studied as *Business Process Re-engineering (BPR)* – critical drivers of business success. However, when it came to excellence, this parameter was demoted in the batting order. The reasons? Process Innovation is the result of incremental changes. These changes are derived from experience and insights. Responsiveness to these changes warrants continuous improvement. The aha! moment is generally distributed anonymously over time – a collection of whispers as opposed to the burst of an orchestra.

How does process innovation then work for social development? How do we introduce this in an undertaking (poverty elimination, education, malnutrition or more)? One; doing away with the conventional cookie cutter approach. As a CSR Head said, while awarding us a Needs Assessment contract: “I am tired of consultants telling me there is lack of

“

Mitigating risks should be a priority in designing interventions for long-term impact

”

village education, hygiene and skills. I know that. I need to know where the gap is and how best it can be addressed!”

Relevance of an intervention comes from understanding the real issues that cause problems: The key to designing innovative projects to effectively address community needs. This may sound like common sense, but how do you understand real issues when people will not tell you their deepest fears, desperate situations or even disdain for outsiders? The answer: investigating link by link which is the weaker and which is the



The second important aspect to process innovation is understanding that the process is for the long term, and therefore, has to be designed for sustainability. What does sustainability mean here? The intervention should be independent of specific people and institutions, and therefore, will continue even if they are replaced by others in the long term execution



weakest. Generally, one will not be able to address all, but you would have certainly made a start if you even recognise their existence. Mitigating risks should be a priority in designing interventions for long-term impact.

Take a simple example. A malnutrition programme comprised of the distribution of food packets to students. Packaged food was considered quicker and safer (easier than cooked meals). Guess what happened when the impact was assessed: no significant change in student health. *The learning:* children would take the packets for their family members and were not consuming enough themselves. Besides, even when cooked food was introduced, some students attended only on days they would get eggs or something they liked. *Learning:* the menu needed to be random, minimising attendance arbitrariness. *Incremental changes.*

A more challenging example was a poverty elimination project involving households being provided mobile

phones. *The caveat:* They had to charge them in the school as there was no electricity in the villages. *The logic:* If they anyway had to come to the school, they would bring along their children to school. The actual problem addressed? *Education* – as children were not attending school because of the long distance. The project was presented as one to eliminate poverty to the village panchayat and community. *Result:* Immediate programme ownership with peer pressure to ensure timely implementation.

The second important aspect to process innovation is understanding that the process is for the long term, and therefore, has to be designed for sustainability. *What does sustainability mean here?* The intervention should be independent of specific people and institutions, and therefore, will continue even if they are replaced by others in the long term execution. This problem typically arises when an intervention does not clearly define its success indicators – Output, Outcome or Impact, or is designed only as a pilot, or to garner quick results.

A health and hygiene project that seeks to create awareness of the issue and its impact on health can select a number of ways to reach out to the community. Typically, they will distribute flyers and posters. If the budget permits, they could even stage street plays and screen videos. The effect: People become aware.... *We see the output:* People attending sessions, nodding their heads in agreement, responding in the positive when asked if they will start following the hygiene practices. Excellent! A few months later..... *The outcome:* No change in behaviour.... *Why?* Because knowledge does not automatically imply application. So, unless the design has clearly thought through the process of interacting with the community and beyond sharing the information, ensuring that the vital messages are integrated with their

lives, outcomes will not be seen. Even where there is interest, significant changes may not be seen. As they say, old habits die hard! *Project impact:* Zilch. There is therefore a reason that Behaviour Change Communication has become a buzzword.

In the above instance, let us assume the project team works with the community and goes from house to house checking on how they are functioning in their day to day lives and reminding them of hygiene practices to be implemented. It is very likely that with their persuasion, some degree of change starts to happen and we see the outcome: Cleaner homes, personal grooming like cutting of nails and washing of hands, waste disposal away from the home etc. *Great progress.* The team then leaves the community to go to the next one. Guess what happens when a monitoring team arrives at the village a couple of months later? People have drifted back to their old habits. Human nature at play: *Man does not do what is expected, he does what is inspected!* The process was dependent on *someone* following up with the villagers. When that someone left, hygiene was no longer a priority for them. Another reason could be that while the pilot was on, it was a good attention-seeking behaviour to do as required. Once the project team left, there was no incentive to continue to follow those instructions. In either case, the long term ownership of the project was not defined and so the intervention has a short-lived history.

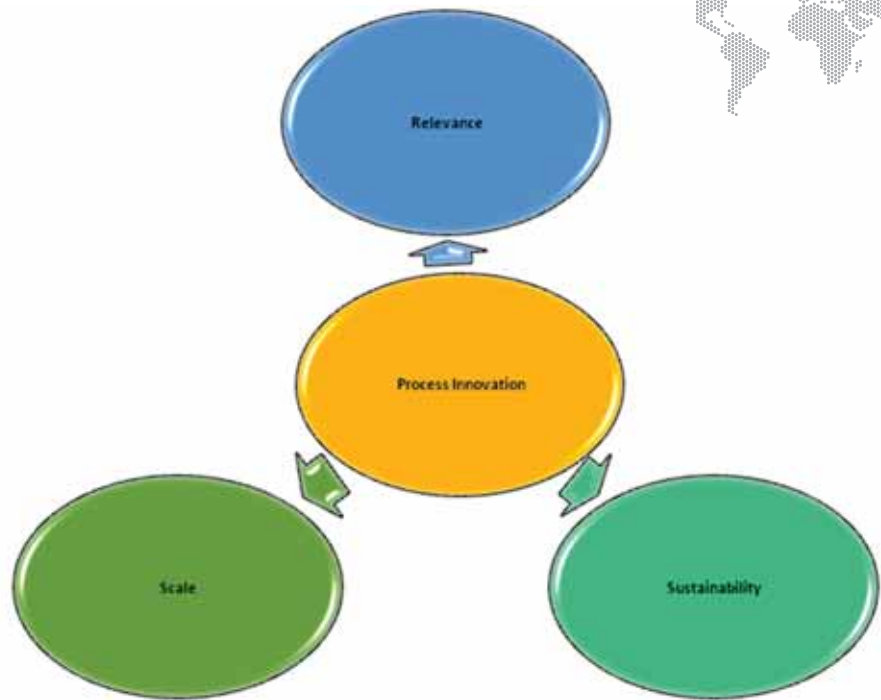
The last case is that of numbers. We all want to show how successful our projects have been. In keeping with SMART goals, *if you cannot measure it, you cannot manage it.* I cannot agree more. However, the balance between quantity and quality is equally crucial. We have undertaken impact assessment of education projects where sports for development is a critical component of the project design. In most cases, this involves





training in sports and other sessions to hone soft skills like team work, discipline, goal setting and more. However, a multi-national company has taken this to another level altogether. The students they selected for their programme are completely taken care of, for five years: education, health and nutrition, and of course, sports coaching. *The outcome:* life-changing experiences in the form of international tournaments, exposure to opportunities, aspiration for more, and above all, a realisation to do something for others back in their communities. When I asked the Managing Director of the Company how in the number game, is fine with working with 60 children as against 600 in a school, he replied, "We follow Business Excellence in our company operations, why should it be any different in our CSR? Moreover, our 60 students are leaders. They will in turn influence the 600."

The third and final use of process innovation is in designing for Scalability. In any intervention, we look at the needs of the community and accordingly, design a solution based on the desired Theory of Change. What happens when you want to scale the project? Capacity and capability requirements shoots up. *Even more than resources, the ability to deal with significant operational challenges become paramount. A multi stakeholder approach is the answer.* Collaboration seeks to leverage the strength of the different actors in a system – Government, Industry, Academia, and of course, the development sector. Easier said than done! Diverging priorities and pressures, different working styles and mandate, all contribute to a gap in perception of the other. Even conflict. Process innovation is at its best in such scenarios. An eco-system model can only be built if the processes that occur in that system are clearly comprehended. The points of



convergence or intersection need to be explored in depth to ascertain the best way to work together. Partnerships that complement each other truly optimise resources and core competencies. Also, it need not be dependent on specific partners, but their profile. Alignment of interest and efforts can result not only in effectively meeting the needs of the people, but also in the most efficient manner.

A waste management project by its name indicates its focus. Yet, an eco-system model can transform it into a holistic community development project. Let me explain. A Corporate works with a municipal corporation and an NGO to create awareness on the health issues of the surrounding landfills and the burning of waste. They then encourage households to segregate waste. Wet waste collected is supplied to a composting unit of an agricultural university. This in turn is given to the farmers in the areas for higher yields. Compost can be sold for more income generation. Closing the loop in a system generates better results, and this is normally possible when more and more actors work

together.

Relevance, Sustainability and Scale are critical to the success of any intervention, and Process Innovation plays a significant role in achieving them. Even if the Corporate stops supporting the above waste management project, it will continue as it has been designed with all the three components in mind. Everyone in that system benefits because it is no longer a zero sum game, but a win-win situation of a circular economy.

There is substantial emphasis on social innovation and most awards do cite them as a criterion. There are even awards that are exclusively for innovations but as the gentleman said at the end of our conversation during the jury session, "I wish more attention was paid to process innovation." *An echo of my fervent prayer.* ■

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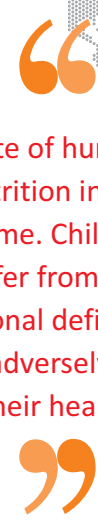
# Finding Solutions to the Complexities of Hunger and Malnutrition



Manish Handa

The international goals of eradicating hunger by 2030 are under threat. After a prolonged period of decline, global hunger is on the rise again. According to the State of Food Security and Nutrition in the World 2017 report, the number of undernourished people in the world increased to an estimated 815 million in 2016, up from 777 million in 2015. India suffers from a twin-problem of under-nutrition and obesity. The Global Nutrition Report highlights that the double burden of under-nutrition and obesity needs to be tackled as part of India's national nutrition strategy. For under-nutrition, especially, major efforts are needed to close the inequality gap. Apart from this, India is also facing a serious burden of anaemia as more than half the women in the reproductive age in the country are anaemic, a serious condition that can have long-term health impacts for mother and child. Perhaps the most critical for an individual's health is the foundation built in their early years.

*(This article is a continuation of what Manish was sharing in the previous issue of this magazine)*



The state of hunger and malnutrition in India is worrisome. Children and youth suffer from numerous nutritional deficiencies which adversely impact their health



The Global Nutrition Report 2017 calls for nutrition to be placed at the heart of efforts to end poverty, fight disease, raise educational standards and tackle climate change. India's children need a better deal. A well-nourished child is one third more likely to escape poverty. For a country that aims to be a regional power, the data on child nutrition confirms that the situation is abysmal. As the country aspires to fulfill its economic and social development goals, malnutrition is one area which requires greater attention. Good health benefits not only the individual, but the nation as well.

India's hunger situation is worsening with the country slipping from 97th spot in 2016 to 100th position in the latest global hunger list. The 2017 Global Hunger Index (GHI) released by the International Food Policy Research Institute (IFPRI) termed India's hunger levels a 'serious' problem at hand. The report revealed that India's hunger crisis is worse than all its neighboring countries, except Pakistan. India's hunger problem is worse than Nepal and Bangladesh.

The state of hunger and malnutrition in India is worrisome. Children and youth suffer from numerous nutritional deficiencies which adversely impact their health. A web of factors contributes to malnutrition. As there is a multiplicity of factors that ensure that every single human being

receives sufficient nutrition, similarly, there are manifold variables that contribute to the occurrence of malnutrition in India. Economics plays a crucial role in healthcare. After all, families need money to be able to look after their daily needs, including a healthy diet, safe water, and sanitary living conditions. In India, there is a highly significant problem of uncertainty of income among the rural population (especially agricultural labourers), marginalised groups, and the informal sector. Poverty data for 2013 compiled by the World Bank reveal that as much as 30 percent (224 million) of the country's population live below the international poverty line of less than \$1.90 a day.

An outline of India's malnutrition situation shows that there are numerous factors responsible for it – both directly and indirectly. Some prominent factors contributing to the high prevalence of malnutrition include poverty, unemployment, lack of education, lack of access to nutritious

food and safe water, poor sanitation, unhealthy lifestyle, poor funds, non-availability of reliable and timely data, etc.

Besides income, also absent are sufficient health and nutrition awareness among the people (about wholesome, balanced and natural diets; child feeding and caring practices). It is imperative therefore to run an effective nutrition communication campaign (in schools, public places, print and social media) that would help children and communities, regardless of their income and education levels, in understanding how they should respond to their nutritional needs. The National Nutrition Policy of 1993







The Government of India's National Nutrition Strategy announced in September 2017 provides the much needed comprehensive approach with a National Nutrition Mission combined with strengthening decentralised delivery



ought to be updated. As the experts put it, nutrition is a national emergency and the budget must be sensitive to this.

Fortunately, the Government of India's National Nutrition Strategy announced in September 2017 provides the much needed comprehensive approach with a National Nutrition Mission combined with strengthening decentralised delivery. The challenge will be implementation with a focus on results. Various government initiatives have been launched over the years which seek to improve the nutrition status in the country. These include the Integrated Child Development Services (ICDS), the National Health Mission, the Janani Suraksha Yojana, the Matritva Sahyog Yojana, the Mid-Day Meal Scheme, and the National Food Security Mission, among others. However, concerns regarding malnutrition have persisted despite improvements over the years. It is in this context that the National Nutrition Strategy has been released. Key features of the Strategy include:

- The Strategy aims to reduce all forms of malnutrition by 2030, with a focus on the most vulnerable and critical age groups. The Strategy also aims to assist in achieving the



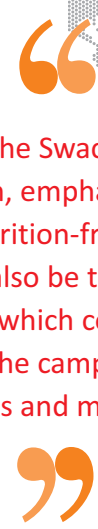
targets identified as part of the Sustainable Development Goals related to nutrition and health.

- The Strategy aims to launch a National Nutrition Mission, similar to the National Health Mission. This is to enable integration of nutrition-related interventions cutting across sectors like women and child development, health, food and public distribution, sanitation, drinking water, and rural development.
- A decentralised approach will be promoted with greater flexibility

and decision-making at the State, district and local levels. Further, the Strategy aims to strengthen the ownership of Panchayati Raj institutions and urban local bodies over nutrition initiatives. This is to enable decentralised planning and local innovation along with accountability for nutrition outcomes.

- The Strategy proposes to launch interventions with a focus on improving healthcare and nutrition among children. These interventions will include: (i) promotion of breastfeeding for





Just like the Swachh Bharat Mission, emphasis on a malnutrition-free India should also be taken into account, which could boast both the campaigns - cleanliness and malnutrition



the first six months after birth, (ii) universal access to infant and young child care (including ICDS and crèches), (iii) enhanced care, referrals and management of severely undernourished and sick children, (iv) bi-annual Vitamin A supplements for children in the age group of nine months to five years, and (v) micro-nutrient supplements and bi-annual de-worming for children.

- Measures to improve maternal care and nutrition include: (i) supplementary nutritional support during pregnancy and lactation, (ii) health and nutrition counselling, (iii) adequate consumption of iodised salt and screening of severe anemia, and (iv) institutional childbirth, lactation management and improved postnatal care.
- Governance reforms envisaged in the Strategy include: (i) convergence of State and district implementation plans for ICDS, NHM and Swachh Bharat, (ii) focus on the most vulnerable communities in districts with the highest levels of child malnutrition, and (iii) service delivery models based on evidence of impact.

Apart from the above, they must also start measuring hunger in National Sample Survey Office (NSSO) surveys.

International organisations will find that difficult to ignore. Just like the Swachh Bharat Mission, emphasis on a malnutrition-free India should also be taken into account, which could boast both the campaigns - cleanliness and malnutrition. To summarise, nutrition is a challenge full of complexity. There is plenty of evidence globally and in India suggesting that poor nutrition affects early childhood development, learning and earning potential with life-cycle effects on national health and economic growth. For an emerging country with one of the fastest economic growth rates, India needs to implement its announced strategy with a focus on evidence, results and learning, and not just spin. That calls for a true commitment at the level of the States and communities with a focus on improved outcomes for the poor and accountability for those in governance, and the solutions need to go far beyond the expansion of sanitation, important as that is.

Aiming to eradicate malnutrition among children by setting up a nodal agency which would work in mission mode for child nutrition and development would also be beneficial as despite thousands of crores of rupees being spent and a number of government schemes working for child development, the status of health and nutrition of children remains abysmal. The National Food Security Act 2013 is one such effort that aims to

address the hunger and nutrition challenge by ensuring greater access to adequate quantity of quality food at affordable prices. Also, a number of steps are being taken towards universal food fortification to improve nutritional content in food products.

The Indian government is currently working to solve malnutrition problem by improving sanitation, which is another big reason for the country's malnutrition. Poor sanitation situation has pushed more children in India than North Korea, Sudan and Somalia, to be exposed to bacteria, thereby impacting their health to a large extent. The Government aims to make India open defecation-free by 2019. In addition to taking steps that will ensure food security through increased production of food grains, proper implementation of government nutrition schemes and promoting awareness of the nutritive value and eating practices among the public are crucial to combating hunger and malnutrition in India.

If we want to eradicate hunger, everybody needs to be involved. There are genuinely sufficient resources in the world to ensure that no one, nowhere, at no time, should go hungry. ■

*Manish Handa is Director, Conexus Social Responsibility Services Pvt. Ltd.*



# Mid-Day Meal Scheme

## Tackling Classroom Hunger and Making Children Better Equipped for the Future

Global Sustainable Development (SDG) goals state 'Zero Hunger' as one of its 17 goals for world development. The various global SDGs have been developed to uplift the society and aid the marginalised and underserved section of the society with opportunities to grow. To address these SDGs, the Government of India has implemented various schemes. One such scheme which directly impacts the goal of Zero Hunger is Mid-Day Meal Scheme. The MDM scheme started by the Government of India under the umbrella of Sarva Shiksha Abhiyan has been developed to tackle classroom hunger, one of the major concerns plaguing our society; while providing and facilitating quality education, another global SDG.

It is in affirmative cognisance that the right approach for a country's better future is by enabling the right kind of education to the future generation. Strong foundation of nutritious food and education ensures healthy, empowered and mobile individuals. These two extremely vital factors are still a privilege than a way of life for many children in India.

According to the Food Security and Nutrition 2017 report, 190.7 million people in India are undernourished, thus stating that 14.5 percent of the population in India is undernourished. The figures are overwhelming. Although there is absence of apathy, it is important to note that there is a dire need to provide continuous nutrition to

millions of marginalised people in India. MDM programme provides a continuous measure of food security to millions of school-going children across India. These children feel a sense of achievement when their presence in the school and their active participation in the learning process is supported by the mid-day meals they receive every day. This motivation to learn and dream big while being humbly rooted to reality is their gateway to a bright future where every child has the opportunity to aim high, dream big and be a responsible and mobile citizen of India.

It is the encouragement and assurance of daily nutritious meals that brings many children to school. Parents are



Shri Madhu Pandit Dasa



An investment in  
knowledge pays the  
best interest  
- Benjamin Franklin





also eager to send their children to school and not have to worry about their afternoon meals. Many a time, the mid-day meal provided by the government, often through its implementing partners, is the only meal the children have for that day. While this may be true for many children, classroom hunger remains an important concern that needs to be tackled every day for every child. Providing school going children with healthy meals to enable them to focus on the curricular and extra-curricular activities forms the basis on which the MDM programme is developed. It is this effort which will ensure that the leaders of the future are getting the right nutrition at their developmental age as an incentive for getting proper education.

The marginalised and the underserved children of the society find this scheme beneficial. It is that dream of one hot meal which drives them to school and towards knowledge, which in turn, leads to an empowered life. The Mid-Day Meal Scheme serves multiple purposes- the first one being to provide healthy, nutritious meals to school-going children to help them in concentration and focus on gaining knowledge.



With an objective to promote education, the Scheme is designed to:

1. Eradicate classroom hunger
2. Increase enrolment
3. Improve retention
4. Improve socialising among castes
5. Addressing malnutrition and
6. Promote gender equality

While the initiative has boosted enrollment and attendance, it has also helped improve students' retention rates in schools. It has been observed that boys normally drop out of school to work and support their families while girls drop out to learn housework and aid their mother in taking care of the family. It is the guarantee of a nutritious meal that parents are more than willing to send

their children to school rather than seeing them drop out of school to either work or learn household chores.

The survey reports as released by the World Health Organisation is alarming; 60 million children in India are underweight. Again, a recent UNICEF's report states that in India, 80 million children drop out of school before reaching eight years of age, and over eight million children are out of school. In view of this, a 2015 paper by International Journal of Science and Research (IJSR) indicates that attendance in MDM schools was higher compared to non-MDM schools, i.e., 86.50 percent in MDM schools compared to 82.90 percent in non-MDM schools (the statistics



It is the guarantee of a nutritious meal that parents are more than willing to send their children to school rather than seeing them drop out of school to either work or learn household chores







combines both rural and urban schools). It is clear from this that it is imperative the initiative should continue to ensure complete eradication of classroom hunger. Major findings of the PROBE (Public

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We need to channelise efforts to prevent classroom hunger in the right direction; a direction which will lead to growth of children, the future of the country, and through them, our society

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Report on Basic Education) - 2014 Report indicated that 84 percent of households reported that children get cooked mid-day meal in schools and children enjoy a varied menu.

To assure a good future for school children, no effort is ever enough. It is important to learn that knowledge when combined with the right intention can do wonders for the society. It is paramount that children are facilitated with such education. A child can only concentrate if its stomach is full and the mind is not awaiting food. We need to channelise efforts to prevent classroom hunger in the right direction; a direction which will lead to growth of children, the future of the country, and through them, our society. It is an essential step in nation building. While this is true, it is also important to note that awareness and a community buy-in is

essential for an inclusive growth of the society and its people.

With a continuous increase in population, life circle keeps expanding and interdependency keeps intensifying. In a world full of diverse thoughts and ideas, survival takes a new turn. The path of knowledge and growth sees newer openings and opportunities to ensure goodness and growth in every corner of the world. It is imperative that every child receive education while ensuring that they are provided with wholesome and nutritious mid-day meals for their healthy growth. ■

*Shri Madhu Pandit Dasa is Chairman, The Akshaya Patra Foundation. He has been instrumental in conceiving and implementing many social initiatives that impact millions of people in this country, giving them a better quality of life.*



# Bangalore Food Bank

Providing a Sustainable Solution to Hunger and Food Waste

One in nine people on earth is currently under-nourished, an estimated 795 million people. India itself is home to the largest under-nourished and hungry population, with 190.7 million people going hungry every day. The nutrition of children is particularly worse because of the state of their mothers. 36 percent of Indian women are chronically under-nourished. To prevent hunger, a child needs to be taken care of the most during the first 1,000 days of its life, from pregnancy to age two. Proper diet during this period can protect children from mental and physical stunting that can result from malnutrition. Another irony to this complex situation is that there is no shortage of food in the world. If the total world food supplies are divided equally, there will be plenty for everyone, with some to spare; in fact, today, the world produces 10 percent more food than is needed to feed everyone. But 30 to 50 percent of 1.2-2 billion tonnes of food produced around the world never makes it to a plate, and gets wasted.

Seeing the dire need to feed the hungry and nourish the under-nourished, as well as prevent food wastage, India Food Banking Network is establishing a strong and efficient network of food banks throughout the country. Food Banks are therefore one of the most sustainable ways of reaching food to those who need it. Archana Sinha met up with Meher Dasondi, Director Operations, Bangalore Food Bank to hear more about the work undertaken by the organisation.



Meher Dasondi



## How was Bangalore Food Bank initiated?

The Bangalore Food Bank was initiated in October 2014, under the chairmanship of Mr. Shyam Mohan, Ex-MD and President of Griffith Foods for India and the Middle East. Griffith Foods is a Chicago-based food innovation and new product development company.

Mr. Shyam Mohan is President of his own Tier 1 Network Company, and is the Director - Feeding Bangalore Foundation. The Foundation is a non-profit organisation registered under Section 7 of the Companies Act 2013. It acts as a facilitator and intermediary service to distribute food between those who might have surplus or that which might be wasted due to any reason, and those who need it to survive.

## What is the rough estimate of hungry people in Bangalore city alone? How do you distribute food?

Bangalore has a population of over 10 million. Officially, 16 percent of this population live in the city's 597 plus slums while 50 percent of Bengaluru's



population live in single rooms.

The world produces enough food to adequately nourish everyone. However, a lot of what is grown, produced, processed, manufactured, is not consumed due to various reasons such as poor harvest, post-harvest loss, poor distribution system, product disposal due to expiration, over production, damage, marketing, and other business decisions. It could be due to inadequate tax incentives, or even poor

coordination amongst the government, public and private sectors.

The central goal of the food bank at Feeding Bangalore Foundation is to source and salvage food in the form of grains, oils, pulses, spices, or any food product that has considerable shelf stable life and make this available to those who struggle to make ends meet, by delivering it directly.

At Feeding Bangalore Foundation, we serve 60 community-owned agencies (NGOs) in Bengaluru. They include homes for the abandoned, special needs persons, homes for the aged, homes for street children, schools for children of parents with low income, homes for children of migrant labourers, and any agency that serves the poor and needy. Our feeding partners comprise of more than 15,000 persons, both as groups and as individuals.

## How did you get involved with an activity like feeding the hungry?

When we have the means and the ability to do, we also have a responsibility towards those who do



We serve 60 community owned agencies (NGOs) in Bengaluru. They include homes for the abandoned, special needs persons, homes for the aged, homes for street children, schools for children of parents with low income, homes for children of migrant labourers, and any agency that serves the poor and needy





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Our vision is to see that less food is wasted and more make it to those in need of it. When we, as a community join hands, we can lead to a mutually rewarding relationship. Our efforts together can address the issues of hunger. Our appeal to all is to partner with us to create an environment that secures food for the needy and witness this gesture transforming lives

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not. For this, we have strategically worked out a plan and worked hard as well to strategically reach food to those who need it. We are committed towards zero world hunger and are supported in our efforts through the CSR opportunities of various corporate organisations that provide us with food support. Our vision is to see that less food is wasted and more make it to those in need of it. When we, as a community join hands, we can lead to a mutually rewarding relationship. Our efforts together can address the issues of hunger. Our appeal to all is to partner with us to create an environment that secures food for the needy and witness this gesture transforming lives.

Thanks to the efforts of our benefactor donors, Bangalore Food Bank has received 12,20,843 kilograms of products in 2017 alone. Through this, we were able to make 7,51,304 feeds to our feeding partners.

Today, we are compliant with the necessary government processes and have a CIN, PAN and a GST number.



We are in the process of acquiring FCRA-compliance too. The food bank in Bangalore is registered as Feeding Bangalore Foundation.

### How is food banking a better idea than feeding people in temples, Devasthanas, and charity feeding?

Basically, any kind of feeding to the poor and needy is welcome. It is one of the best deeds we can do. But that cannot be done on a sustainable basis. Food banking is acknowledged the world over as an innovative and technology-driven initiative to alleviate the woes of malnutrition. It is the recognised way forward adopted by most countries to work towards zero hunger programme. It is a replicable delivery system to strengthen the mission of eliminating hunger once and for all. It is a concentrated effort to break the vicious cycle of poverty.

### Are there other supporters too?

The Foundation is graciously supported by Mr Sanjay Thirumalai - Managing Director, Grant Thornton Bengaluru,



who is also one of the Directors, and by Mr. Jayaram Srinivasan - Founder and Partner, Frontal Rain Technologies. Mr. Srinivasan is a shareholder with Feeding Bangalore Foundation. We have pro-bono legal support by J Sagar & Associates. Madhura Chattrapathy, ex-District Governor, Rotarian, entrepreneur and Director for Asian Centre for Entrepreneurial Initiatives is our benefactor. M.K. Panduranga Setty, a well-known entrepreneur and educationist from Bengaluru, is also a member of our advisory team.

Bangalore Food Bank receives constant guidance from the Global Food Banking Network Chicago. GFN is the parent body of food banks in over 40 countries across the globe, and we at Bangalore Food Bank are proud to be associated and guided by their offices. We share advisory support with the India Food Banking Network Delhi.

### How do you ensure continuous support?

Nobody can ensure perennial support. We can only appeal for sustained support. We receive generous support from our donors, both individuals and corporate organisations like Griffith Foods, Grant Thornton, Britannia Industries Ltd, Kellogg's, Hindustan Unilever, Neo Foods, Sodexo and Bank of America, Nestle, Himalaya Wellness, KFC, Zenith Foods, Reliance Fresh, and Food World Bengaluru, apart from hotels and restaurants. They support us well, and through this, they get a chance to channelise food to those who need it.

Restaurant and hospitality organisations help NGOs by supporting their pantries with sustainable and fixed kitchen provision donations every month. We only receive dry shelf stable food grains that are uncooked. This can be made available to us through food drive collections by staff support or

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**Food banks feed people, strengthen communities and protect the environment. That is the power of food banking**

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through CSR support of the organisation itself. They donate in the form of rice lentils, pulses, grains, oils, or any such dry shelf stable provision that will help them with their kitchen expenses.

Food retail shops donate 'unsellable but perfectly consumable' fresh produce in the form of vegetables and fruits which would otherwise be discarded. This produce is sorted and gratefully received by our feeding partner NGOs and several kitchens.

In this way, many of their residents are served and fed. Food banks rescue food before it is wasted, in order to redirect it to those in need. Food banks thus provide a sustainable answer to the dual problems of hunger and food waste. In fact, we appeal to all these industries, even superstores, to contact us so that we can direct the nearest NGO partners to them and help them redistribute their excess food to these kitchens.

The power of food banking lies herein: They feed people, strengthen communities and protect the environment.

Food banks help organisations extend the supply chain past the end of the commercial line into an effective distribution through a philanthropic line. They help Corporates see that their product continues to be used for its intended purpose – feeding people, rather than being discarded, even though the commercial value, which is the opportunity for profit, may cease

**BANGALORE FOOD BANK**  
*Meeting the challenge of Hunger*

**FREEDOM FROM HUNGER**

**Food Collection Drive**

**LET'S FILL THEIR EMPTY PLATES.**

**The following items can be donated:**

**Dal, Rice, Oil, Sugar, Pulses or any DRY NON-PERISHABLE Shelf Stable Food Items.**

**We request you to donate from the best of which you have.**





to be viable at some point further up the chain.

Non-food corporate organisations can support with food drives and involve staff to be part of this 'giving back to the community'. Bangalore Food Bank will be happy to do a presentation with the staff and to provide all the support and encouragement to the food drive. Organisations can extend their supply chain and channelise 'soon to expire' products to the food bank for distribution to the NGOs. We do not accept expired food products.

In addition to the above, any food store, retail shop, distributor, retailer, vendor or company, can support our efforts in ways such as:

- Identify those products that are or will soon become unmarketable, but are still fit for human consumption.
- Establish internal protocols with Feeding Bangalore Foundation to offer these products for donation.
- Transfer these products to the food bank for re-distribution to those who need it.
- Encourage your vendors and customers to support us through similar efforts.

- Help us raise food product donations through food drives.
- Financial support to procure food products.
- Logistical support.
- Executive sponsorship for the food bank.

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**At a time when we live in a world that prides itself on power and wealth, millions go hungry every day. It is our responsibility not only as a nation, but also as individuals, to get involved**  
**- Meher Dasondi**

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Feeding Bangalore Foundation has its warehouse in Doddballapur, Bengaluru. We have been given warehouse space by the offices of Griffith Foods in their own LEED's

certified facility warehouse. We adhere to strict food safety and nutrition as per certification rules and standards. Our office is at Griffith House, Yellahanka.

Any organisation can share responsibility and support the Bangalore Food Bank. We can assure you of transparency in management. Anyone is welcome to visit any of our feeding partners, not just to see how their support is reaching people that truly require it, but to also share in the joy of caring and giving.

Giving back to society is in line with our rich Indian heritage. We have been doing it through the ages, in forms of clothes and food. We believe that with the joint support from within our local communities, the Bangalore Food Bank can help build a stronger and healthier society. Anyone can support the Bangalore Food Bank, be it an individual, a family, or a corporate organisation. All you need is a heart to share. ■

*For a more comprehensive view of our initiative, do visit us at [www.bangalorefoodbanking.org](http://www.bangalorefoodbanking.org)*



## Going the **Extra Mile** to **Feed the Hungry**

### Dabbawallas' Roti Bank Leading by Example in Eliminating Hunger and Reducing Food Waste

In a world where food is sufficient, there are many who sleep hungry for days on end. According to the Food and Agriculture Organisation (FAO), it is estimated that up to one-third or 1.3 billion tonnes of the world's food is wasted before it can be eaten. At the same time, up to 793 million people do not get enough nourishment to help them live a healthy life. India is one among such countries where more than 20 crore people go to bed hungry almost on a daily basis, and 3000 infants die of malnutrition and hunger every day. So what can be done to fix these two major challenges the world is facing?

The Mumbai Dabbawalas Association took a small step to address the issue. With the help of (Retd.) IPS Officer, former Commissioner of Police, Mumbai/ DGP of Maharashtra, D. Sivanandhan, and UK-based businessman, Nitin Khanapurkar, they began their war against hunger through the 'Roti Bank' platform. CSR Mandate brings a heart-warming account of this initiative by the Mumbai Dabbawalas, and how this act of compassion clearly resonates with people across the city. Read on to know more about this compassionate gesture.





Based on nearly 127 years of experience in accurately delivering some two lakh fresh home cooked meals daily from as far as Virar and Ambernath to the labyrinth of offices in South Mumbai, devoid of any technology, the Dabbawalas of Mumbai have come up with a unique concept to eradicate hunger. Firmly guided by the philosophy of “Anna Daan is Maha Daan” (Donating food is the best charity), they set up the Roti Bank to feed the hungry.

Under the leadership of Mumbai Dabbawalas' Chief and Spokesperson, Subhash Talekar, with the patronage of (Retd.) IPS Officer - former Commissioner of Police, Mumbai and DGP of Maharashtra, D. Sivanandhan, and UK-based businessman, Nitin Khanapurkar, this unique NGO thus came into fruition almost two years ago.

Using their world-renowned delivery techniques, they rescue food at weddings and parties to pass it on to the poor and hungry who are struggling to survive. They are only a call away from almost all celebrations, even when they are off-duty. Conspicuous in their bright white uniforms to collect all the leftover food

that was not served, they check its quality and pack it up to take it to a nearby street for homeless people to feast on. This is the Dabbawala's 'Roti Bank' in action.

While D. Sivanandhan donated the first van for the project at Lower Parel station to kickstart the scheme, the Mumbai Roti Bank has rolled out another three to four food vans.



excess food,” says

D. Sivanandhan



"We have a way of finding out whether the food is stale or not. We have done 'Hunger Mapping' to find where food is most needed. Our GPS-tracked vans collect excess food

from restaurants, eateries, clubs, five-star hotels, events, public functions or

weddings, besides households, and distribute them to poor, hungry and needy people," says Subhash Talekar.

Some of the vans are also equipped with refrigeration systems. Two Dabbawalas also travel in the van from 4 pm to 2 am to collect food from places willing to give it away. These timings have been devised smartly to coincide with lunchtime and dinnertime where







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We have a way of finding out whether the food is stale or not. We have done 'Hunger Mapping' to find where food is most needed. We also have refrigeration to retain the food

”

the chances of availability of leftover food are higher.

Currently, the Roti Bank is catering to South and Central Mumbai but will be extended to other areas of Mumbai in the near future.

The NGO primarily targets hospitals where patients and their families come from various parts of the country, but

do not have sufficient money or resources to satiate their hunger.

Subhash Talekar goes on to say that, “Over the years, we have seen food being wasted at parties and other events and hence, we started this initiative around two years ago. We have been using bicycles for conveyance, and store food in plastic bags to distribute to the needy, but we are better equipped now and we will be able to do this in a much more professional manner. We have been providing food to 500 needy people every day from Monday to Friday but with the help of the new facilities of Mumbai Roti Bank, we will be able to serve at least 1000 people.”

Stressing on the need for greater public participation in this venture, which can be garnered from volunteers offering free service, Talekar said the Roti Bank concept would now be spread all over India, in stages.

With people from all sections joining hands with them, the initiative has become a big movement. The Roti Bank is also planning to get hold of more refrigerators and storage spaces to manage storage better, but they prefer to transport fresh food to those who are starving and in desperate need of food immediately.



Nitin Khanapurkar says, “With the Mumbai Roti Bank going live, we hope that hotels, restaurants as well as event and party organisers will take advantage of this

opportunity and call us when they have extra food, so it can be collected while it is still fresh and distributed among the hungry people. Many of the people being served are children and working adults earning minimum wage, who need assistance to make ends meet. It is essential that we redirect perfectly edible surplus food away from the landfill to the people who really need it.”

Khanapurkar appeals to all stakeholders to take advantage of the Mumbai Roti Bank and call them whenever they were saddled with extra food. ■

*Mumbai Dabbawallas Association' Chief and Spokesperson - Subhash Talekar can be reached at: +91-9867221310*

*For more information on Roti Bank, you can also visit the website: [www.rotibankindia.org](http://www.rotibankindia.org)*





# Impacting Society Through Quality Education

## Bhumi Unlocks Life-Altering Opportunities for Children Across India

Children living in shelter homes and lesser privileged communities struggle with social issues and the lack of quality education, resulting in decreased opportunities for financial stability later in life and re-entering the cycle of poverty. Statistics by the Ministry of Human Resource Development show that the dropout ratio for 2014 is more than 50 percent of the total number of children enrolled in Primary and Secondary grades.

Despite the passage of Right to Education (RTE) and primary school enrollment at nearly a 100 percent [ASER, UNDP and the World Bank Reports], the quality of education received by the bottom 50 percent in municipal schools is appalling. Primarily, these problems are caused by the inability of government schools to provide quality education, and an absence of role models to guide and mentor these children. In the long run, without proper intervention, children from shelter homes and those from underserved communities will graduate to adulthood; totally unprepared for employment thereby leading to working low-paid jobs and poor civic engagement.



Vaishnavi Srinivasan



Desiring to add value to these precious lives, a group of young friends from Chennai - Dr. Prahalathan KK, Harisankar Namasivayam, Ayyanar Elumalai, with a passion to change society and build a better tomorrow, decided to set up an NGO for this purpose. Thus was born one of India's largest independent youth volunteer nonprofit organisations, Bhumi, on August 15, 2006.



Ayyanar Elumalai



Harisankar Namasivayam



Dr. Prahalathan KK

We believe that every underprivileged child deserves quality education. It has transformed this conviction into a volunteering opportunity for India's youth, launching a snowball effect of nurturing talent on the path to an educated, poverty-free India.

With have centres in Bengaluru (Karnataka), Chennai, Coimbatore, Tiruchirapalli (Tamil Nadu), Hyderabad (Telengana) Indore (Madhya Pradesh) Kolkata (West Bengal), Chandigarh, New Delhi & NCR, Mumbai and Pune (Maharashtra), and Jaipur (Rajasthan).

Our two core areas of work are Ignite and Catalyse

### Ignite

#### Transformational Education

Ignite is Bhumi's supplementary education programme benefitting children from shelter homes, slums

and village community centres. It bridges educational inequities faced by these children in a scalable and cost-effective manner. The programme is delivered during the weekends by our 2,500 young, trained volunteers. Over 10,000 children benefit from the programme across 13 Indian cities.

Personal growth is evident in both volunteers and children: Our volunteers gain perspective and the experience to mould themselves into leaders in their communities, while academic/life skills support creates a better future for the children.

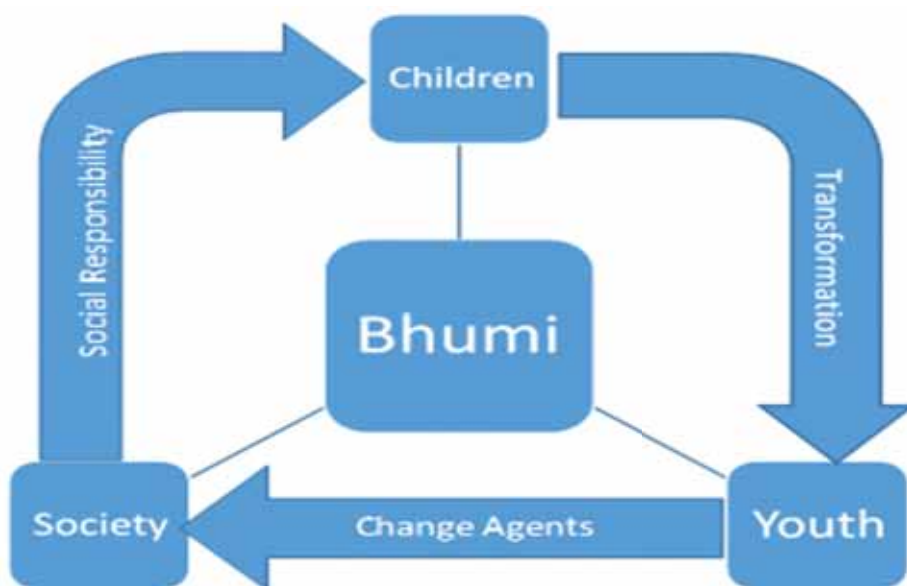
#### The programme consists of:

**Computers:** We provide basic computer training, Microsoft Office and the internet to children with limited or no access to computers. The

curriculum has been developed in-house to provide sufficient practical exposure to computers.

**English:** We follow the integrated approach to language acquisition, which involves a combination of phonics and whole language learning for children from primary school. It facilitates peer learning, allowing time for each child to experience the learning errors of self and others, and problem solving in a collaborative fashion.

**Mathematics:** Our curriculum, which focuses on acquisition of fundamental mathematical skills, enables children from primary school to develop a holistic and deeper understanding of key mathematical concepts in a hands-on environment.



Bhumi believes that every underprivileged child deserves quality education.

It has transformed this conviction into a volunteering opportunity for India's youth, launching a snowball effect of talent nurturing talent on the path to an educated, poverty-free India





Children benefitting from our educational programme are assessed through a baseline test at the beginning of the year and another assessment at the end of the year



**Bhuvaneshwari**



In our quest towards a better future, there are some stories that inspire more than most. One such story is that of young Bhuvaneshwari, a tenacious girl who has benefitted from *Bring Smiles* - a sponsorship programme, initiated in 2011, to support children from lesser-privileged backgrounds. The daughter of a mason and a household helper, financial support was not easy to come by for Bhuvaneshwari. With two younger siblings, the situation was far from ideal. But rather than be daunted, her drive and determination to succeed only grew. Her guardian, Mrs. Gayathri Ramadoss, after learning of her impressive score of 462/500 in Class X, approached us, seeking support for -her education. *Bring Smiles* sponsored her in Class XI, keeping track of her academics. She performed consistently, thereby securing a sponsorship for Class XII as well. And yet again, she proved herself by securing the first rank in her school with a score of 1147/1200.

Our team visited Bhuvaneshwari’s school and interacted with the staff who were full of praises for her. They described her as dedicated, hardworking, obedient, cooperative and determined. Her Principal also spoke very highly of her. She thanked us for supporting such a deserving candidate.

Bhuvaneshwari plans to pursue a degree in Commerce with CA classes in parallel, again backed by her *Bring Smiles* Scholarship.

The success of the beneficiaries of this programme as doctors, auditors, etc., is not its most important facet; it is the greatest contribution to society in nurturing these children to grow into good human beings. Bhuvaneshwari’s dream to be an auditor is supplemented by her desire to help children in need, and provide free tuitions to those who cannot afford expensive coaching centres, thus, continuing to bring smiles long after this sponsorship programme has run its course for her.

From 19 students in 2013-14, to 459 students in 2017-18, *Bring Smiles* has helped made a big difference, opened doors to a better future for these deserving candidates and many more of such in the future.

**Nivedita B, Mumbai**

“Volunteering with Bhumi helps keep negativity away from your mind. Your perspective gradually tends to broaden. It makes you a more idealistic and strong person. These are the changes that developed within me with time.”

**Mentoring:** We address the lack of positive role models in the lives of adolescents through one-to-one mentoring and an activity-based model to impart life skills such as communication, team work, goal setting and creativity.

**Robotics:** This exciting hands-on programme helps children learn scientific concepts by building robots on their own. It also generate in them an interest in the fields of Science, Technology, Engineering and Mathematics (STEM)

**Science:** We help children in middle school improve practical understanding of science and facilitate hands-on experimentation to ensure improvements in conceptual understanding and application.

**Talent Development:** Through this course, we help children explore their talent in sports like football, volleyball, throw ball, badminton, and arts like dancing, painting, music and theatre. The refreshing fun-filled sessions provide an enriching experience outside of school.

**Programme Strategy**

We conduct these on a weekly basis, with a small adult-child ratio, and an emphasis on modelling good behaviour. Our supplementary education programme is designed to address the lack of competence in the



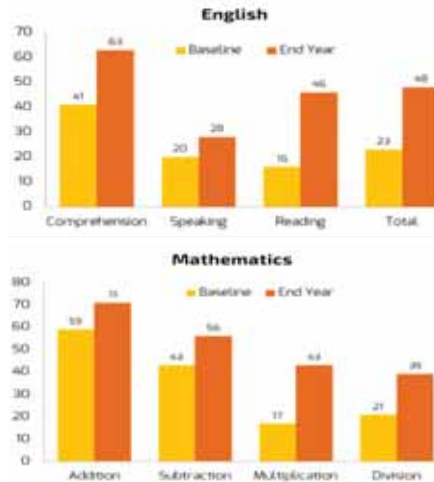
fundamentals of academic subjects, while building life skills. The curriculum is carefully selected to meet regional needs, and reworked yearly to meet the needs of our beneficiaries.

Volunteers affiliated with these projects receive rigorous training in curriculum, pedagogy and assessment, and year-round support. Students and young professionals, under the age of 30, from different walks of life are invited to teach/mentor for a minimum of two hours every weekend as part of this programme.

### Monitoring and Evaluating our Impact

Children benefitting from our educational programme are assessed through a baseline test at the beginning of the year and another assessment at the end of the year. A sample of the assessment testifies the children's significant improvements.

### Sample: Class IV



### Key Outcomes

**Short Term:** The children are able to learn core concepts and staying on track with standard-level requirements. There is improvement in behaviour, with positive impact in the classroom and an accelerated pace of learning.

**Long Term:** The children acquire strong future orientation and life skills to ensure future success. There is increased opportunity for college and future employment ensuring them financial and social stability. The programme also grooms them to be better engaged in their community's civic life.

### Catalyse:

#### Transforming Citizenry: Civic Projects

Our civic projects engage volunteers in causes like animal welfare, road safety, disability, environment, health etc. in one-off and regular volunteering activities. The programmes consisting of one-off and regular volunteering activities engage over 10,000 volunteers each year in over 15 cities across India. We aim to impact the life path of 1,00,000 children and 1,00,000 volunteers by 2020.

**Parichay** is a project initiated by our Delhi volunteers as part of the

### Rahul

In the ongoing journey to achieve quality education for all children, our Bhumi volunteers have enjoyed many proud moments. One such instance was experienced by our Delhi centre recently when one of their students started educating other children in his hometown. He also emphasised on the impact educating and guiding children can have on our society.

Rahul\* (name changed), a child from a village in Uttar Pradesh, was residing in Delhi at an orphanage that provided shelter for children till Class X. He was enrolled in Ignite, our education programme. After being a part of the Science programme for two years in middle school, he moved into the mentoring programme in high school. The latter pairs underprivileged children with volunteers who act as their mentors and role models. The programme helps children realise their potential and transform them into more socially-conscious citizens. Though Rahul was in the mentoring programme, volunteers from all educational programmes under Ignite in Delhi supported his education.

Soon after his Class X final exams, Rahul moved back to his hometown to continue his higher education. He has been in regular contact with Lakhbir, one of his volunteer-mentor. During a recent conversation with Lakhbir, he related that he is educating more than 150 children in his hometown through an after-school programme, along with five other volunteers.

"I am liking it so much. Time passes so quickly while teaching them. They are very eager to learn," Rahul shared with Lakhbir. Our volunteers were exhilarated on learning how Rahul drew inspiration from them, and decided to give back to society. Lakhbir says, "The contribution he is making to society at such a young age is an inspiration. To see my student growing into an individual inspiring many more, is the biggest reward I can ever ask for. All I feel is pride as a mentor."

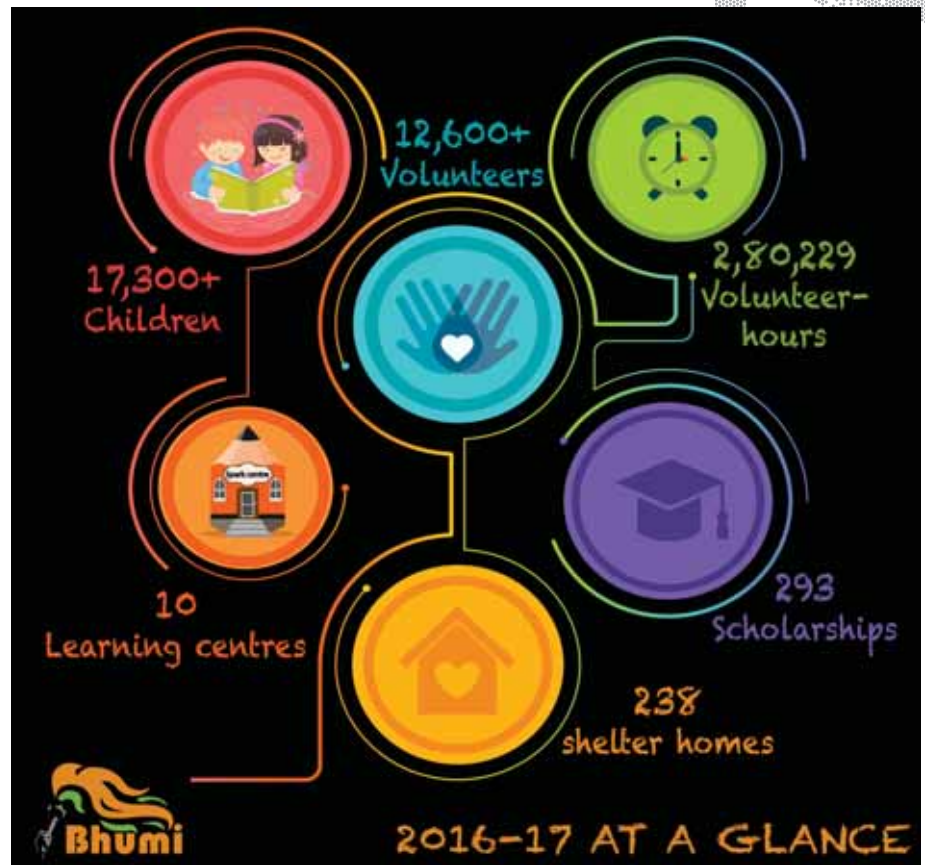
Rahul stands as a leader to many underserved children in his village, just like how he was led by volunteers during his time in Delhi; this is one vital success for Bhumi.



Catalyse programme to spread awareness among children about child abuse and how they should counter such situations. Under this initiative, volunteers conduct sessions on preventing child abuse at different schools and shelter homes. They sensitise students about the possible apprehensive situation they could face and teach them prevention strategies. Currently, sessions are being conducted for children in primary classes.

“While preparing and finalising the content for Parichay campaign, I was trying to figure out how to speak and discuss about such a sensitive topic with the students. As I conducted the session, I understood how few unanswered questions seared through their innocent minds. They were inquisitive and animated. It spurred me to continue with more sessions, confident that this education is vital,” says a volunteer.

Bhumi embarked on the mission to bridge the gap in education twelve years ago, and we would not have come this far if not for the undying spirit and energy of our volunteers.



We have been applying the learning from our experiences in content development and project

management, and rapidly improving the quality of our project delivery each year. We believe that our projects are responsible for steering our beneficiaries in the right direction and will aid in providing a structured beginning to life-altering opportunities. We will continue to transform the lives of those who deserve but have not yet had the exposure to quality education as we firmly believe that when we ‘Change Today, we Change Tomorrow’.

Incentives to perform for those in need of it are an integral cog in the machine of upliftment. By continuing to encourage excellence, and providing a ray of hope to those who need it, Bhumi is helping to create a better, brighter future ... a future in which every child has the chance to dream, the chance to grow, and the chance to change the world. ■

*Vaishnavi Srinivasan is Executive Director at Bhumi.*

*She can be reached at [contact@bhumi.ngo](mailto:contact@bhumi.ngo)*

### Dinesh

Dinesh was part of our computer programme at a community centre in Thirumulaivoyil, Chennai. He graduated in 2011 and wanted to pursue engineering. His volunteer-teachers suggested that he starts teaching at the same learning centre; not just to experience the joy of volunteering, but to give back to his community what he had received. Being from a similar background as the children at the Centre, Dinesh was able to develop a good rapport with the children. He was, in a few months' time, able to instill faith in them that they too could dream and achieve big. Once inspired by Bhumi's volunteers, he is now an inspiration to his students. Dinesh wishes to be a successful software engineer, while continuing to volunteer without any obligation. Dinesh's story bears testimony to Bhumi's impact not just on an individual, but on society as well.







# Investing for an Inclusive Future

## BIPF Widening the Circle of Prosperity Through Empowerment

Dr. Bansidhar Panda, a renowned research scientist from USA returned to India in 1961 and chose Therubali, a remote outpost in the erstwhile undivided Koraput district of Orissa to embark upon his dream and established Indian Metals & Ferro Alloys Ltd (IMFA). The same dream which turned into reality stands now before the world, as a leading, fully integrated producer of ferro alloys and a world of enterprise and innovation inspired by its founders, Dr Bansidhar Panda and (Late) Mrs Ila Panda. Bansidhar & Ila Panda Foundation (BIPF) was established in 2011 as the social development arm of IMFA. The Foundation's core belief rests on empowering people by equipping them with knowledge and skills that will empower them to take responsibility for their own benefit.



T.C. Hota



The culture of the organisation is ingrained with the Founder's desire to have a positive impact on the society which is reflected by the different initiatives taken by BIPF such as Education, Vocational Training, Basic Healthcare, Water & Sanitation and Infrastructure Development.

We believe it is imperative to invest in the creation of trained human resources - not just giving opportunities, but more importantly, a sustainable future to the marginalised. This vision led to a new beginning. 2015-17 saw us expand our livelihood segment addressing Make in India, Skilled in Odisha and Poverty Alleviation. Partnering with MoRD, we opened two placement-linked skill centres under the DDU-GKY programme in 2015 and also set up a new industrial training institute in Sukinda in partnership with the Govt. of Odisha in 2016 while simultaneously expanding SHG trainings. Over the years, we have learnt and adapted to improve our methodologies in various projects, positively impacting 270,000 beneficiaries.

### Our Main Projects

#### Project Adhyayan (Education)

IMFA has its operations in the predominantly tribal dominated district of Odisha where quality

education was like a dream for rural tribal children in the eighties. Realising the essence of education together as a means and an end to inclusive growth of community, we set up schools and adopted government schools in tribal areas to effect positive change in rural education.

We developed strategic initiatives under our rural education programme 'Project Adhyayan'. We ensured quality education by establishing in 1980, a CBSE English Medium School – Chinmay Vidyalaya at Therubali, Rayagada. The school has been developed in collaboration with Chinmay Mission with classes from LKG to STD XII using smart class teaching methods and well-equipped science and math labs.

Infrastructure support in the form of basic facilities like drinking water, toilets with water facilities, classrooms with desk and benches, computers, lab equipment, study material support like uniforms, bags, writing material, first-aid supplies, financial aid to students belonging to economically disadvantaged families, etc. are provided to create a congenial learning environment for reduction in dropout rate and promotion of girl child education in remote areas. 39,507 students from 118 schools are being supported in the districts of Rayagada, Cuttack and Jaipur.



We believe it is imperative to invest in the creation of trained human resources - not just giving opportunities, but more importantly, a sustainable future to the marginalised



The Professor Ghanashyam Dash Scholarship for Higher Education is an annual scholarship for meritorious but economically disadvantaged students pursuing professional courses in the areas of medicine, engineering and liberal arts. The scholarship covers 90 percent of the student's academic fees and educational expenses for the course duration (up to a maximum of Rs. 100,000).

#### Impact of the Project

- Remarkable improvement in percentage of enrollment of girl student of backward areas.
- Improvement of infrastructure and related facilities in schools helped reduce the school dropout





rates, especially of girls.

- Students from tribal areas are able to pursue higher professional studies and continue education through scholarship and financial support.
- Greater access to tools of knowledge has enabled the children from tribal areas to participate in different competitions of national repute.
- Marked improvement in school enrollment as parents are aware of the benefits of education for boys and girls.
- Enhancing the capabilities of the school management committee to make education creative and attractive.

#### Future Plans

Realising the increasing need for quality education and years of experience behind us, plans are underway for opening a Higher Secondary CBSE pattern School at Choudwar, Cuttack, covering classes from KG to Higher Secondary. This will meet the long felt need in the area.

The Trustee & CEO of Bansidhar and Ila Panda Foundation (BIPF) and Chief of CSR (Special Initiative), Indian Metals & Ferro Alloys (IMFA), **Shaifalika Panda**, was involved in setting the guiding principles for bringing special academic and extra-curricular activity into the discipline and governance. Besides this, she also provided strategic decisions at the policy forming level. It is noteworthy to read what she has to say about the reason why BIPF started their journey with this project and her experience so far.

“Education not only empowers a person to earn livelihood but also enables him to adopt ideal social behaviour and address a range of social issues from healthcare to ensuring entitlement rights by way of awareness. In keeping with its



Shaifalika Panda

philosophy, ‘Touching Lives Beyond Business’, BIPF support the underserved through its interventions, reaching the unreached in remotest tribal areas, keeping education as a means to fight underdevelopment.”

“We believe that there should be equality of learning followed by quality education. Some of the brightest minds come from the rural areas, but lack of an empowering environment of education lag them behind before they join the main stream of development. A small support in the form of infrastructural

development of schools, scholarship and financial aid to meritorious students can shape and develop the potentials of rural children and give them an opportunity to express their talents.”

#### Project Arogyadhara (Health)

We believe that India's future can be secured through proactive investments in the health of its people, particularly women and children. Access to preventive and curative healthcare improves human productivity. Our approach to health is both supportive and interactive. The idea is to bring about health-seeking attitude for greater impact. We have well-equipped dispensaries and medical clinics which are adequately staffed with experienced doctors, nurses and paramedics at our project sites - Therubali, Sukinda and Nuasahi. The community health services provided by these dispensaries include free medical consultation, medicines and referral services to a population of seven lakhs of 200 villages.

Apart from the dispensaries, we organise periodic health camps in remote locations to educate the villagers on preventive healthcare through multi-pronged communication activities. Since its inception in 2011, more than 13,237 villagers from remote villages of Jajpur, Cuttack, Keonjhar and



Rayagada districts have benefited from BIPF health camps. These camps also ensure diagnosis, treatment, referrals for general ailments and gynaecological conditions by a team of specialised physicians. Since 2011, 18,665 villagers have benefitted from these camps.

Awareness programmes were conducted for improving maternal and child health, adolescent issues and preventive healthcare practices for dreaded diseases like dengue, malaria, diarrhoea and HIV/AIDs in 24 villages, engaging 1515 women, adolescent girls, SHG members and other community members to stimulate health-seeking behaviours. The idea is to emphasise on preventive healthcare practices as a smart investment compared to high-life risk and financial expenses incurred when inflicted by a disease.

We partner with the Department of Health & Family Welfare, Govt. of Odisha to facilitate mobilisation and organisation of government immunisation programmes at our sites and create awareness among

community members about the importance of vaccination to reduce under-five child mortality and morbidity. We undertake special immunisation drive for polio, Japanese encephalitis (JE) and other infantile diseases. Pregnant women and lactating mothers are provided with Ante-natal Check-up (ANC) and Postnatal Check-up (PNC) at Sukinda, Nuasahi and Therubali dispensaries and at Ila Panda Gynaecology Ward at Dist. Hospital in Angul.

### Sakshyam (Livelihood)

Through Sakshyam, we invested in the promotion of skill and job creation by focusing on plugging the gap between rural capabilities and skillsets required to engage in remunerative practices. The Foundation's two pronged approach towards livelihood development comprised women empowerment through Project Unnati and youth empowerment through Project Yuva Sakshyam.

#### (a) Project Unnati (Women Empowerment)

An integrated capacity building

initiative aimed at social and economic empowerment of women in rural Odisha through a self-help approach. The project follows two models of empowerment i.e. Economic Empowerment Model & Social Empowerment Model. The former teaches savings and credit and livelihood skills to adopt and practice new technology in agriculture/vegetable cultivation and livestock farming for income generation. Till date, 93 SHGs are formed in Angul, Keonjhar, Jajpur and Rayagada districts mobilising 1635 women by building capacity with skill and knowledge for socio-economic empowerment. Since 2011, total savings generated by the SHG members is Rs. 48,25,456/-. 80 WSHGs are linked with banks and avail financial assistance. 908 out of 1635 members are engaged in income generating activities; earning sustainable income of an average of Rs.30,000/- each per annum. Today, members have become aware of various available government services under social security net.

The Social Empowerment Model

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include life skills trainings such as maternal and child health, nutrition and hygiene. SHG members are trained for voluntary participation in community activities like planting trees, environment conservation, counselling pregnant women and lactating mothers on basic health and nutrition care, maintaining sanitation and hygiene, campaigning against social evils and availing of social security services, etc.

The Economic Empowerment Model aims to instil confidence in the villagers. The same is reflected in **Satyabhama Naik** who is from a village in Hatadihi block of Keonjhar. Agriculture is the primary source of income in the village. Despite dependence on erratic monsoons and absence of irrigation facilities, people were reluctant to venture into livelihood options other than paddy cultivation. Satyabhama and her husband who depended on agriculture could barely support their household needs with three children. When we adopted the Biswaguru SHG under Project Unnati, Satyabhama learnt not just savings and credit but also goat farming, which was done in consultation with a government veterinary department. The training gave her confidence and a voice to inform her family that she was taking a loan of Rs. 15,000 from the Group to purchase ten goats. With our support and her hard work, her goats increased



from 10 to 40 in one year from which she sold 16 goats and repaid Rs. 7000/- against the loan. Today, her family is better provided for, and her children, including two daughters, go to school. The earning has brought about a miraculous change in her life only because she had the knowledge to dare and bring change into her life!

**(b) Yuva Sakshyam (Youth Empowerment)**

We enable lives for a sustainable future by empowering youth from rural areas, especially from BPL families, and equipping them with essential technical knowledge and skills so they can earn a livelihood for their all-round socio-economic development. We have our own industrial training institutes, one each at Therubaliin Rayagada district and Sukinda in Jajpur district instituted by IMFA in 1992 and 2016 respectively for competency building of rural youth which also provides campus placement. The courses offered here are Welder, Fitter & Electrician, approved by National Council for Vocational Training (NCVT).

Under DDUGKY, we also run two Skill Centres partnering with the Ministry of Rural Development Govt. of India as Project Implementing Agency - the Choudwar Skill Centre for girls and



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JKpur Skill Centre in Rayagada for boys. At Choudwar, girls are provided training in Industrial Sewing Machine Operator (ISMO) where they are given modern methods of training in the single needle lock stitch machines to equip them for employment in modern industries. At Rayagada, young boys are trained as electricians, turners (fitter) and welders where the training is focused on modern methods of handling improved production processes. Post course completion, placement in reputed companies is arranged for the trainees.

## Project Su-Swasthya (Water & Sanitation)

Access to clean water and sanitation is fundamental to a community's health. Not only does it improve health and ensure economic benefit, it also ensures dignity, particularly for women. The majority, residing in Odisha's rural and tribal areas, still depend on open water bodies (rivers, streams, ponds and chuas or shallow wells) for their potable water needs. They still follow poor sanitation practices, thereby enhancing their vulnerability to diseases. We invest in water and sanitation facilities and interventions so that villagers can have a better quality of life.

Project Su-Swasthya addresses water and sanitation through potable drinking water through community-based participatory model on the one hand while developing sanitation facilities and encouraging hygienic practices on the other. To achieve the national goal of Swachh Bharat, our holistic approach is not just building toilets or water facilities but also carrying out Behaviour Change Communication (BCC) through community-based interventions. Through Project Su-Swasthya, we

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To achieve the national goal of Swachh Bharat, our holistic approach is not just building toilets or water facilities but also carrying out Behaviour Change Communication (BCC) through community-based interventions

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have initiated both hardware and software solutions to ensure sanitation and hygiene practices in our peripheral villages. While hardware programme involves installation of overhead tank and piped water supply repair, renovation and maintenance of water sources, construction of toilets and bathrooms etc., software programme undertakes institution strengthening, capacity building of community, awareness through Behaviour Change Communication (BCC) etc. This has resulted in ideal



behaviour practices among community through Community Led Total Sanitation (CLTS), coordination and convergence of community with government programmes, hygienic community and a clean environment.

This initiative changed the life of **Majhimani Kadraka** of Adivasi Sahi under Therubali GP who used to carry buckets of 5-10 litre water back and forth, every day, from a water stream about 2.5 kilometres away. Long hours were wasted on this daily chore and sometimes her 12 year old daughter accompanied her at the cost of missing school. During summer, she raised her concern on the non-availability of water at the village Women SHG meeting and approached us at the SHG review meeting. BIPF installed a borewell with an overhead tank connected to several water points in the village which provides water 24x7 to 120 other households as well as changing the lives of the young children who missed school to fetch water each day.

These initiatives which have had so much of impact on the people would not be possible without our beneficiaries. Their ownership of change through community participation and complete faith in us during the transformational process is what inspires and motivates us to carry forward our initiatives in districts beyond our periphery. ■

*T.C. Hota is Executive Vice President, Bansidhar & Ila Panda Foundation (BIPF)*





# Impacting Lives, Changing Mindsets

Miracle Foundation Loving Kindness Translates into Safe Homes, Quality Education and Healthy Environment for Orphans



Caroline Boudreaux

Miracle Foundation was founded in 2000, after I visited India for the first time. From the first moment I met a group of more than 100 orphaned children and witnessed their beautiful smiles and incredible potential, I committed my life to help them realise their potential.

At age 28, I was an account executive at a TV station in Austin, Texas, making more money than I had ever dreamt I could make. I was confused because I always thought that money would bring happiness, but instead, I felt empty inside. I was sure there was more to life. So, my best friend and I decided to take a sabbatical from our jobs and take a trip around the world. As we plotted our course, she insisted that we visit India so she could meet a young boy she had been sponsoring.

While in a remote village in eastern India, we were invited to dinner at a local home. We were tired and hot after working in the village all day, but decided we should go for the experience. I was shocked when we were greeted by over a hundred beautiful, hungry, orphaned children our host had taken in. They were precious in every way but sad and empty-looking. While I was in the village, I thought I was experiencing life at the bottom of the pyramid, but meeting these children gave me a whole new perspective of what poverty is. It is more than just not having basic shelter, clothing, and food...poverty is not having enough people who love you.

So I returned home, left my lucrative television advertising career, and founded an NGO committed to empowering children without parents, to reach their full potential. I had never worked for an NGO before, but I was so committed to helping, I was convinced I could work through every barrier coming my way.





### Problem faced by NGOs in India

The biggest challenge faced by an NGO is the ability to help enough people. That is a matter of raising enough money and having enough donors to care for the thousands of children we support. The way to do that is to show donors where their rupees are going, and the impact they are having.

It is tough to change the world. It is hard to overcome the challenge of inertia, the "that's just the way it is" thinking. We often hear that the government or corporates are the ones who are supposed to help. Our thought process should be: Every single one of us can help someone, in some way.

Measuring impact is necessary. Many years ago, we encountered some corruption and we learned the hard way that not everyone has the best interest of the children at heart. However, corruption made us engineer. Our Thrive Scale is the



There is a dearth of leadership in our world. We consider it to be one of the greatest lessons we can give to children. The Children's Leadership Council is empowering the next generation of leaders. It is about giving a voice to children who has not ever had a voice before. It is about empowering them to tell you what their lives are really like, and their vision for what their lives can really be



measurement tool that sets us apart and enables people to see where their money is going and how the children are doing.

The measurability of our interventions, based on the United Nations Rights of the Child, ensures we know the exact impact of donations, which enables us to provide full transparency and maintain integrity to our donors, whether they give a hundred rupees or a hundred lakhs.

### Miracle Foundation's Growth in India

Miracle Foundation India is a fully licensed Section 25 organisation that is a subsidiary of the Miracle Foundation, an established and trusted international, non-governmental organisation (NGO) that empowers children without parents, to reach their full potential.

There are millions of orphaned children in India. To provide these children a loving family and personalised care, we are scaling our efforts through partnerships with governments, Corporates, individual donors and other NGOs. For example, we have a partnership with the Government of Maharashtra and incredible partners across India like

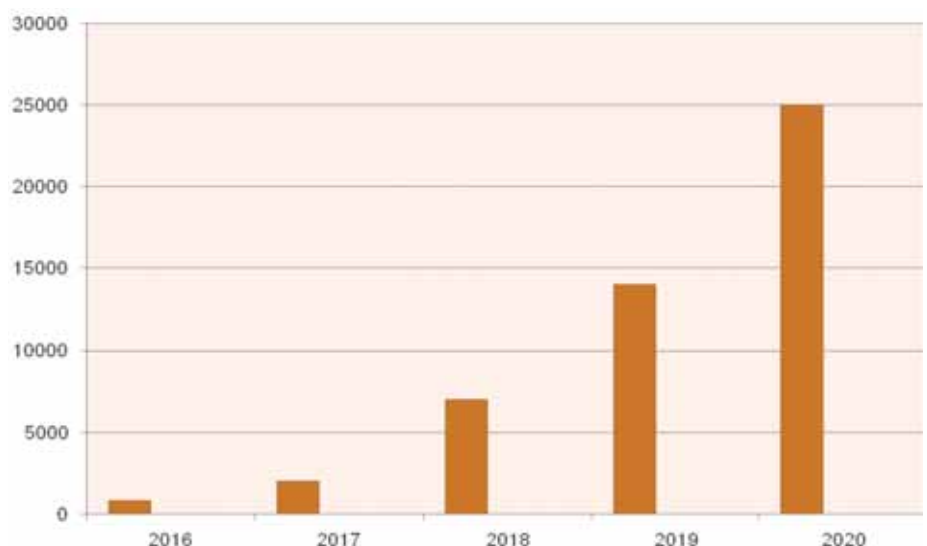
Splash, Safe Water Network, St. Stephen's Hospital, Transcend, Katha, NIIT Foundation, English Helper and more - all committed to bringing quality care to children.

### Initiatives by Miracle Foundation in India

Helping people help themselves is the most sustainable way to affect real change. That is why we provide high-quality training to people who care for children without parents. Eight million children globally still do not have a family to live with. We are determined to change that in our lifetime. Here are some of the initiatives we are working on:

**Centre for Excellence:** Through this centre in Maharashtra, we are impacting the lives of more than 800 children supported by 22 participating NGOs, in partnership with representatives from district Women and Child Development (WCD) departments from eight districts in the Marathwada region. Our partnership began with a launch celebration on 24<sup>th</sup> July 2017 in Aurangabad. Our Socio-Economic Development Trust (SED), and the Government of Maharashtra, came together to create the first Centre for Excellence in the State. The

Graph of our Exponential Growth Helping Orphaned Children in India:





programme plays a significant role in building the capacity of government-run and NGO-run children's homes in the Aurangabad division.

**Children's Leadership Council:** There is a dearth of leadership in our world. We consider it to be one of the greatest lessons we can give to children. The Children's Leadership Council is empowering the next generation of leaders. It is about giving a voice to children who has not ever had a voice before. It is about empowering them to tell you what their lives are really like, and their vision for what their lives can really be. More than 60 children from South India attended our inaugural Children's Leadership Council in December 2017. They discussed professional and personal development, practiced public speaking, and learned how to be an advocate for other parentless children suffering silently like they did.

**Life Skills Education:** Our life skills education curriculum instills in children the important lessons a parent naturally teaches their children. We educate children on 22 life skills topics, continually monitoring their progress in demonstrating these skills. Life skills education topics include interpersonal relationships, problem solving and decision-making, expressing emotions, thinking skills, substance abuse prevention and more.

### **The Need Towards Developing Better Homes for Orphans**

The ultimate goal of the Miracle Foundation is to find a loving family for every single child living in a child care institution. That means we explore every avenue to reunite children with a parent or relative, if possible. In fact, we have reunited approximately 25 percent of our children with families. We do this by allocating resources to more effectively facilitate family-based care options, including adoption, and working with the community to ensure that excellent family support services are in place.

While a child is in transition to a family, we guarantee a quality education, a safe and loving environment, and personalised care so they are healthy and "known".

### **Case Study Aditi**

Aditi came to live in Miracle Foundation-supported orphanage, Gokul, when she was eight years old. Losing her family at a young age affected her a great deal. She was very sad and would barely speak, except when asking for food. She started school and was regular in her attendance, but was unable to grasp what was being taught. She would not speak up to express her lack of understanding. She also seemed unable to read or write and was even reluctant to try to colour or even scribble. Our after-school tutors noticed her grief and made a special effort to get to know her better.

Aditi's housemother and the Home's social worker also began spending more time with Aditi - hugging her, holding her hand, looking into her eyes and recognising her for the things she did well, including her well-kept school uniform, her beautifully fixed hair and wonderful skill of finishing all of her meals.

It took months, but slowly Aditi began to respond by smiling and speaking. She began to interact with other children and ask questions about her



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schoolwork. She gained courage and strength each day as her patient caretakers loved her into her new family. Today, Aditi is at home with her Miracle Foundation family. She speaks freely and interacts well with everyone at the Home. She is learning to read and write, and is working hard at school and at play. She still eats everything on her plate and enjoys all the snacks provided to her. She, like so many children, is experiencing the miracle of childhood.

### **Meera - Blessed to be a Blessing**

“I feel like I can now grow up with confidence. When you give education to young people, it really helps them grow.” These wise words were spoken by Meera, a 19-year-old orphan from Tamil Nadu, and one of the many success stories to come from Miracle Foundation's efforts.



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At the Miracle Foundation, we bring life-changing care to orphans across India. Helping people help themselves is the most sustainable way to affect real change

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Meera grew up at Anbarasi orphanage in Tamil Nadu. Until 2012, this orphanage was struggling to provide for their children. It did not have any regular donor and was completely dependent on the help of the local rural community. As a result, Meera and the other children lacked the basics: clean water, nutritious meals, and healthcare.

We began supporting the orphanage in May of 2012 with consistent funding and capacity-building training. The children got access to clean water, began enjoying three nutritious meals per day, and started having regular visits with a doctor.

“Previously, I was very thin, but now, my weight and height have increased,” says Meera. “I now have a housemother, who I get a lot of love from. She is like a guardian angel. It is like living with a family.” Meera adds that since Miracle Foundation began supporting Anbarasi, she now has good teachers, enjoys nutritious and delicious food, and receives quality healthcare. While all of those things are important, Meera says that education is the best thing that has happened in her life. She is now in college studying to become a social worker. Her dream is to become a role model social worker and help poor families in rural communities. When told what an inspiration she is for

wanting to get education so she can give back to society, Meera seems confused: “Miracle Foundation and Anbarasi have given me so much. How can I not give my gifts back to others in need? I have been blessed; so I want to bless others back.”

Cases such as Aarti and Meera reinforces my conviction that showing love, providing a loving and safe home and gifting them the gift of education, helps transform lives as well as the society. Education is the single most important factor in breaking the cycle of poverty. By receiving quality education, children are empowered to reach their full potential and become healthy, happy, income-producing adults.

We want to tap into these young, impressionable minds and help mould them into successful individuals, but, there seems to be a hindrance. According to the World Bank, eight million children in India between the ages 6-14 were out of school in 2009. That same year, the Indian Government took a historic step and passed the landmark 'Right of Children to Free and Compulsory Education Act'. For the first time in India's history, every child in the country is guaranteed a free, quality elementary education. What's more, the law focuses on keeping education child-friendly and child-centered,

promoting the holistic development of each child. The passage of this law was an important first step in the right direction, toward the goal of every Indian child receiving quality education, securing a good job, and becoming an independent, thriving global citizen.

### **The Right to Education for Children Without Parents**

We bring life-changing care to orphans across India. Helping people help themselves is the most sustainable way to affect real change. That is why we give purposeful employment to local people in need of work and train existing children's homes on how to provide better quality of care to children without parents.

Inspired by the 1989 United Nations Convention on the Rights of the Child and Maslow's Hierarchy of Needs, we created the “12 Rights of a Child”, focusing specifically on the rights of children without parents. Every child has rights, and we at the Miracle Foundation work to ensure that even children without parents have the opportunity to realise them.

One of the 12 Rights of a Child is the Right to Education. To ensure each child we support receives quality education, we work with children's homes to provide school uniforms and supplies, supplemental tutors and





enrichment programmes, aptitude tests and career counselling, and access to higher education and vocational training. In addition, we guide the staff at the children's homes on how to maintain active communication with teachers. We also train caregivers on how to track each child's grades and progress in school. We also provide computer labs and libraries in the children's homes supported by us with the goal of making learning more fun and engaging, while providing children with much-needed technology literacy.

We have definitive proof that our education interventions are working. One hundred percent of the children we support are enrolled in school, compared to India's secondary school enrollment rate of 56 percent (USAID). Ninety-eight percent of the children we support have passed the X<sup>th</sup> Standard, compared to India's passing rate of 42 percent (Brookings Institute). Apart from this, we support

174 children in higher education, who are studying to become social workers and engineers.

Educating orphans benefit not only the children themselves, but the communities in which they live. Children who receive quality education are less likely to engage in crime or require social support from the government—minimising societal costs. This effect is magnified by the contributions of these children once they grow into well-educated adults: Orphans receiving quality education get better jobs, earn more, pay taxes, and contribute to companies driving economic growth (Amazingly, when Indian children learn English, they increase their lifetime earning potential four-fold). This effect is generational as individuals with more years of education are more likely to ensure their children receive quality education as well.

Education is important to equip children with the skills needed to get a good job and become independent

adults. But quality education does so much more: Quality education forms children's personalities, teaches them the importance of becoming active and responsible citizens and hones the communication and interpersonal skills needed to be a contributing member of society.

Kids are the future of India - let us make sure we are investing in them now. ■

*Caroline Boudreaux is a social entrepreneur and Founder of the Miracle Foundation. Since the organisation's inception in 2000, she has committed herself to empowering orphans to reach their full potential. She is respected as one of the most impactful non-profit leaders in the US and India. With no experience in management or fundraising, Caroline invested all her life savings and founded Miracle Foundation on the idea that all orphans deserve clean water, nutritious food, high-quality healthcare, an excellent education, and a secure, loving home so they can reach their full potential.*



# Recognition

The role and contributions of CSR Mandate in bringing to the fore the initiatives of Corporate India and NGOs has resulted in the magazine being awarded the **ICE Awards 2016** and **CSR Community Initiative Awards 2016**







# Ushering **Transformational Changes** and **Spreading Joy**

Huntsman India's 'Anandi' Creating a Better World for Communities



Sneha Roy

**Established as a respected corporate citizen, Huntsman India has been creating a better world with its deep-rooted sustainable business practices and CSR initiatives. For nearly 50 years, and in more than 100 countries, its 10,000 associates have been using science and ingenuity to create innovations that play a critical part in the everyday lives of millions of people. Its focused interventions in the vicinity of its plants have transformed the lives of a large number of communities across India.**

The company's pioneering initiative – Anandi: Towards Joyful Learning – which is aimed at underwriting positive change through education, has empowered people in Dabhasa, Luna, Umraya and Ekalbara villages located close to the company's plant in Vadodara, Gujarat. Launched in 2011, the campaign has resulted in better

infrastructural facilities, increase in education, health and awareness, and secured livelihoods of the target community.

### **Laying a Solid Foundation**

Aanganwadis play a crucial role in laying the foundation for education and health in villages. However, lack of



proper facilities and absence of trained staff in many regions has resulted in a general aversion for aanganwadis and left children bereft of quality pre-primary education. To mend the situation, we at Huntsman India adopted a four-pronged approach through our Anandi campaign. The approach entailed:

- Helping aanganwadi workers enhance teaching skills.
- Providing a regular supply of educational materials.
- Improving existing infrastructure to create vibrant child-friendly centres.
- Continuously and consistently engaging with parents.

We made concerted efforts which have resulted in encouraging outcomes. Comprehensive teacher-training workshops were conducted over a period of three years to ensure quality teaching. As a result of the intervention, children and teachers now participate enthusiastically in the learning process. Parents are noticing a remarkable improvement in their children's abilities, and are actively getting involved in the process of

nurturing the future of the nation. Positively impacting over 500 children and 30 aanganwadi workers across 19 aanganwadis, we have succeeded in substantially improving the pedagogical atmosphere in the villages.

#### **Crafting a Better Tomorrow**

Concurrent with our interventions to revitalise aanganwadis, we have been successful in influencing and upgrading the scenario of primary education in the villages. Aligning our objectives with the Government of India's Sarva Shiksha Abhiyan (Education for All Movement), our Anandi campaign has replaced rote-learning methods with activity-based techniques.

The initiative has brought about transformational changes by providing support in these areas:

- Building Science Laboratories
- Building Teacher Capacity
- Supporting School Supplies
- Hosting Bal Mela
- Improving School Infrastructure
- Enhancing School Management Committees

- Instituting the CSR Academic Achiever Award
- Organising Summer Camps
- Facilitating Computer Education
- Conducting Cleanliness Drives in Schools

Our initiative has significantly impacted over 2,000 students directly (by providing bags and notebooks on a regular basis) and indirectly (by supporting co-curricular and infrastructural development), augmenting their learning experience. The collective efforts of these actions has not only led to enhancing the level of primary education in the villages, but also resulted in building better individuals and developing a culture of holistic learning - learning which can be applied in real life situations. Owing to the positive outcomes, the project is being replicated at Ankleshwar, Chakan and other locations where we are operating.

#### **IMPACT**

- Benefitted 2,000+ school children
- Improved facilities at 19 aanganwadis and 4 schools
- Transformed lives of 200+ youth



“

Aligning our objectives with the Government of India's Sarva Shiksha Abhiyan (Education for All Movement), our Anandi campaign has replaced rote-learning methods with activity-based techniques

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### Empowering Girls, Enriching Communities

Education of the girl child and empowering them is another focus area for us. Statistics show that in developing countries, adolescent girls are more likely to drop out of school than boys, especially in rural areas. Providing girls with basic education empowers them to make genuine choices over the kinds of lives they wish to lead.

Towards this, we have succeeded in changing the mindsets of the villagers through sustained interactions with villagers and conducting awareness campaigns for gender equality. Consequently, the girls of Umraya village have started attending schools and have a good chance of succeeding in their lives through quality education thus giving them an opportunity to lead a healthier and happier life.

#### Kajal

Ever since I was a little girl, I have always been fond of learning. I always desired to gain more knowledge, but our village schools have classes only till eighth grade. After completing this grade, I felt hopeless as the only thing left for me is farming. But Madam from Huntsman came to my house and counselled my parents to allow me to continue my education in a nearby village. My parents agreed to this. I was thrilled. I now travel to Dabhasa village and attend the English Medium High School there in the bicycle gifted by Huntsman.



**Daxaben Solanki**  
Aanganwadi Worker, Dabhasa Village

Huntsman has improved the condition of Aanganwadis (pre-primary schools). It sends representatives to train our Aanganwadi teachers every month. We are taught how to narrate stories to children, to learn rhymes, etc.

Currently, we conduct various activity based sessions for the children between 11 am to 2 pm. The children enjoy these activities as much we do. Huntsman has also provided racks to keep toys and learning aids to facilitate activity-based learning.



### Driving Entrepreneurship, Fostering Change

Alongside our education interventions, we also support vocational training programmes for girls with an aim to develop an entrepreneurial spirit in them and make them independent. Economic empowerment of girls and women can lead to greater gender equality and economic development.

We have therefore been facilitating these multi-day vocational courses and trainings on jewellery making, lamp decoration, sewing and stitching, making paper bags, etc. Our CSR team also provided valuable support to market and promote the products made by these entrepreneurs, an example being the use of 1000 recycled paper bags on World Environment Day as part of its 'Say No To Plastics' campaign.

### Enhancing Awareness, Changing Behaviours

Our rural interventions also encompass awareness programmes and strategies aimed at improving health in the villages. We support several initiatives which cater to improving the health and well-being of adolescents, especially girls.

Our CSR team has designed and developed guidance and counselling modules to create awareness about a host of topics such as menstrual hygiene, reproductive health, and domestic violence, early marriage etc.

The interventions also educate and enlighten girls about career development. The career development programmes have helped in broadening their outlooks and encouraged them to think beyond traditional roles and activities.

Designed to create awareness and



### Savitaben

Dairy Farmer, Umraya Village



Huntsman took us on a trip to Velasan in Anand Tehsil. On our visit, we saw the ideal stable of a cattle keeper who started with three buffaloes and is now the proud owner of 30 buffaloes. After returning, we followed the same procedure which Huntsman taught him. We levelled the land housing the stables, made proper drainage to discharge the waste product. We also learnt the importance of keeping the buffaloes in a healthy environment and bathe them twice, daily. We are thankful to Huntsman for helping us learn these best practices.

inculcate healthy practices, the campaigns have resulted in an overall improvement in sanitation and hygiene and led to an overall improvement in health-related knowledge.

#### Securing Water, Sustaining Growth

Providing access to safe drinking water is critical to ensure health and

### Pravinbhai Makwana

Sarpanch, Luna Village

“Our village receives Narmada Canal water, but due to lack of proper water storage, the water flows into a nearby pond, serving no purpose for the village. After Huntsman constructed a 500KL RCC underground water sump tank, 3500 villagers of our village are now having access to potable drinking water. There will be surplus drinking water for many generations to come.”



wellness of communities. To help address potable water shortage faced by Luna village, we constructed a 500KL underground water tank. Access to safe drinking water has reduced the daily toil for women who had to spend considerable amounts of time and energy to secure water for their families. It has also substantially increased the health of the villagers.

#### Milking the Way to Success

Securing livelihoods through various farm and agriculture interventions is another focus area. A considerable chunk of the population in the villages is involved in dairy farming which encouraged us to launch a pilot project to improve animal husbandry in the villages. Initially, 65 families in Umraya village were targeted as part of the pilot project. The families were identified after a detailed survey involving identifying beneficiaries, the practices they follow, the quality of the cattle, access to latest dairy practices, etc.

This project aims at improving the



quantity and quality of the cattle which would then translate into increased incomes for the dairy farmers, especially womenfolk, as they were primarily involved in animal husbandry. Farmers were also educated about new and modern technologies, and organic fertilisers. The beneficiaries were also taken on field visits to big dairy farms at Velasan near Dakor and Amul in Anand, to acquaint themselves with latest practices.

The success of the initiative has resulted in the extension of the pilot project with another 50 families in Luna village being covered under it.

Anandi's multi-pronged approach has been instrumental in changing the social and economic landscape of the villages surrounding its Baroda plant. The beneficiaries have also been empowered to dream of a better tomorrow which resonates with Huntsman's philosophy of CSR being empowerment and sustainability and not charity or philanthropy. ■

*Sneha Roy is Head of Huntsman's CSR initiative - Anandi.*





# Unlocking New Aspirations

## Newgen's Education Initiative Providing Opportunities for a Better Future

In last few decades, India has grown by leaps and bounds with significant improvements being witnessed in many spheres of life. Opportunities and growth rates are increasing with each passing year, yet there are pressing issues at our country's helm which we need to combat, such as overpopulation, healthcare, sanitation and above all, education. We cannot envision life without proper education or healthcare facilities.

Many Corporates are taking an active role in improving the current state of education, healthcare etc. From donations to adopting villages and communities, or working closely with NGOs, companies are taking various measures to give back to society.

While many privileged families are able to send their children to schools having all the facilities available for an all-round education, millions of underprivileged children, both in the rural areas and urban slums, have to combat the most unusual circumstances to attend school every day.

However, many of them possess the potential equal to their privileged counterparts. It is just a matter of equal opportunities being presented to them to prove their worth.

We at Newgen Software, a software products company, has for the past 25 years, helped organisations around the world gain a competitive advantage through increased efficiency and quality, enhanced service, and bottom line results. We believe in corporate responsibility and contributing to the communities in which we operate. While being focussed on



Priyadarshini Nigam



Education is the most powerful weapon you can use to change the world.

- Nelson Mandela



“

Children, both in the rural areas and urban slums have to combat the most unusual circumstances to attend school every day. However, many of them possess the potential equal to their privileged counterparts. It is just a matter of equal opportunities being presented to them to prove their worth

”

sustained financial performance, we are also aware of the necessity and importance of social stewardship. As part of our initiatives to realise our CSR vision, we seek to, inter alia, promote education, care of abandoned children and gender equality. We actively contribute in the social and economic development of the less privileged children. We concentrate our efforts to raise the Human Development Index of our nation by enhancing their quality of lives.

In order to support education for children, we founded Sadbhavna in 2006 to help educate the children from the communities around our office in Okhla, New Delhi. This was our first step in our CSR journey. This initiative



aid lesser economically weaker sections of society to take on the challenges of modern day society through education, equipping them with basic life skills and personality development. Dedicated digital literacy classes are held for the children where they are taught the use of iPads and simple software tools. Children of our support staff such as security and house-keeping are also enrolled in this programme. Children from SOS Youth Hostel have also been invited to attend the Sadbhavna sessions. Some of the children who came to us through Sadbhavna were toddlers, some were seven or eight years old, while others were just entering their teens. Today, with their strong determination and hard work, some of them are pursuing professional courses, whereas others have taken up part-time jobs and are doing well. The ones who are still in school also aspire to pass with flying colours.

It was the experience with Sadbhavna Children and their continuous success stories that gave us the passion and courage to initiate our core CSR

programme, Newgen Digital Discovery Paathshala (NDDP). This stems from our Managing Director, Diwakar Nigam's vision to transform classroom sessions into fun-learning activities and to make school curriculum more meaningful. Under NDDP, school children are taught with the help of audio-visuals, presentations and iPads so that they learn textbook concepts digitally. This form of digital literacy created a conducive learning environment for children. Through Digital Paathshala, facilitators impart education using methodologies such as role plays, quizzes, movies and presentations while conducting sessions, making sessions highly interactive. This ignites curiosity amongst students about the subjects they are being taught while at the same time, helping them to hone their reasoning and logical thinking.

We approached the Delhi State Education Department and proposed to conduct the NDDP programme for a duration of five years at the Government Girls' Senior Secondary School, Harkesh Nagar, Okhla. The school was officially adopted by us on April 1, 2016. During the academic year, April 2016 to March 2017, over 900 students of Classes VI and VII attended the Digital Paathshala sessions. In April 2017, students of Class VIII also joined the programme.

We have furnished the classrooms by providing iPads with MIFIS for internet connectivity for these classes to make the environment more favourable for teaching and learning. We provide screen, projector and speakers for AVs, additional







Twenty-one-year-old Ramesh has been with Sadbhavna since its inception in 2006. He completed his graduation from Delhi University. He is currently working with Omni Globe, Gurgaon, as an agent. However, he is keen to appear for the Indian Administrative Services entrance exams.

“I have always wanted to do well in life. Coming from a village, I had to work very hard in school and college. The Sadbhavna sessions have helped me groom myself, select a career path and has given me the confidence to dream big,” says Ramesh.

stationary items like pencils, erasers, sharpeners, colours, notebooks, paper. We also reward students to motivate them. Keeping in mind that these are growing children who require plenty of nourishment, healthy snacks like biscuits, fresh fruits and juices are provided to them during these sessions.

So far, our efforts have shown results. Digital classroom sessions have nurtured students so well that they have shown tremendous growth in their academics. Today, over 1300 students at the Harkesh Nagar School and 200 children in Soami Nagar Model School have benefitted from NDDP. Going forward, we are planning to adopt the Government Girls Higher Secondary School at Tekhand where we will be conducting our programme for Grade VII and VIII students. We have covered schools in Okhla Phase 1 and 2. In future, we plan to go to similar areas such as Kalkaji or



Greater Kailash and adopt one school per year.

We are much humbled when we hear the success stories of these precious children who have been regularly attending our digital as well as personality development sessions.

#### SOS Village Adoption

In pursuance of our CSR vision, we have been collaborating with SOS Children's Villages of India since 2014

Raveena was ten years old when she came to Sadbhavna in 2006. Today, she is a confident girl who is very keen to pursue a career. She has completed her graduation from Kamla Nehru College, Delhi University in 2017 and is presently interning in the CSR Department at Newgen; while also enrolling herself for a Masters Degree from an Open University.

“I was the first person to be enrolled in Sadbhavana. I have barely missed a session in the last ten years. I was a very shy person but the personality development sessions have helped build my self-confidence. I am now an active participant in all of Newgen's CSR activities,”



With strategic thinking, well-planned programmes and balanced approach, the Corporate sector can make a huge difference. They can surely cater to the ample potential in the education sector and focus on eliminating the missing gaps in the education ecology



to ensure holistic development of 30 children and their SOS mothers living in three Family Homes in Greenfields Village, Faridabad. We further expanded our SOS family by adopting three more SOS homes in Bhopal, where we work closely with the children from these SOS Villages. To enhance overall development of the children, we conduct personality development sessions at regular intervals. We also give career counselling sessions to students aged 14 and above to help them select the right career path.

We believe in corporate responsibility and contributing to the communities in which we operate. While being focussed on sustained financial performance, one should also be aware of the necessity and importance of social stewardship. With strategic thinking, well-planned programmes and balanced approach, the Corporate sector can make a huge difference. They can surely cater to the ample potential in the education sector and focus on eliminating the missing gaps in the education ecology. ■

*Priyadarshini Nigam is Head CSR at Newgen Software. She plays a pivotal role in driving Newgen's CSR initiatives.*

# Succour to the Needy

EdelGive Foundation's Spirit of Voluntarism Adding Value to Communities

EdelGive Foundation is a grant-giving company founded by Edelweiss Financial Services in 2008 (a) to serve as the bridge between users and providers of philanthropic capital and knowledge by bringing the skills, resources and talents of the for-profit world to the not-for-profit world (b) to ingrain a culture of giving back within the Edelweiss DNA through well planned employee-engagement initiatives.

With these two guiding principles, EdelGive initiated the first round of grant giving in the financial year 2008-09. The first year set the tone for support to a group of young visionaries with great plans, but limited resources.



Naghma Mulla

Leaders like Nikita Ketkar from Masoom, Mamoon Akhtar from Samaritan Help Mission, Shailaja Mehta from The Aangan Trust were part of this first group. It would not be completely wrong to say that in the initial two to three years, EdelGive Foundation was guided more by intuitive understanding of people in the social sector. This was the phase where processes, systems, analytics

were still being refined, but we were, in the meantime, supporting some extremely high impact, innovative work in different parts of the country; largely led by young minds with clear visions, but limited support.

As we grew, our working model ensured that in all stages of work, we engaged with stakeholders in the system deeper than is the norm. Our team spent time to understand the

strengths and weaknesses of the NGOs; employees were engaged at different life stages of NGOs for small/large projects, and deliberate discussions with funding peers in each project were strongly encouraged within EdelGive.

Our relationship with NGOs went beyond financial giving. Non-financial capacity building was actively facilitated and the alumni model was



introduced with the NGOs. The alumni model meant that even after financial giving ended, the NGO was never let go from the system, and non-financial help with active fundraising assistance was constantly available to them.

Over the past nine years, we have invested and made great strides in our three key focus areas, namely, Women Empowerment, Livelihoods and Education. Since then, we have influenced over INR 100 crores in philanthropy, impacted over 4.5 lakh lives and supported over 130 organisations in 14 States in India in these focus areas. We invest significant amount of time and efforts in identifying meaningful initiatives of grassroots NGOs and in bringing together a broad group of resource providers to provide them financial and capacity building support. We have adopted a performance-based grant model to help establish robust processes to manage each stage of work. Right from scoping to the conduct of due diligence and monitoring as well as measurement of performance of grant, we are guided by processes at each step to drive disbursement decisions.

### Education

We aim to bring together investments and key stakeholders in supporting government systems to deliver quality



education and enhance learning outcomes for children in the following ways.

- Facilitating access to quality education for disadvantaged and vulnerable children, especially girls and children belonging to poor and tribal families.
- Nutrition and healthcare support to children
- Teacher training and skill development
- Scholarship and assistance for higher education

We are committed to fostering growth and sustainability of all our supported NGOs.

Sshrishti, an NGO, working to provide education to 550 children, sought our support to identify its strengths and areas for growth. We linked Sshrishti to Toolbox India (a not-for-profit

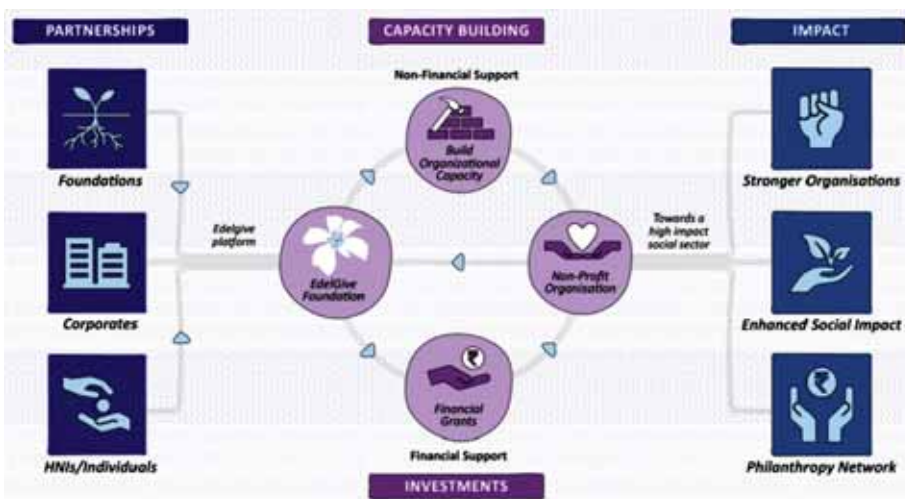
organisation supported by EdelGive which offers consulting services on a pro bono basis to non-profits to facilitate the change process). Toolbox worked with Sshrishti over 14 weeks to develop a detailed business plan, recording strategic and tactical levels, over the next three years. The process began with a SWOT analysis, taking into account diagnosis and estimation of all costs and expenses as well as a review of funding receipts. Toolbox also created a driving board, based on the goals envisioned and a template to measure outcomes of Sshrishti's education programmes.

### Education Portfolio

- 56.79 percent of our Funds Support Quality Education
- 25 Projects Funded
- 60,667 Direct Beneficiaries
- 2130 Teachers Trained
- 10 Learning Centres Supported

### Women Empowerment

Even though women make up nearly half the population, they have endured discrimination for centuries. Through the portfolio of women empowerment, EdelGive Foundation is deeply engaged in promoting safety, prevention of discrimination and violence against women. Together, with various stakeholders, we are





making progress in tackling the challenges and empowering them, both socially and economically.

- Safety and protection from violence and discrimination
- Promotion of economic and social leadership of women in communities
- Socio-legal support to women survivors
- Awareness about various government entitlements and services
- Financial literacy and women's entrepreneurship
- Support to women athletes

**CORO: Turning Ambition into Reality**

Sixteen, nonliterate and unskilled, Chitra Patil was left isolated in a dominating patriarchal society. But this did not deter her from helping other women going through difficult times. As a CORO Fellow of their grassroots leadership development programme, she developed confidence, gained knowledge about various issues and got trained in entrepreneurial skills.

After three years of working with CORO, Chitratai was made the Block Incharge of Ambejogai, Beed District, Maharashtra. Together as a group of 250-300 women, Chitratai built a check dam under the Paani Foundation. Chitra has helped many women get jobs through MNREGA (a government

scheme), and now works as an advisor to generate schemes for differently abled persons.

CORO has surely played an important role in empowering Chitratai as a leader in its true sense; changing lives for the better future of many women in and around her village.

**Women Empowerment Portfolio**

- 350 Grassroots Leaders Trained
- 25 Young Women Leaders Trained
- 5000 Women can Access Government Entitlements
- 5500 Women Legally Supported
- 1000 Girls Supported
- 350 Interventions in Cases of Violence Against Women

**Mann Deshi: Harnessing the Largely Untapped Potential of Women Entrepreneurship**

Married at the age of 15, Sushma gave up her education and started working at a nearby farm. Her husband, an autorickshaw driver, could barely earn enough to manage the expenses of the family. When they were blessed with a child, Sushma joined a ladies shop to earn extra income for her family's survival.

It was around this time that Sushma heard of Mann Deshi and their weekly market cash credit programme. Lack

of money had always been a major stumbling block for Sushma in starting her own business. After being approached by Sushma, Mann Deshi facilitated the loan for her and her two friends. After acquiring the loan money, Sushma established her own stationery shop. Today, her plans of expanding her business are already underway as she takes home double the income she would earn earlier.

Mann Deshi's pilot doorstep cash credit programme has empowered many women entrepreneurs, and fuelled their ambitions by turning their dreams into reality.

**Livelihood**

Our Livelihood vertical is focussed on building the economic status of our NGO target communities by providing relevant training, linking Self Help Groups (SHGs) to banking and loan facilities, and watershed management. The training provided is specific to the needs of the group viz. job-oriented training for students, best practices in agriculture and watershed related work for farmers, and training on microcredit for women entrepreneurs.

Ummay Aiman felt unprepared to enter the corporate world even as she was completing her final year B.Com at Avadh Girls' Degree College, Lucknow. She registered with Medha Classes in 2013. After completion, she was guided through the internship





interview process and then placed at Microsave, a Lucknow-based Microfinance NGO. After her internship, Ummay wanted to work professionally, but due to family pressure, reluctantly returned home. After a year of disappointing work, she contacted Medha's alumni support team to help find her a fulfilling career path that her parents would be comfortable with. The Team empathised with her dilemma. They linked her to an opportunity with Taj Vivanta hotel in Lucknow. Ummay, thankful for another opportunity to pursue her dreams, wasted no time in proving her abilities as an efficient worker. As soon as she completed her internship, Taj Vivanta placed her with their human resources team. Medha is very proud of Ummay, and we all look forward to her future growth.

### Livelihood Portfolio

Migrant Workers Outreach to whom Loans have been Provided	2516
Migrant Workers Linked to Edelweiss Tokio Life Insurance	249
Job Placement for Students post Completion of a Bachelor's Degree in Automotive, IT, Financial Services, Consumer Goods-related	106
SHG Members Linked to Banks	1016
Women Trained for Microcredit and Entrepreneurship	378



### Our Present Status

As we grow in experience, we are cognizant of the additional responsibility we have in deploying our resources and the funds of our donors to well-monitored projects. In 2016, we flagged off our flagship project where multiple donors can come together and support large projects for collective impact.

Our most recent endeavour, the EdelGive Coalition for transforming Education (ECE) strengthens our role as an aggregator. We are the anchor platform for a collective of donors to invest in, ensuring financial support to an improvement plan for education across Maharashtra through a collective of NGOs. ECE is successful due to a combined strength of good governance practices, constant review for monitoring and improvement, and strong relationship management with the Government of Maharashtra.

We are joined by an extremely supportive group of funders such as SAR Group from Delhi, TATA Trusts and Great Eastern Shipping who have come together to co-invest in this project. The project is being ably

delivered on ground by Kaivalya Education Foundation and Gyan Prakash Foundation.

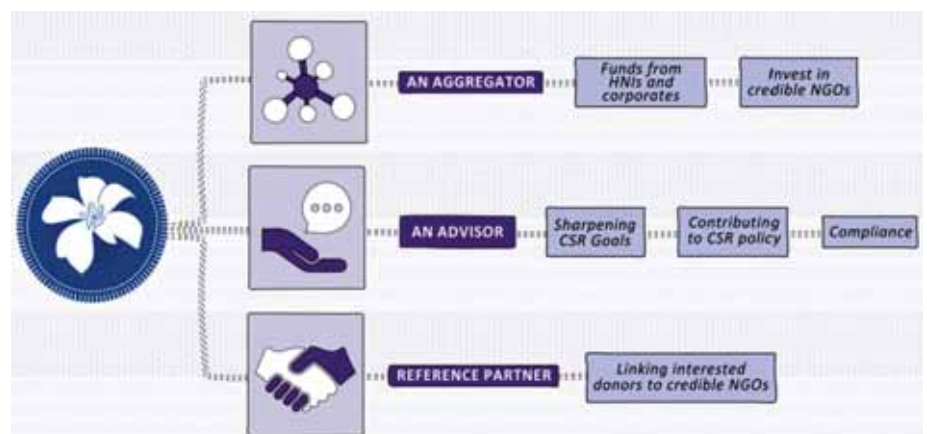
### Strengthening Capacity Building

We have worked to structure and formalise our capacity building vertical to truly enable our NGO partners in the manner needed. We have invested in Social Lens, an institution dedicated to strengthening capacity building of NGOs. This helps us truly leverage on our learnings from the sector while we strengthen our partners to deliver to their maximum strength.

### Our Philanthropic Advisory Platform

This platform enables us, as an advisor or reference partner to donors, in articulating their strategy of giving, and connects them to credible work in the development sector. As of March 31, 2017, we secured funding of nearly 50 percent of our existing investee portfolio through multiple grants from external donors. ■

*Naghma Mulla is COO, EdelGive Foundation, the philanthropic arm of Edelweiss Group.*





# Revitalisation, Replenishment, Enlightenment

## Sehgal Foundation's Three-Pronged Development Strategy a Boon for Communities

**Every person deserves to lead a more secure, prosperous, and dignified life. With that vision in mind, Sehgal Foundation is on a mission to strengthen community-led development initiatives to achieve positive social, economic, and environmental change across rural India.**

With support from donors and partners, Sehgal Foundation designs and promote rural development interventions that create opportunities, build resilience, and provide solutions to some of the most pressing challenges in India's poorest communities. It works together with rural communities to create

sustainable programmes for managing water resources, increasing agricultural productivity, and strengthening rural governance. The Team's emphasis on gender equality and women's empowerment is driven by the realisation that human rights are central to developing every person's potential. The focus areas for

interventions are: Good Rural Governance, Water Management, Agricultural Development, Rural Research and Community Media.

Smallholder farmers constitute the bulk of India's agrarian population. The crucial challenge for India's development is to ensure that these farmers are able to gain adequate



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The Krishi Jyoti team stays in the village for about three years, during which time there is continued handholding and capacity building so that the farmers and community are ready to take charge of the various interventions themselves

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remuneration from farming and contribute to the country's growth.

Krishi Jyoti (Enlightened Agriculture) is a joint initiative of Mosaic India Pvt. Ltd., and Sehgal Foundation to provide knowledge and agricultural inputs to farmers in order to improve soil nutrition and gain better crop productivity. The initiative began in 2008 in two villages in the Nuh district (formerly Mewat) of Haryana. Within eight years, the programme has expanded to sixty villages, including interventions in water management and improvements to school infrastructure. This project now covers most of the Nuh district and some villages of the adjoining Alwar district in Rajasthan that have similar geography, climate, and cultural features.

### The Beginning of the Journey

In 2011, Sehgal Foundation facilitated a detailed study on the backwardness of Nuh district, supported by NITI Aayog.

The study highlighted several challenges, including agriculture and water.

- About 77 percent marginal and smallholder farmers are engaged in

subsistence farming with land holdings of less than two hectares. Rain-fed agriculture continues to be the main source of livelihood. The average family size in Nuh villages is six members. The increase in family size with every generation, coupled with cultural traditions involving marriage and inheritance, leads to ever smaller land holdings and agricultural profits. Because agriculture is a seasonal activity, cyclical unemployment is high. Nevertheless, most of the population is still involved in farming because lack of development and industrialisation in the region offers few other employment opportunities. There is minimal migration, as education and skill levels are also low.

- Water is scarce in Nuh and rain continues to be the major source of irrigation. Only half of the area sown in Nuh is irrigated. Almost 88 percent of farmers in Nuh depend on tube wells, which have depleted the groundwater sources. High groundwater salinity is rampant in most of the villages of the district.
- The soils are deficient in most

essential macro and micronutrients. Traditional farmyard manure obtained from cattle dung, is low in supply, as animal holding is low (less than one per household). In many cases, farmers use partially decomposed manure, inviting termite attacks on crops. Chemical fertilisers, such as urea and diammonium phosphate (DAP), have been used for years in a non-scientific and uncontrolled manner. This has contributed to soil degradation in terms of nutrients, microorganisms, and physical structure. The crop rotation of wheat/mustard, followed by pearl millet, practised continuously for centuries, has also played a role in the depletion of key micronutrients in the soil. In fact, when farmers grow vegetables or mustard without fertilisers, the crops barely reach maturity.

Government-sponsored agricultural extension services rarely penetrate Nuh, leaving farmers in the district with limited or no access to soil testing or practical guidance on good farming methods, including the proper use of macro and micronutrients. These issues became the focal point for the Krishi Jyoti project.



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 Krishi Jyoti, in synergy  
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 provided to the farmers  
 who need it the most



Located in the same geographical area, Alwar's problems of salinity and lower level of water are the same as Nuh. Depletion of groundwater was significant in the State during the pre-monsoon period in 1984 to pre-monsoon period in 2002. Of the total 237 blocks, 220 blocks show a depleting trend of groundwater levels. Thus, 81.76 percent of the State was a depletion zone during this period. Depletion of water level is seen in twenty-eight districts, Alwar included, which has significantly affected agricultural development in the region. The farmers here, who mostly depend on wells and tube wells as the main sources of irrigation, have suffered a lot.

**Crucial Areas of Intervention**

**1. Agricultural Development:** Working in collaboration with farmers, Krishi Jyoti addresses three key aspects of agricultural production: soil health, agriculture inputs, and agriculture advice.

**a. Soil Health:** The soil condition is tested from selected farms to determine the fertiliser package to be prepared for that village. Farmers see significant increases in crop yields, and realise that with every crop, there is large depletion in the amount of nutrients in the soil, and these must be replenished to sustain the production of healthy crops.

**b. Agriculture Inputs:** For demonstrations, farmers are provided with quality seeds and fertilisers. The full package contains primary, secondary and micronutrients (nitrogen, phosphorus, potassium, sulphur, zinc, boron and magnesium).

**c. Agriculture Advice:** Farmers are provided with agronomic expertise throughout the duration of the project period and beyond, on best agricultural practices including nutrient management and pest management.

The Krishi Jyoti team stays in the village for about three years, during which time there is continued hand holding and capacity building so that the farmers and community are ready to take charge of the various interventions themselves. As of 2017, thirty-six villages have graduated and twenty-four villages are still being served.

From Ferozpur Jhirka, Nuh, Punhana, and Nagina blocks of Nuh, Krishi Jyoti expanded to Alwar in 2014, and is being implemented in twenty-six villages in two blocks of Ramgarh and Bansur.

In addition to the feedback collection process by the teams, a third-party impact assessment is done to evaluate the actual success of the project. If the adoption rate in a village is less than

70 percent, the project is continued until the adoption rate increases.

A key feature of Krishi Jyoti is the regular khet diwas (field days). For these day-long events, the farmers of the fields surrounding the demonstration plots of land are invited to see for themselves the results of adopting the recommended practices.

Krishi Sammelan is another regular. It began when the need was felt to check whether the programme had been sustained in the initial villages in all aspects: agriculture, water augmentation systems, and schools. This field event is a day-long get-together where about five progressive farmers from every village, where Krishi Jyoti has worked, are invited to the Sehgal Foundation's field community hall. Experiences are shared, discussions are held, and two champion farmers are felicitated based on their nutrition management adoption, and being an inspiration for others.

The above mentioned table shows the increase in yield per acre for diverse crops. When farmers learn about improved farming methods, integrated nutrient management practices to sustain soil fertility, and the efficient use of water for irrigation, they are able to reap better benefits against the efforts made. With women villagers more actively engaged in



## Success Stories – Diverse Interventions

### Krishi Jyoti Agricultural Activity 2008 to 2017

Number of Villages	60
Total Farm Families Covered	5,157
No. of Villagers Impacted	26,262
Total Demos	15,922
Soil Testing	1,171
Land Area Covered	16,113 acres

### Average Yield Data Analysis: 2016-17

SL.No	Crop	Yield in Farmers Practice (Quintal/Acre)	Yield In Krishi Jyoti Practice (Quintal/Acre)	Yield Difference In (Quintals)	Percentage Yield Increase	Income Increase / Acre
1	Pearl Millet	6.76	8.13	1.37	21.32	1,753.6
2	Wheat	13.81	16.58	2.77	20.63	4,501
3	Mustard	8.75	10.42	1.67	19.86	5,845
4	Cotton	3.76	5.03	1.27	25.32	6,604
5	Onion	56.21	70.61	14.4	26.78	10,080

agriculture-related decision making, rural farms are more productive.

Krishi Jyoti, in synergy with State governments, has vastly improved the present body of information provided to the farmers who need it the most. Very few farmers report a need for more awareness. Adoption results in an increase in crop diversification and planting of more cash crops, thereby increasing profits.

"I grow mustard, wheat, sorghum, millet, and vegetables. My yield for wheat has grown to 40-45 mann per acre [1 mann=40 kg] and mustard to 18-25 mann per acre as compared to 30-35 mann per acre and 13-15 mann per acre before. Seeing the results, I now buy the right doses of fertilisers and micronutrients for my field. Krishi Jyoti has shown us the way, and I am happy that it has led to a better life for me and my family," says Jumme Khan, Santhawadi village, Mewat.

Shahbdeen of Niharika village, Nuh, agrees, when he adds: "I belong to a joint family of thirty members. We have eleven acres of land. I was provided training on using all the micronutrients provided by Krishi Jyoti for mustard and pearl millet. I also started using the fertilisers in wheat and vegetables and have seen

an improvement of almost four to five quintals/acre. Further, the fodder quantity has increased, the seeds of pearl millet are larger, and the mustard has more oil content with shinier seeds I used the additional income to build my house and to buy a buffalo for INR50,000."

Says Illiyas of Niharika village, Nuh: "I am a Meo with a family of six members and work for the Haryana Police ASI Traffic, Faridabad. I own 5.5 acres of land. I adopted all the micronutrients given by Krishi Jyoti for mustard and observed an improvement of almost three to four quintals/acre. The mustard crop is now more hardy and

the seeds larger. The extra income proved useful for me to educate my children and also renovate my house in Ferozepur Jhirka."

**2. Water Management:** Water is a crucial component of agriculture and has a direct bearing on the productivity and sustainability of agriculture. Krishi Jyoti promotes water conservation in villages by supporting the development of infrastructure in villages to harvest rainwater and encouraging farmers to adopt water-efficient irrigation technologies.

**a. Water Augmentation:** Improving



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Our objective is to encourage community mobilisation, thereby enhancing community participation and mobilisation, vital for the success of any intervention

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the groundwater table through the construction of check dams.

- b. **Water Conservation:** Educating the farmers on the use of micro irrigation through sprinklers, drip irrigation, and land levelling.

In 2016, Krishi Jyoti introduced laser land levelling to farmers. This new initiative was introduced in seven demos in four villages of Alwar.

Levelling the field is basic preparation to ensure that irrigation water reaches every part of the field. Laser levelling of agricultural land is a recent resource-conservation technology. The laser-controlled land levelling equipment has shown remarkable improvement over traditional methods. The rental cost of the equipment has come down to about ten dollars for a day's work. The benefits demonstrated include:

- (i) reduction in time and water for irrigation and uniform distribution of water,
- (ii) precise level and smoother

soil surface, (iii) a uniform moisture environment for crops, and fewer weeds in the field, (iv) good germination, growth of crop, and uniformity in crop maturity, and (v) reduced seed rate, fertilisers, chemicals, and fuel requirements.

**Check Dams** constructed under Krishi Jyoti have helped increase the groundwater level or arrested the depletion of groundwater. These check dams are constructed in watershed areas and the ownership of the structures rests with the Panchayat.

For the success of these projects, it is imperative for the community to develop a sense of ownership to such community-based projects. Check dams have directly and indirectly benefited more than 38,000 people, and have a total reservoir capacity of more than 16.99 million gallons, which is replenishing the underground water table.

**3. Education:** Helping with school

renovation has increased the enrolment of children, especially girl students.

In 2010, enhanced income, as a result of Krishi Jyoti, triggered new thoughts among the Santhawadi community, starting with the education of their children. During meetings with the Krishi Jyoti team, the residents of Santhawadi raised concerns about the poor condition of the village school. The school's boundary wall was broken, there were no toilets, kitchen, or water supply, and the student/teacher ratio was dismally high. The villagers made an earnest request to the Team for support to help get the school into better shape. With an honest concern for the village that went beyond agriculture, the Krishi Jyoti team agreed to help renovate the school.

The village and programme team worked together. Each village household contributed labour, and Mosaic/Sehgal Foundation shared the other costs. An external private teacher was recruited, the cost of which was covered by financial contributions from the villagers.

Subsequently, Krishi Jyoti supported the renovation of twelve more existing government schools in its project villages in Nuh and Alwar, at the request of the communities. Till date, over 3,000 children have benefited from the improvements made by Krishi Jyoti in schools.





Poor literacy ratio and education are identified as the reasons for resisting change, which helps to explain the absence of basic facilities such as drinking water and separate toilets for girls, etc. Improvements made by Krishi Jyoti in the various schools include boundary wall construction, sanitation facilities (for boys and girls) with soak pits, hand-washing basins, levelling the school ground, play equipment installation, window and door repair, new main gate installation/repair, footpaths, safe drinking water facility with a force lift pump, installation of sintex tanks, repairing leaked roofs to make them risk-free, school writing board paintings, whitewashing, and walls made colourful with pictorial descriptions of various helpful themes and slogans, plantation of trees and landscaping, creation of utensil cleaning space and kitchen repairs, classroom and blackboard repairs, electrical repair work, and sufficient windows and ventilators to ensure proper inflow of natural light and proper ventilation in the classrooms.

However, higher enrollment of students in schools is not a straightforward phenomenon even though improvements in facilities play an extremely significant role. Other factors at play include migration, inadequate number of teachers, paying capacity of parents, presence of private schools, etc. Nevertheless, an immediate spike in enrollment is always noticed in the



initial years of Krishi Jyoti's assistance with school facilities.

Tanya Bhatia, a Class IX student of Government Adarsh Secondary School, Village Gadhi, Ghaneta, Alwar, says, "The physical structure of our school has totally changed after the renovation work was done. Before this, there was no system for drinking water, no toilet facilities for boys and girls. The stage, classrooms and school compound were broken, and trash was scattered all over. There were no facilities available for children to play. Despite a good level of education in school, it was behind most schools in the district due to lack of proper physical structure. The compound had very few trees and plants. But since Krishi Jyoti started working in our school, it has become much more beautiful than it was before. Now our

school has proper systems installed to provide clean water for children. We have swings and equipment for children to play. The school compound was levelled, and a boundary wall was constructed on all sides of the school. Plants and trees were planted, and the entire school was given a fresh coat of paint. The walls were repaired and new gates installed. The school looks clean and new now. The wonderful ambience is having a positive impact on the students. They stay longer in school and are able to study better too. More and more children from the neighbourhood have started coming to the school to study. Our school has gained a new name and recognition in the district. I thank Krishi Jyoti for doing so much for our school."

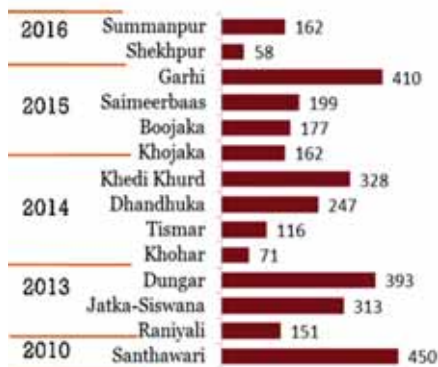
"I spent two years in a private school but have ultimately returned to this government school. It is much better. Our school has better infrastructure," beamed Sachin, a student of another renovated school, with pride.

Our work is ongoing. ...

Our objective is to encourage community mobilisation, thereby enhancing community participation and mobilisation, vital for the success of any intervention.

Contribution: Sehgal Foundation

Beneficiaries of Renovated School



I alone cannot change the world, but I can cast a stone across the waters to create ripples  
- Mother Teresa





# Anna Hazare Inspires Tikli Village to Develop a Model Village

The community leaders of Tikli Village, Gurugram made a five-day tour to Ralegan Siddhi and Hivare Bazar, Maharashtra, to learn how to convert Tikli, a village in Gurgaon, modelled on Sansad Adarsh Gram Yojana. The delegation got the opportunity to learn from social activist, Shri Anna Hazare, and attend the training sessions by his team, including project visits to help them prepare a strategic plan for Tikli village.

Tikli is a village adopted by DLF Foundation with the objective of converting a rural hamlet to a Smart Village having all amenities with regard to rural infrastructure, education, skill development, healthcare, water and waste management systems and sound village governance structure.

A vibrant team of 25 community members from Tikli Village including the Sarpanch, Panchayat members, women leaders and school teachers attended the training sessions. The five-day trip was felicitated by DLF Foundation. A session was organised by DLF Foundation today at Tikli where the 25-member team who had visited Ralegan Siddhi shared their experiences and learning. Hundreds of villagers from Tikli attended the session to get insights of a model village.

Sharing her experience, Raveena Devi, Sarpanch, Tikli Village said, "The tour of Ralegan Siddhi was extremely beneficial in helping us understand the intricacies of development. We are truly inspired by the socio-political model of the village. It would not be long before Tikli emulates its success

story. Thanks to DLF Foundation, our village would finally embark on the road of progress. Learnings that we had during our interaction with Shri Anna Hazare is going to enable us to enhance the village governance structure and design the village development projects with participation of the community. We have got several new ideas for inclusion in our village development projects like water conservation, environment protection, quality education, sanitation, Gram Sabha and transparency in governance, etc. to name a few."

"The five-day tour conducted by DLF Foundation is part of our long-term vision to improve the overall development parameters of Tikli and develop it as a Model Village. We look forward to empowering these leaders



to drive the change that we want to see in Tikli and undertake more such initiatives," said Col. Prakash Tewari, Executive Director (CSR), DLF Ltd.

"The tour of Ralegan Siddhi turned out to be very fruitful. Ralegan Siddhi has a unique model of development which incorporates sustainable practices like environment conservation and solid waste management. The lessons of Anna Hazare further motivated us to develop Tikli on the lines of Ralegan Siddhi," said Praveen Yadav, a young government school teacher from the village.

Speaking to the team from Tikli, Anna Hazare said "We need to strengthen Gram Sabha in the villages by periodic meetings and transparency in implementation government initiatives. Gram Sabha is self-manifested and it is the one that sends its representatives to Lok Sabha and Vidhan Sabha. It can send as well as call off its representatives."

The Model Village Project of DLF Foundation proposes to set a benchmark for social and economic development model in rural locations of Gurgaon. The aim of the project is to improve the overall development indicators of the Tikli village so as to uplift the overall quality of life of the community. The Foundation has evolved its own set of parameters which are based on detailed assessment and review of government programmes for creating a Model Village. DLF Foundation has already established a Community Water Treatment System, crematorium, Free OPD Facility along with Medicine, upgraded the infrastructure of the government school as part of the several initiatives being planned with regard to education, livelihood, healthcare, skill development, waste management and village leadership development.

Ralegan Siddhi is a village in Ahmadnagar district of Maharashtra. It is considered a model of environmental conservation. The



village has carried out programmes like tree planting, terracing to reduce soil erosion, and digging canals to retain rainwater. For energy, the village uses solar power, biogas (some generated from the community toilet) and a windmill. The village's biggest accomplishment is in its use of renewable sources for energy.

Hiware Bazar, situated in the Ahmednagar district of Maharashtra is India's richest village. The village boasts the highest per capita income in the country. With an overall population of 1,250, these villagers earn an average of Rs 30,000 every month. Out of its 235 families, 60 are millionaires. Hiware Bazar lies in the drought-prone Ahmednagar district. Prior to 1989, the village was facing several problems such as migration of

the villagers to the nearby urban areas, high crime and scarcity of water. In 1990, after Popatrao Pawar was elected as the Sarpanch (village chief), the village used funds from government schemes and launched a programme to recover its past glory. The villagers implemented a drip-irrigation system to conserve water and soil, and to increase food production. They avoided crops like sugarcane and bananas, which require high use of water. The programme included rainwater harvesting, digging trenches around the hill contours to trap water, afforestation, and building of percolation tanks. These initiatives were complemented by a programme for social change, which included a ban on liquor, adoption of family planning, mandating HIV/AIDS testing before marriages and shramdaan. ■





## Celebrating Women in Sustainability

Today, women are playing a significant role in sustainability initiatives for their organisations which not only covers environmental and societal issues, but also focuses on issues of gender equality and inclusiveness in the workplace.

On the occasion of Women's Day 2018, Treeni Sustainability Solutions, a software product company focused on Sustainability and CSR, and YES BANK, joined hands to present the 6<sup>th</sup> Edition of Sustainability for Breakfast (S4B) in Mumbai to engage with sustainability leaders from across industries, highlight important milestones while taking on the challenges faced by women in sustainability.

This version of S4B is focused on the role women play in the area of sustainability. The platform not only discussed primary issues such as gender inequality and women empowerment, but also looked at how women leaders in sustainability have played important roles.

Going forward, Treeni looks to continue to build editions of S4B to facilitate a platform for the industry to discuss issues relating with sustainability and CSR.



**Ankush Patel**  
Chief Executive Officer and Co-founder,  
Treeni Sustainability Solutions

"It was a great opportunity for us, on the occasion of International Women's Day, to address these important issues. There are some great examples of the need for, as well as the difference that gender equality makes to solving sustainability problems and driving social impact. This S4B inspires us to go back and become change agents in our respective organisations."



**Deodutta Kurane**  
Group President-Human Capital Management,  
YES Bank

"The results are empirically doing better now as compared to yesteryear. We need to take one more logical step and understand why gender gap exists. If we understand the 'why', we will understand the gender differences.... Women bring a difference in perspective, and when represented at the board, enable companies to perform better."





**Namita Vikas**  
*Group President and Global Head, Responsible Banking and Climate Strategy, YES Bank*

“Investing in ‘diversity of thinking’ is extremely important, given that leadership and performance has more to do with competency rather than gender. I am sure the deliberations from the session would lead to inclusive mechanism to better utilise the untapped potential of women.”



**Deeksha Vats**  
*Joint President - Sustainability, Aditya Birla Group*

“What I believe sets a woman apart is the ability to be adaptable and less intimidating. So that makes conversations much flexible and easier. Also, having empathy is crucial in having faith and working hard. It is all in our heads that we see things work differently. How we see the world is how we see ourselves.”



**Mrinalini Kher**  
*Honorary Trustee and Secretary, Kherwari Social Welfare Association*

“There has to be an entity providing support, be it a mother or a husband. For example, the support of a spouse brings a general sense of awareness and balance to the approach of everyday life. Taking a hard step is not possible without support. No matter who you are, you need someone to be in your corner.”



**Shalaka Joshi**  
*Gender Lead, International France Corporation*

“Three out of five working age women are not among the workforce; which means that they are either not working or are not getting remuneration for it. Moreover, lack of knowledge, rather than lack of availability also can contribute to fewer women on board. We want to work with the private sector to build a strong situation for women in the workforce.”



**Shweta Munjal**  
*Head of Corporate Affairs, Asia Pacific, Thomson Reuters*

“It is very important how organisations view women. The leader's role steps in when they understand how to drive employees to deliver their best. Organisations who understand the importance of gender diversity must show leadership through various initiatives to support women at work as the agenda is not a ‘women quota’ but a matter of understanding if a woman in the workforce is growing, upskilling, and moving upwards.”



**Priya Naik**  
*Founder, Samhita*

“We do not value our women in the industry. It is a systemic problem. They are seen more as empathetic figures, which might explain why we are able to raise money for a cause. Young girls and women are left to make the most important decisions, and even more often, help those who make important decisions.”



**Naghma Mulla**  
*COO, Edelgive Foundation*

“We should not use the women card. And we often do so quickly, without thinking twice. When we talk about empowerment, we should be liberal and generous. For Edelman, it is a matter of starting life with skills and graduating to have access to justice. We do nothing individually. We collectively discuss and spread as it is a woman's natural instinct to share and spread.”



**Sujata Khandekar**  
*Founder Director & Chief Trustee, CORO India*

“Social change is not about ‘I’ or ‘them’, but it is about ‘us’ because we are all part of a whole. That's the core of social mobilisation. Social change cannot happen in silos. We should go out there and build ecosystems. They are the means to bring about social change.”



**Sugandha Sukrutaraj**  
*Founder, AMBA - Ashoka Fellow*

“This community cannot deliver front-end results which is why we need to deliver back-end work. But when it comes to gender gaps, women have no options. The acumen of being street smart impacts women ultimately. It is not about showing someone to fish but enabling the fishing industry itself.”



**Naman Gupta**  
*State Team Lead, DFID - Climate Change and Innovation*

“There need to be a baseline data to show that there is leadership among women. It is imperative to bridge the gap between policy and implementation.” ■

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