Study of impact of CSR activities of companies working in collaboration with public agencies

CII-ITC Centre of Excellence for Sustainable Development
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Executive Summary

The Parliamentary Standing Committee on Finance in 2012 raised the issue of CSR activities of companies being carried out by corporate foundations in collaboration with the government while utilizing public funds. The National Foundation of Corporate Governance (NFCG) was directed by the Ministry of Corporate Affairs to assess the impact of these public-private development interventions. NFCG further employed the CII-ITC Centre of Excellence for Sustainable Development to carry out the research.

The objective of the study was to conduct qualitative analysis of the activities, spends and impacts of CSR interventions made by corporate foundations. The Centre wrote to 40 companies from which 10 companies working in collaboration with the government were shortlisted based on sector and geographical location. Hindustan Construction Company, Bharti Enterprises, ITC Limited, Tata Chemicals Limited, Piramal Enterprises, Bajaj Hindusthan, Biocon, GVK, TVS, and Ambuja Cements were studied. Both primary and secondary research was carried out by the team at the Centre for all ten shortlisted companies.

The study revealed several modes of collaboration between companies and government bodies, such as where the government provides the funding, where the companies provide the gap funding, or where both share costs. In many cases companies leverage funds through already existing public schemes to avoid duplication of development activities.

Evident from the following case studies is that there is considerable positive impact on the community in all areas of interventions be it education, health, natural resource management, agriculture, infrastructure, community development, etc. In terms of spends, a company’s commitment in these case studies is not necessarily reflective of their commitment to the intervention. Where there is no direct monetary contribution, there is considerable contribution in terms of managerial expertise and R&D the cost of which the company bears.

Both the companies and the governments realize and acknowledge the non-financial resources and capabilities. They believe that working together in the development sector would achieve the best results and have the greatest impact.
What emerged during interactions with companies and government representatives is that there is no clear definition of what does and does not constitute a CSR activity. Even between governments there are strong differences in understanding CSR. Few consider CSR only in cases where companies made monetary contribution. Whereas, at many places, government officials believe that companies add considerable value through managerial and technical expertise, and that counts for CSR.

Companies and government officials have expressed the need for clear guidelines on public-private collaboration in development activities or delivery of public services. Government officials have also expressed clear guidance from the Central government on the implementation of Clause 135 of the new Companies Bill. Companies have also supported this demand which might help address concerns about unreasonable demands over CSR budgets from public authorities.
Introduction

Context

Corporate Social Responsibility or CSR in India, as in many parts of the world, has for companies matured from a utopian concept to a must-do activity. Globalisation of Indian business, localisation of multinational companies in India, corporate reputation, risk management and business continuity, and public policy on CSR, are key drivers for the mainstreaming of CSR. Nevertheless, a substantial number of enterprises in India still need to move up the CSR curve.

While there is enough evidence on the uptake of CSR, there is little evidence on measures of it. Annual spend on CSR by companies is largely unknown. Various estimates are available based on the CSR allocation, but since not all budgets are fully utilised, actual spend figures would be very different. It is also not known how and where the money is spent, and most importantly what the impact is.

Just as stakeholders demand for more and better disclosures increases, companies will be made to quantify CSR spend and also measure impact in a manner of return on spend.

One of the notable features of growth in CSR activities is the mushrooming of corporate foundations. Foundations are usually not-for-profit entities set-up to conduct non-business CSR activities. This structure enables them to partner with other organisations engaged in research and implementation activities. They also work with government departments to seek alignment with social, environment, or economic development priorities.

Rationale

CSR is becoming an integral part of every business portfolio in India, and companies have made significant achievements in the development of the country through various initiatives in areas such as education, healthcare, livelihoods, rural development, and urban development.
The government recognizes the role of business in inclusive growth through sustainable development efforts. In recent years, the Ministry of Corporate Affairs has increased efforts to put in place a policy on corporate social responsibility that will provide an enabling environment for business to conduct CSR activities. In 2012, the Parliamentary Standing Committee on Finance noted that corporate foundations received government grants and funds instead of spending their own money on CSR activities. The Ministry of Corporate Affairs has asked social sector ministries to consider suitably amending their guidelines for release of funds to such foundations in order to ensure that companies show commitment. The Committee has asked a few questions on the CSR activities of companies, particularly those in collaboration with public agencies and carried out with the help of public funds.

The Ministry of Corporate Affairs has directed the National Foundation of Corporate Governance to assess the impact of these publicly funded CSR activities. The services of CII-ITC Centre of Excellence for Sustainable Development have been employed to conduct the research on these companies which will be categorized based on geography and their area of intervention.

The Centre of Excellence for Sustainable Development at the Confederation of Indian Industry proposed to conduct a study to find answers to questions raised by the Parliamentary Standing Committee. The Centre has more than twenty years of experience in building capacity of companies on CSR. It has also had a progressive agenda on shaping India’s domestic policies that ensure corporate responsibility and accountability. It has also developed tools for companies to calculate CSR spend and assess impact of CSR activities. The Centre also assesses corporate performance on social, environmental and economic parameters. Furthermore, it has developed the world’s first Corporate Sustainability Label based on sustainability rating methodology.

**Objectives**

The primary objectives of the study were to:

- Identify ten companies with corporate foundations for CSR activities
- Study CSR activities, spends, and impact of these foundations
- Explore their activities with public agencies and use of public fund
Methodology

The Centre identified companies with corporate foundations through its working knowledge of them and through the CII membership database. We wrote to 40 companies enquiring about their CSR activities, especially those in collaboration with the government. To the companies confirming such a collaboration we sent a set of preliminary questions to elicit more details such as the issues they are addressing through their activities, the geographies in which they are operating and the nature of the public-private partnership. Based on the responses received, we identified the various areas of intervention the companies were addressing and the states in which they were carrying out their activities. On consultation with the Ministry we also decided to include companies that did not have a corporate foundation but were doing considerable work in collaboration with the government. Final short listing of 10 companies was based on the geographical and sectoral spread and the fact that companies were utilizing public funds and/or leveraging funds from existing public schemes. The ten shortlisted companies are Bharti Enterprises, Bajaj Hindusthan Limited, Piramal Enterprises, Hindustan Construction Company, Tata Chemicals, Ambuja Cements, ITC, TVS, GVK and Biocon.

For the ten companies, secondary research was conducted based on publicly available information. Sources included CSR or sustainability reports and other modes of disclosures such as annual reports and company websites, and reports from media, civil society, and public agencies.

While secondary research was being conducted, the ten companies were approached for their cooperation in developing the case studies. This prepared ground for the primary research phase.

Primary research included meetings with companies and visiting the locations of their CSR activities. The visiting teams also met with stakeholders such as beneficiaries, local administration, and not-for-profits. Senior government officials in the concerned ministries were also met with in order to get their views on the various interventions and the workings of a public-private collaboration. Data was collected for CSR spends and impact of CSR activities. Qualitative analysis was conducted to understand approaches used by corporate foundations to design, execute and study impacts of CSR activities. Analysis will feed into recommendations for public policy and business policy on CSR and its impact.
For the purpose of this study the term public-private collaboration refers to a private company and a government body coming together to implement a developmental initiative. A CSR activity is defined as any intervention by a company directed towards community development.
Map of locations visited by the CII team
Ambuja Cements Limited

Ambuja Cements Limited is a manufacturer of cement in India. Through the Ambuja Cement Foundation, it carries out its CSR activities, primarily in areas of their operations. It has several watershed interventions of which one is in Darlaghat, Himachal Pradesh, in collaboration with NABARD, which funds the project. ACF has also instituted Skill and Entrepreneurship Development Institutes, which provides vocational training to local youth. In Darlaghat ACF collaborates with Punjab National Bank and with the Department of Labour in Chhattisgarh.

Introduction

Ambuja Cements, formerly known as Gujarat Cements is a cement manufacturing company in India. It began operations in 1980s letting cement major Holcim take management control in 2006 with over 50 per cent equity. ACL is believed to be one of the most efficient cement manufacturers in the world. The organisation is driven by the philosophy that empowerment and responsibility go hand in hand.

Corporate Social Responsibility

Ambuja Cement Foundation (ACF), the social development arm of Ambuja Cements Ltd, was established in 1993. Focusing on rural development, it has interventions in water resource management, agro and skill-based livelihood generation, health, education, women’s empowerment, and rural infrastructure. ACF initiatives are centred around the social and economic development of the community in and around Ambuja Cements manufacturing plant locations.

For the purpose of this study, ACFs initiatives in skill and entrepreneurship development and watershed development have been chosen.

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1Ambuja Cements ltd website: [https://www.ambujacement.com/](https://www.ambujacement.com/)
2Ambuja Cement Foundation Annual Report 2011-12
Skill & Entrepreneurship Development Institute

The Skill and Entrepreneurship Development Institutes (SEDI) are run by ACF and is their primary intervention in livelihoods for village youth. Several courses on various trades and soft skills build capacities and skills to make them economically independent.

Himachal Pradesh

SEDI was established with Punjab National Bank (PNB) in 2005 in Darlaghat, HP, with courses beginning in 2007. The foundation identified unqualified and unemployed students with little employment opportunities. The objective of offering these trainings was to capacitate them with employable and marketable skills so that they can earn a livelihood.

The institute offers 10-15 trades, classified as engineering and non-engineering trades. The engineering trades include electronics, automobile, carpentry, plumbing, fabrication, computer applications (basic & advanced), computer hardware, and motor driving while the non-engineering trades mostly pursued by women include beauty culture, cutting & tailoring with embroidery, hosiery and in the pipeline are food & beverage and cooking. Other soft-skill courses like elementary computer applications, basic maths, English along with art of living for personality development are also conducted to build confidence. The curriculum, made available by DGET (Directorate General of Employment and Training), is modified and customised as per the requirement of the trades. Students are assessed based on weekly presentations and examinations.

The eligibility criterion is not very stringent and students who have passed class X/XII are usually admitted for the engineering trades while there are no qualifications required for non-engineering trades. The institute charges a nominal security deposit of Rs 150 from the students to create an onus for pursual and PNB offers to open a no frills account with Rs 500 for future use. Initially only the local youth were encouraged to join the institute, but now even outsiders are accommodated and are provided with hostel accommodation, uniforms and cooking equipment for which they are charged Rs 150 per month per student. Other facilities include a sports ground, library, computer lab and they are also encouraged to take part in cultural
activities and compete with other local institutes. The institute further hosts a sports day, blood
donation camps, health insurance, AIDS awareness campaigns and ensure that discipline and
punctuality are maintained.

The mode of training is both practical and theory (75:25) with industrial exposure visits as well
as visits to ITIs. Duration of the courses vary from 6 months to 1 year. Some short duration
courses of 45 days are also offered. All students are assisted with placements. They are placed as
per their trades and are expected to complete a year with the first organisation supported by the
institute, post which only they are issued the mark-sheet and certificate. Average remuneration
may range from Rs 4000 to Rs 7000 per month depending upon the trade and expertise.
Placements are usually local as students prefers staying closer to home, however, this trend is
now changing with them being more confident to take up jobs outside their villages.

The institute also encourages self-employment and offers loans with PNB at a differential rate of
interest starting at 4 per cent. Some even choose to become trainers in the institute itself. Trades
like hosiery are open for women of all age groups in the community to support household
income. SEDI also follows up with its alumni for two years keeping track of their career and
providing support when required.

Local need assessment, trade identification, market demand, student identification, and resource
identification are carried out by a local advisory committee consisting of retired
government/industry personnel, social workers and NGO representatives. The Advisory
Committee keeps in touch with the relevant industry personnel and have quarterly meetings to
understand their skill demand and modify the curriculum accordingly.

**Nature of public-private collaboration**

SEDI was instituted with ACF along with and Punjab National Bank, as a CSR initiative for
both. PNB is a partner under the Rural Employment Development Program (REDP) scheme.
ACF is a 51 per cent partner while PNB is 49 per cent. All capital expenditure was shared
between the two while each spends 33 per cent of operational cost. NABARD came on board
later and contributes the remaining 33 per cent of the operational cost along with a one-time
contribution of Rs 5 lakhs. ACF recruits the staff and students and manages the institute. PNB
has created accounts for each student and also provides soft loans at reduced interest rates. Since its inception in 2007, Rs 202 lakhs have been spent on SEDI, with the per student cost amounting to Rs 10,500 (including admin and building infrastructure).

**Impact**

Till date SEDI has trained 1927 students and another 627 will be trained in the year 2013-14. The institute also has a placement cell with a success rate of 91 per cent. In 2012 the institute placed 92 per cent of their students. The average salaries varied depending on the trade and its market requirement. While plumbing and automobile was most in demand fetching a salary of close to Rs 7000, other trades like computer applications fetched close to Rs 4000. SEDI has motivated the youth to acquire skills and find stable employment.

For women, these skills created an additional livelihood opportunity and the chance to be economically independent. 142 women have been trained already and another 162 are currently undergoing training.

**Challenges**

The youth in Darlaghat showed little interest in the programme even though they were unemployed with no stable source of income. A common problem amongst the unemployed was that of substance abuse. Although the SEDI program brought about a much needed social reconstruction towards channelizing energies of the youth, there were some minor issues to be dealt with, with respect to placements and trades being offered. The admission into a trade was based on the economic condition and need of the student which was difficult to ascertain. The placements offered to students had to be the right fit in terms of ambience, nature of work profile etc to ensure minimum attrition. The students however left their first jobs quickly which affected their credibility and also the company’s affiliation with SEDI for future recruitments. This was countered by mandating at least a year’s association with the first company to get the marksheet and certificate.
Chhattisgarh

SEDI in Bhatapara, Chattisgarh was instituted in partnership with the Department of Labour, Government of Chhattisgarh. The initiative took off in 2010-11 as SEDI was registered with the government as an official Vocational Training Partner (VTP) and covers a total of 35 villages in Baloda Bazaar, Bhatapara. The various trades being offered are masonry, electrician, Welding, Carpentry, Driving, and Beautician, out of a corpus of 85 trades available through the Modular Employability Scheme (MES) by the Government of India. An exclusive Driving Excellence Academy was established after seeing the huge demand for drivers in the market. Training was provided for LMV, HMV and LCV in partnership with TATA Motors, who provided the knowledge and technical support.

As in Darlaghat, training consists of both practicals and theory (75:25) along with exposure visits and inputs on basic computer skills, functional knowledge of English and other soft skills. A 3000 sq ft building was rented by ACF comprising a workshop, two classrooms, administrative area and a computer lab. All equipment, machinery, furniture and tool-kits were provided by the government. SEDI is also collaborating with a few CRPF camps, where youth from areas with heavy naxalite presence and influence are brought and trained in the various trades. This is to provide them with opportunities for livelihoods and to steer them away from getting involved in the naxal movement.

Nature of public-private collaboration

Rs 115 lakhs have been spent on SEDI since 2010, with the per student cost amounting to Rs 23,000 (including admin and infrastructure). The overall cost incurred over 2012-13 was close to Rs 57 lakhs of which 31 lakhs were provided by the government and fees from trainees to cover costs for materials and equipment, while 26 lakhs were contributed by ACF for administration cost, rent and staff salaries.
Impact

The local students identified were primarily from agricultural or labour families with little education. Till date more than 450 students have been trained with a placement rate of 74 per cent. Another 40 have been certified from the CRPF camps. Average remuneration ranged from Rs 200-600 per day for masons and electricians to around Rs 10,000 a month for drivers. SEDI has a placement cell that helps students to find employment.

Challenges

In Bhatapara too there was initial reluctance from the community, but was overcome by the foundation. Training was slightly challenging as many students were school dropouts with little education. There were many who are even unable to write their own names and had to be taught. Assessment of students is carried out by a third party identified by the foundation. It includes theory, practical and a viva. The foundation faces some trouble identifying external examiners to come as most of the vocational training institutes are in relatively remote locations. Nevertheless, despite the difficulty they have managed successfully till date.

The success of SEDI is evident from the governments demand to scale and train several thousand more students in the coming years. However, to expand at that level requires resources – both human and financial on a large scale.

For those with little formal education, and consequently little scope for stable employment, an intervention like this is very valuable. For the industry on the other hand they are providing the required skilled labour.

Women are a significant part of the beneficiaries, but due to security concerns tend not to opt for wage employment as they are wary of going far away to work. Counselling and placing this group proves to be a challenge till they can be assured they will be placed in a secure place to earn a livelihood.
Watershed Project

ACF has a watershed intervention in Dhundan in Darlaghat, Himachal Pradesh. Covering 714 ha across 16 villages, it was initiated in September, 2008 and is currently in the consolidation phase. Dhundan, primarily dependent on agriculture, faced some dry spells resulting in the water table depleting, improper recharge, and drought conditions as there were no water catchment systems in place. The watershed project provided a solution for several problems such as water harvesting, surface run-off control, depleting water table, uneven siltation and soil erosion, inadequate pasturelands for the livestock (ghasnis) and even forest fires.

Several trenches, check dams, irrigation channels, gabions structures and contour bunds were constructed to channel and harvest water. Several livelihood related interventions were also made, both agricultural and non-agricultural to create income generation options. The Dhundan watershed project is scheduled for completion in September 2013. There are a number of activities being carried out to enable the grass-root institutions to maintain and manage the various assets created.

A village watershed committee was constituted with representatives from all the villages, and was the interface between the community and the foundation. It was also responsible for implementing and carrying out all of the activities under the watershed project. The committee ensured that all information pertaining to the watershed project was communication to the community, and could address grievances if any. This committee has direct involvement in the watershed initiatives, construction schedules and are aware of the problems faced on the ground if any.

Nature of public-private collaboration

The watershed project was carried out in collaboration with NABARD. While NABARD provides 100 per cent funding, the foundation is the implementing partner. ACF is also responsible for the training and capacity building of the community and also conducts programmes demonstrating agricultural best practices. The village watershed committee is responsible for conducting meetings to discuss the project status, scheduling, issues and budget for each village based on technical recommendations from ACF. This is called Net Planning and
is finally given as a proposal to NABARD for funds. Funds are directed to the village committee while ACF is responsible for the technical parts. The community provides the labour and material for construction of trenches, contours, gabions, check dams, etc, along with Rs 100 per household which is reimbursed by NABARD.

**Impact**

With greater availability of water for irrigation agricultural productivity increased significantly. The agricultural inputs alongside augmented incomes of farmers other than the primary activity along with better pasture lands for better livestock management.

**Challenges**

The community had certain apprehensions in the initial phase as they feared they would lose their land to the company and also that any construction activity could lead to loss of productivity. On demonstrating the increase in water supply and better farmer techniques through capacity building programmes, ACF was able to convey the need and benefits of a water management system. Additionally, given the hilly terrain, the need for an efficient system to address the agricultural challenges, was also a factor that helped overcome the community’s hesitation.

The project model was such that all assets and responsibilities are ultimately handed over to the village communities who will then manage and maintain the watershed. Involving the community and giving them a sense of ownership and responsibility ensures that any intervention sustains itself and doesn’t fall into disrepair. The success of an initiative is to a great extent dependent on community involvement.
Bajaj Hindusthan Limited

Bajaj Hindusthan Limited, founded around 80 years ago, is an integrated sugar company. Kamalnayan Jamnalal Bajaj Foundation, the company’s CSR arm, works in Wardha, Maharashtra and Sikar, Rajasthan. In Wardha it is working with the Agriculture Department to promote the uptake of biogas plants and with NABARD on an alternative kind of agriculture to augment income.

Introduction

Bajaj Hindusthan Limited (BHL) was established in the early 1930s by Jamnalal Bajaj. At the time it was known as The Hindusthan Sugar Mills Limited and was one of only 30 sugar factories in the country. Today it is the number one and number four integrated sugar company, in Asia and the world respectively.

Corporate Social Responsibility

The Kamalnayan Jamnalal Bajaj Foundation (KJBF) is the CSR arm of Bajaj Hindusthan Ltd, working towards the “integrated development of the society through participatory approaches that sets benchmarks and standards for others to emulate for sustainable development”. KJBF was registered in 2003 and began working in Wardha in July 2009.

The epicentre of KJBFs interventions is Wardha, Maharashtra, the hometown of Jamnalal Bajaj. KJBF has initiated a number of development interventions in 300 villages of Wardha district from July 2009. Major emphasis is on integrated water resource development and management, agriculture development, livestock development, women empowerment and training and capacity building through participatory approaches. In addition to Wardha, KJBF also works in Sikar, Rajasthan.

KJBF insists on community participation and contribution in all their initiatives so that the beneficiaries develop a sense of ownership towards it. Unless they feel they own it, they do not value the interventions.

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4KJBF website [http://www.bajajfoundation.org/Abt%20KJBF.htm](http://www.bajajfoundation.org/Abt%20KJBF.htm)
KJBF initiates interventions in the identified areas by means of comprehensive need assessment studies including scientific field studies understanding reports, maps and demography coupled with ground realities identified through Participatory Rural Appraisal (PRA), group discussions with the panchayat and community. Village Volunteers (VV), Village Committees (VC) and ‘Motivators’ further assist all operations at various levels as an effective last mile interface.

KJBF has intervened in approximately 300 villages covering 8 blocks in Wardha. For the purpose of this study we have chosen the Biogas and Wadi Project that are carried out in collaboration with the government/NABARD.

**Biogas Plant**

The government had been running a biogas scheme for several years, but had met with little success. While popular initially, it soon ran into problems of improper maintenance, negligence, mechanical faults, and the lack of know-how to fixing it. If maintained properly, a biogas plant has a life of 15-20 years. However, all the plants were soon defunct as the cost of revival were high which neither the owners nor the government were willing to bear. The district panchayat was looking for potential partners so as to be able to offer the community a better scheme. The community was initially reluctant to install biogas plants in their home. Realising the need to gain the trust of the community, KJBF installed 50 plants in Wardha during 2009-10, completely free of cost, to demonstrate how their model and operation was different from the earlier scheme. Several awareness programs and workshops were conducted demonstrating the benefits of biogas plants and sensitising the community to adopt them. Following the success of this pilot the government approached KJBF.

The biogas plant initiative was inspired from similar interventions in Gujarat where KJBF has skilled trained workforce. These masons were deputed to Wardha to transfer skill and training by means of camps (cost borne by KJBF), where they demonstrated how to build a biogas plant.

A typical biogas plant is a cylindrical digester chamber in the ground with a volume of 2 or 3 cubic metres. Biogas plants that size are sufficient for a family of about 5-10 members for two meals a day. It also supports some minor electric appliances like bulbs. The digester chamber is fed with a mixture of fresh cow dung (1MT) and water in the same ratio. Afterwards daily feeding is done with a mixture of fresh cow dung (40 Kg) and water in the same ratio. The
resulting slurry is then allowed to settle at the bed of the digester chamber, which releases biogas, a primary component of which is methane (CH₄). In Wardha, KJBF along with the government provides households with biogas plants. As these require animal dung, installing a plant is only feasible for those with minimum 4 to 5 cattle. A typical biogas plant costs Rs 22,000, a cost that is shared by KJBF and the government, and by the community who pays in kind and cash, usually in the form of labour required for digging the pit and constructing the plant. All those installing the biogas plant were further taught how to maintain them and receive constant support and help from the foundation in case of any problems they face. The beneficiaries were awarded a certificate of appreciation for adopting the biogas system as an incentive to value and maintain the plants and to practice smoke-free healthy cooking.

**Nature of public-private collaboration**

The district panchayat, values this partnership with KJBF immensely given the success they have seen, and the way they have communicated with the community. A biogas plant costs Rs 22,000 of which the panchayat subsidises Rs 8000, the foundation gives Rs 8000 and the community contributes Rs 6000 in kind and cash. The panchayat also identifies the beneficiaries (for a plant to remain sustainable a beneficiary must at least have 4-5 cows that will give 40 kg of dung daily). KJBF is also the technical partner and responsible for awareness building, construction, training workshops, and after care services.

**Impact**

In poor households the major source of fuel is firewood. Not only is it harmful to the health of people and a source of pollution, it is a reason for deforestation. Installing the biogas plant has made a qualitative change to the community’s lives. It has given them a cleaner, equally effective, if not more, fuel to cook food with, and has eliminated a major health risk. Since its inception, the community has come to appreciate the value and benefits of biogas. They are much more willing to contribute their share in the plant, which was not the case initially. Currently 618 households have biogas plants in 8 blocks in Wardha, while 50 are in the pipeline. Now that the scheme has proved itself, there is great demand for it by the community who are more than willing to contribute their share.
**Wadi Project**

Wardha, one of the most distressed regions in the country is known for farmer suicides. Uneven water and irrigation management coupled with lack of financial instability to grow anything other than cotton (BT Cotton) and soyabeans further crippled the farmer’s state. The tribal community of the district is most neglected and resource poor. On an average the land holding per family is about 5 acres. The Wadi project, in association with NABARD was initiated in 2010 and proposed a plan for 1 acre per tribal family to augment economic stability and avoid migration for livelihood. Wadi projects have been initiated in 41 villages of Arvi, Seloo and Karanja blocks of Wardha district. 2750 tribal families will be beneficiaries of the Wadi project within three years.

In order to take up horticulture as a means of diversifying livelihoods on a large scale, KJBF collaborated with NABARD for the promotion of small Wadis (fruit orchards) for enhancing the income generating potential of the tribal families. The Wadi project focuses on the development of small fruit orchards, agriculture improvement through inter cropping and restoration of denuded land through soil and water conservation measures. The Wadi model consists of a horticulture plantation of 25 Mango, 20 Indian gooseberry (Amlas) and 8 Lemon trees with 260 forestry plants for live fencing on one acre of land. This combination of three fruit plants has been selected so as to get the farmers income throughout the year.

The Wadi was developed in otherwise fallow lands to be utilised in an orchard form to cultivate fruits and vegetables high in nutritional value which could also be sold at higher margins for better income.

The Wadi farmer groups were provided with irrigation support to construct a group well through a grant of Rs 50,000 from the Wadi project, an additional grant support of Rs 75,000 from KJBF and the remaining Rs 25,000 as contribution by the farmers group for a total of Rs 150,000 per group well. Also lifting devices (diesel engine and pipes) were procured and provided to Wadi farmer groups for lifting water from group wells and carrying it to individual Wadis for irrigation purposes. The unit cost of a lifting device is Rs 50,000 where 75 per cent of the cost was borne by KJBF and 25 per cent by the community.
Nature of public-private collaboration

The total cost of the project is 1178.57 lakh. KJBF contributed Rs 315.77 lakh (26.80 per cent) while NABARD put in Rs. 736.82 lakh (62.50 per cent). The community contribution which is calculated to be Rs. 125.98 lakh (10.70 per cent) is paid in cash and kind. KJBF also works to build awareness, conducts workshops and trainings, and helps the farmers in marketing and capacity building.

Impact

The objective of the Wadi intervention was to enable the farmers to expand their livelihood options and to generate income through the cultivation of certain crops. Farmers recorded a steep increase in incomes which were close to 60,000 to 70,000 per year. The farmers could even consider growing vegetables and flowers with better irrigation facilities for getting more income. As an extension to the Wadi project, natural farming techniques has also been introduced to 50 farmers. Primarily meant for household consumption, farmers cultivate vegetables, annual fruit trees, pulses, cereals, spices and medicinal plants on 1 and 10 ghunta land, (40 ghunta = 1 acre), the surplus of which is sold in the market, thereby generating additional income.

Water made available is efficiently used to irrigate the fields with least wastage by means of sprinkler and drip irrigation systems which were subsidised and made affordable for the common farmer also saving at least 60-70 per cent water.

The criterion set by the NABARD was that this project would be implemented in blocks with more than 50 per cent tribal population. About 2070 Wadis have already been established in 41 villages in 3 blocks benefiting around 2070 tribal families and supported with a grant of Rs 10,000 per family for 150 tribal landless families for establishing micro-enterprises. The Wadi project was further assisted by the formation of farmer clubs, cooperative societies and production companies (groups) in order to cultivate together and seek a common price from the market by sharing logistics cost and connecting with the markets.

At the time of the study NABARD had given principal approval for this initiative to be extended to 10,000 more families (5000 Wadis for tribal families and 5000 Wadis for non-tribal families).
Challenges

The Wadi project faced some issues when accounting for the tribals that were to be included under its purview. Questions were also raised about why tribal’s and economically poor farmers were the only eligible category for the Wadi project. As per NABARD guidelines they could only provide grants to tribal families from their tribal development fund. KJBF however, has approved the Wadi programme for 5000 poor non-tribal farmers entirely at their own cost.

The biogas initiative also faced some challenges in terms of technical and maintenance issues and with regard to the precautions that need to be taken in the initial days of a newly constructed biogas plant.

Overall, the initiatives by KJBF have been very well received and all minor hurdles overcome.
**Bharti Enterprises**

*Bharti Enterprises, an Indian company with operations in several countries across the globe works in the education sector through its philanthropic arm, Bharti Foundation. Along with its privately funded primary and elementary schools, the foundation has also established 5 senior secondary schools under the Punjab Government's Adarsh Scheme. According to the Adarsh Scheme, both the public and private partner share the capital and operating expenditure of setting up and running the schools, which caters to the rural poor and provides education free of cost.*

**Introduction**

Bharti Enterprises is an Indian business group with operations in 20 countries across the globe with interests in telecom, financial services, retail, fresh and processed foods, and real estate. At Bharti, the philosophy is – to create businesses that are transformational and have a deep impact on society. Bharti Airtel, the group flagship, is a telecom services provider with operations in 20 countries across Asia and Africa. The company is ranked as the fourth largest mobile operator in the world by subscribers.

**Corporate social responsibility**

Bharti Foundation is the philanthropic arm of the Bharti Group of companies. It was set up in 2000 with a mandate to make an impact on the lives of underprivileged children and young people of the country by providing them with quality education and undertook programs starting from primary to higher technical education.

In 2006, during the inauguration of the Bharti School of Telecommunication Technology and Management at IIT Delhi, the Hon’ble Prime Minister of India, Dr. Manmohan Singh invited the corporate sector to join hands with the Government in ensuring access to primary education for the underprivileged, especially in the rural parts of the country, in line with the millennium development goals. The Satya Bharti School Programme was conceptualized as a response to this call.  

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Launched with the objective of providing free education to the rural poor and underprivileged, with special focus on the girl child, the Foundation has set up primary, elementary and senior secondary schools. Presently it is catering to the states of Punjab, Haryana, Uttar Pradesh, Rajasthan, Tamil Nadu and West Bengal. At present there are 187 primary, 62 elementary and 5 senior secondary schools, reaching out to more than 38,000 children of which 49 per cent are girls and 75 per cent belong to the disadvantaged communities such as Scheduled Castes, Scheduled Tribes and Other Backward Classes.

For the purpose of this study the Satya Bharti Senior Secondary School initiative under the Adarsh Scheme of Punjab Government has been selected. Under this scheme, Bharti Foundation is operating five schools in the districts of Amritsar, Ludhiana and Sangrur.

The Satya Bharti Senior Secondary School Programme

The state government had opened several senior secondary schools under the Punjab School Education Board. However, with the initiative not being as successful as anticipated the government decided to partner with private sector companies through their CSR initiatives. The government invited corporates to partner with it under its Adarsh scheme to set up senior secondary schools across 147 locations in Punjab. However, only 24 locations could be allocated as very few companies came forward. Of these 24, 5 were allocated to Bharti Foundation.

In 2010 the Foundation set up the first Satya Bharti Adarsh Senior Secondary School in Chogawan, Amritsar. It opened 4 more schools, in Amritsar, Ludhiana and Sangrur. The defining feature of these schools is that it provides quality education - which is otherwise difficult for the rural poor and underprivileged to access. Further, it is entirely free of cost and students are facilitated with textbooks, notebooks, stationary, uniforms, mid-day meals etc.

Located just off the national highway in the village of Rauni, Ludhiana, the school visited by the team, caters to 19 feeder villages from where students come to attend classes. On an average the distance to the school is 5 km, with the closest village being 2 km and the farthest at15 km. At the time of the study, the building was equipped for 1000 students and plans were underway to expand it to accommodate another 1000 (there is a capacity of 2000 students in these schools as mandated by the Government). The land on which the school is built has been donated to the
Government by the Panchayat of Rauni, which in turn has been given to Bharti Foundation on a 99 year lease.

The school is currently caters to students up to Class VII and will keep adding one higher class each subsequent year, up till Class XII. In the 2013 session the number of enrolled students will be 480. With a total of 12 teachers in the school, the student-teacher ratio is 30:1. Education of the girl child is a major focus area for the Foundation agenda and is evident in the schools gender ratio. As compared to the boy-girl ratio in other schools’ in the area which is around 56:44 the Satya Bharti Adarsh Senior Secondary School has a ratio of 51:49, with the ultimate aim of making it 50:50.

The first Satya Bharti Adarsh Senior Secondary School in Amritsar, has already been affiliated to the Central Board of Secondary Education (CBSE) while the remaining four schools are also in the pipeline for affiliation. However, the focus of the school is not only on academic learning but equally on the holistic development of students. Interactive and activity-based teaching methods are used to engage students. The school has a fully functional computer lab with a dedicated syllabus for the subject. Plans to initiate an interactive classroom room in collaboration with NIIT are also underway. There are also separate labs for Chemistry, Biology and Physics. Focusing on the importance of physical education, the school is equipped with space and infrastructure for a 400m race track, a football and hockey field, basketball, volleyball, kabaddi and kho-kho courts, and other indoor games. In future, the school plans to introduce an NCC wing for both boys and girls. The school in Rauni, like other schools, has very good facilities, with large and well equipped class rooms, clean and hygienically maintained toilets, with separate toilets for girls, and provision of food under the Mid-Day Meal scheme.

Given that the success of such schools is greatly dependent on the teachers, a rigorous recruitment process is followed with a screening test, a subject-specific written test, an interview and a demo class. The minimum qualification required for applying is a B.Ed degree. All teachers are locally recruited.
Going a step further, the school is also going to introduce vocational training from Class IX onwards, offering market-oriented certificate courses in vocational skills, which should facilitate placement of students in neighboring organizations.  

**Nature of Public-Private collaboration**

Under the Adarsh Scheme, the Government and Bharti Foundation share parts of capital and operational expenditures. For all operational expenses, the Government contributes 70 per cent and Bharti Foundation pays the remaining 30 per cent. The capital expenditure is Rs 7.5 crore - where the share of the Government is capped at Rs 3.75 crore. The foundation is responsible for project management, monitoring and evaluation, curriculum development, training module development, and all school operations.  

Initially since the senior secondary school program was new, it took concerted efforts from Bharti Foundation management as well as government departments to streamline the operational processes. But over the last year, the partnership has reached a level where all operational sanctions and interactions have smoothened out.

The panchayats of the feeder villages, especially the Sarpanch of Rauni, played a very supportive role. They encouraged the setting up of the school and motivated the members of the community as well. The Panchayat of Rauni donated the land on which the school has been constructed, this land that was earlier used for agriculture and was fairly valuable.

**Impact**

Designed to be at par with the urban schooling system in India, the Satya Bharti Adarsh Senior Secondary Schools have made available the quality education that the poor and underprivileged in rural areas had no access to.

Apprehensive at the beginning of the project, many parents were unwilling to send their children to the new school. The Bharti Foundation team initially visited all the feeder villages and spent

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some time interacting with the community and conducted door-to-door visits to raise awareness and meet with parents of prospective students.

One question that was raised by the parents was what this school would give their children that they weren’t already getting from government schools. In response to this question, the team highlighted the key feature of the program, which was delivering quality education to their children, along with providing infrastructure and innovative teaching learning methodologies.

Majority of the students in Satya Bharti Schools are first generation learners, with limited reading or writing skills and are not so fluent in English language. Thus, the challenge for the school was to improve the learning levels of students. This has been addressed by the introduction of a curriculum transition programme where a student is admitted, in the age appropriate class, but is provided academic support in order to help bridge his or her learning gap. With continuous efforts by teachers, and focus on individual child, the school program was successfully able to improve the speaking, reading and writing skills of the enrolled students.

The positive effects of the education system at the Satya Bharti School are very apparent amongst the students. Their enthusiasm for learning is clearly evident from the progress they have made in academics and the improvements in their learning levels. The teaching methodology keeps them engaged and motivates them to learn and excel. Additionally, the infrastructure and facilities such as, nutritious Mid-Day Meal, clean drinking water, electricity and last but not the least clean and separate toilets, are an added incentive for students to attend school. With the schools focus on holistic development, sports and extracurricular activities form a key component of the education process unlike in government schools. Students have started to participate in inter-school competitions. All these factors boost their morale and increase their willingness to learn.

Community members and parents of Satya Bharti students are satisfied with the school’s performance. Being an interior village, Rauni so far has had very few options of quality education, let alone schools with CBSE affiliation. This was one of the reasons that the community welcomed a school promising to give them all that, and that too at no cost, and with good quality management and teachers.
Within a year, parents were able to see the transformation in their children. They are optimistic about their future, with the quality education being imparted; they will be able to get better jobs. Additionally they feel that their children’s education will also help in agriculture, the primary means of livelihood in the area.

While not denying that a strong incentive to enroll their children in the Satya Bharti School was the fact that it was free, parents say that they could not have been able to afford that kind of quality education otherwise. They feel that even private schools they feel are not as good as the Satya Bharti School. Had they sent their children to private schools to get better quality education than provided at government schools, they would have had to pay at least Rs 1000 per student. With the Satya Bharti School, they feel this is money they have saved.

It is evident that the Satya Bharti School has been successful and has also come to be greatly valued by the community.

**Challenges**

Bharti Foundation faced challenges on two counts – with the community and with government funds.

There were some in the community who were resistant to the establishment of the school, particularly since it was to be located on village land, which they felt was tantamount to giving it free to the government and private player. However, there were several in the village who felt that, a school which would give their children the kind of education the government schools had failed to provide, was required in the village.

Another challenge that the foundation faced was that of convincing parents to enroll their children in the Satya Bharti School. While education is provided for free, transport is the responsibility of the parents. They argued that they would rather that their children to nearby schools. Given their limited economic resources, families were unwilling to invest in children’s education. Changing this mindset and instilling the importance of value of education was an uphill task, but one in which the foundation was successful. Parents have now come together, pooled resources and arranged a vehicle to transport their children to and from school.
A major challenge that the foundation faces is with regard to claiming reimbursements from the government. Very often claims remain pending for months. This is particularly so in the case of reimbursement for the Mid-Day Meal Scheme. They are told that the funds can be transferred into the schools account in a specific bank only. They are not able to understand that this is neither a public or private school but a PPP one and the funds need to go to the foundation directly. Thus it takes months and then they get their payments by cheque. In the event a government officer is transferred or replaced then the whole process begins again and payments are further delayed. The school also faced issued when it requested for books from the government, but were denied on the grounds that it was not registered as a government school. According to the foundation, as they are entitled to reimbursement from the government as per the PPP model, the school should be registered.

However, despite delays in reimbursement, there are no delays in payments from the foundation’s side. All bills and salaries are paid in time irrespective of the reimbursement status.

Being located in the rural pockets of the country also poses certain challenges. One of the biggest challenges that the Satya Bharti Adarsh Senior Secondary School, Rauni faces is the learning level gaps of students as per the appropriate age and class. Given that they live in the rural parts of Punjab, the only language that the students are fluent in is Punjabi. However, the school along with the local language also has English as a medium of instruction.

The teaching and non-teaching resources available at the local level are sometimes not at par with the quality desired for the program. Hence, finding professionally sound and apt resources for the school program has remained a constant challenge. To overcome this, Bharti Foundation ensures professional development of its resources through continuous capacity building activities.

The teachers at Satya Bharti Schools are mostly from the rural areas; hence, English fluency has remained a matter of concern. To overcome the same, Bharti Foundation organizes robust teacher trainings which help in strengthening the language proficiency and teaching skills of the teachers.
Electricity is also a matter of concern as computer teaching is an important component of the school curriculum. With erratic electric supply, computer teaching becomes a challenge for the teachers.

Connecting community and parents with the schools is of utmost importance for the sustainability of the program. To ensure this, the school activities and calendar is prepared in a way that it has defined points for interaction with the community and parents. It is important to ensure that teachers follow the calendar and conduct suggested activities to utilize maximum forums for parent and community connect.

Aside from the above mentioned challenges, this is a partnership that is working well with little interference by the government in the functioning of the school. Valued by both partners, the partnership has been successful in bringing about a qualitative change in the education system.
Biocon, a biotech company, carries out its CSR initiatives through Biocon Foundation. In 2009, Karnataka suffered from severe floods, destroying many villages. The government launched the Aasare Scheme, inviting corporates to collaborate and build new villages for those who had lost their homes. Biocon was one of the companies that came forward and built houses in Mangalgudda, Bagalkote.

Introduction

Biocon is India’s largest biotech company that aims to reduce therapy costs of chronic diseases like diabetes, cancer and autoimmune diseases by leveraging India's cost advantage to deliver affordable healthcare solutions to patients, partners and healthcare systems. Today it is a biopharma enterprise, serving partners and customers in over 75 countries.  

Corporate Social Responsibility

Biocon Foundation, Biocon’s CSR arm, has interventions in the areas of health, education and infrastructure. It claims that by establishing primary healthcare centres (PHCs), actively creating awareness about disease prevention, public health and sanitation, infrastructure building and initiating programs in education, they aim to empower under-served communities towards self-help, improved health and in good time, a better standard of living.’ For the purpose of this study Biocon Foundations rehabilitation project in Mangalgudda, Karnataka has been selected.

Community Rehabilitation and Development

In September 2009 Northern Karnataka was subject to extreme and incessant rainfall. To help contain it the Almatti dam gates were opened, but this led to excessive flooding and more than 250 villages were destroyed and cattle was lost. There was up to 15 ft of water in some areas.

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The Government of Karnataka initiated a relocation and rehabilitation scheme called Aasare that would be implemented through public-private partnership. Villages located on the banks of the Malaprabha River were relocated to higher grounds. Several companies, including Biocon, were invited to help rebuild villages at new locations.

The location allotted to Biocon was Mangalgudda, in Bagalkote district. Construction of the new homes began in 2009. They first built a model sustainable pre-fabricated house made of honeycomb. However, the community rejected it as they felt it compromised their safety. New plans were drawn up for the houses which were designed according to what and how the community wanted. The whole process was carried out in consultation with the villagers.

Built over an area of 45 acres, each house in the village is 258 sq. ft., of which the toilet is 16 sq. ft. The house comprises a living area (9’0”X11’0”), a bedroom (7’0”X11’0”), a kitchen (6’0”X6’6”), and a bathing area (6’0”X4’0”). Toilets, as per their wishes, are outside and at the back of the house. Every plot has 1500 sq ft allotted so residents can extend in the remaining space. Each house will be getting 2 stationary solar lights and one mobile lantern.

The government has already built a sub-centre which has an ANM and a few beds for deliveries, and an anganwadi, while the foundation is planning to build a community centre for meetings and recreational activities for men and women; a space to start income generating activities for women; and a library for the children. An upper primary school from class I to VIII is also in the pipeline which will be established jointly by the foundation and the government.

**Nature of public-private collaboration**

Under the Aasare scheme, the private company is responsible for constructing the houses while the government is responsible for laying roads and providing other utilities like water, drainage, and electricity. Land where the village has been built was procured by the government.

The cost of constructing the houses was Rs 6.5 crore while the cost for the solar lighting per house is Rs 12,000. For the upcoming health and community centre and the upper primary school, the estimated cost is another Rs1 crore. Prior to the construction, the government carried out a census to determine the number of houses that needed to be built.
Impact

The magnitude of the floods resulted in substantial damage to cattle, land and property. Villages were rendered inhabitable. In Mangalgudda, many residents relocated to makeshift sheds nearby while some went back once the flood receded.

The new village has been built around a kilometer away from the old one, so the community has not needed to relocate a great distance away. Houses were allotted in December 2012, with ownership given to the new residents.

Biocon Foundation built a total of 411 houses in blocks of 20 which were allotted in December 2012. At the time of the study of these 411 houses 150 had been occupied, which is about 36 per cent.

While there were some media reports that claimed that construction was faulty as the level of the plinth in the houses was at the same level as the road, on visiting the location however, it was found that this was not the case.

Challenges

One of the major challenges that have besieged this rehabilitation programme as identified by the government is occupancy. As 4 years have passed since the floods, and with floods not being a regular phenomenon, residents have now settled back in the old village where they have lived for generations and are unwilling to shift to the new homes. However, up till now no survey has been conducted to find out exactly what the reasons are for their unwillingness. According to the CEO of the Zilla Panchayat, the only way to convince residents is by giving them some incentive to shift, and they must be told of the benefits and facilities available. Nevertheless, no measure can be effective till the actual reasons for their resistance are found out.

There also appears to be some allotment issues, with several residents claiming that they have not been allotted their houses yet even though they are entitled to them. Some people apparently have been allotted more than one house, while some are believed to have come from outside of Mangalgudda, and are therefore not eligible for rehabilitation in the new village. How this issue has arisen, whether it is due to the laxity during counting and allotting or the willful overlooking of those wanting more than one house by the local government officials, or even some genuine
reason needs to be looked into. An additional issue that cropped up post-allotment – which was done randomly – was that of the scheduled caste’s being allotted houses next to the upper castes. The upper castes are unhappy with this and are demanding that the SCs be evicted. Biocon has offered to build houses separately for the SCs which is under consideration.

The Aasare scheme itself faced trouble as several companies backed out due to complications in land availability/allocation, and trouble with contractors and builders. While some backed out entirely, a few companies gave the government the funds but asked them to manage the implementation and execution. Biocon also was to build a second village but facing the same problems chose instead to work in just Mangalgudda, where they have not only built houses, but have gone a step further, providing them with solar lighting, and with plans to set up a school with the government.
GVK Foundation, the social arm of GVK, an Indian conglomerate, has implemented India’s first integrated emergency management system which it operates through the toll free number 108. First initiated in Andhra Pradesh, 108 is now available in 13 states and 2 union territories in India, covering a population of 600 million. 108, in collaboration with NRHM (National Rural Health Mission) responds to medical, police and fire emergencies.

Introduction

GVK is an Indian conglomerate with diversified interests across various sectors including energy, resources, airports, transportation, hospitality and life sciences.\(^\text{10}\)

Corporate Social Responsibility

GVK has various initiatives through GVK Foundation, its CSR arm. The various sectors in which GVK Foundation works in are education, health and hygiene, community based projects, empowerment, entrepreneurship development for the underprivileged, arts, music, sports and a number of other socio-economic activities. Their most large scale initiative is GVK-EMRI (Emergency Management Research Institute) that operates the 108 emergency number for medical, law and order, and fire emergencies.

The team visited Hyderabad, where GVK-EMRI is headquartered.

GVK-EMRI Emergency Response System

Before embarking on the project, GVK, along with McKinsey conducted a study on the status of the emergency response system in India. They found that there were at least 75,000 emergencies that were occurring every day. Of the deaths, 80 per cent of the people died in the ‘golden hour’, the first hour after the accident where if medical care is provided the chances of survival are greater. Medical intervention in this critical hour was missing. Most of the people requiring emergency medical services belonged to the economically weaker sections of the population and with no access to any transport or medical facilities, and very often any form of communication either. Almost 4 million deaths occur every year due to like cardiac attacks, road accidents,

\(^{10}\) http://www.gvk.com/aboutus/overview.aspx
suicide attempts, maternal/child deaths during childbirth, etc. GVK identified 4 reasons for this; one, absence of a universal toll free number; two, no availability of life saving ambulances that can respond and transport the patient nearest hospital as quickly as possible; three, lack of trained paramedics who can provide immediate care; and four, inability of citizens to afford medical/ambulance services. GVK-EMRI came to be to address these issues with the objective of providing emergency care to all citizens. Their vision is to respond to 30 million emergencies and save 1 million lives annually.

In 2005, GVK-EMRI, completely at its own cost, began emergency services in Hyderabad, and then a few more cities, with 70 ambulances. On seeing the success and the response it received, the Government of Andhra Pradesh, came forward and offered to pay 20 per cent of the operating expenses. The Government of Gujarat approached EMRI and operations in the state began in 2007.

**EMRI**

EMRI works on three aspects – emergency management, research, and training. Through its research works it attempts to shape policy and assist policy makers while through its institute it offers many courses – ranging from half a day to two years – in emergency management in partnership with Stanford University.

EMRI has trained around 114,000 professionals in addition to the staff of EMRI which is around 40,000. 70,000 doctors have also been trained as most doctors are not equipped to handle emergency situations. EMRI has partnered with various organizations for the transfer of knowledge and technology in this field.

**108**

Operational in 13 states – Rajasthan (as of June 2013), Andhra Pradesh, Gujarat, Uttarakhand, Goa, Karnataka, Tamil Nadu, Madhya Pradesh, Meghalaya, Assam, Chhattisgarh, Himachal Pradesh, Uttar Pradesh, - and 2 union territories – Daman and Diu and Dadra and Nagar Haveli - those in need of emergency services can dial 108 toll free. Details of all callers are recorded by the responder, logged in the system, along with a unique ID that is generated for each caller. The
call centre system is equipped with GPS and GIS technologies to locate the victim as well as the nearest ambulance and hospital. Once the ambulance is identified, the responder at the call centre connects the EMT with the victim via conference call. This takes about 3 minutes from the time the call is received. After coordinating with the victim, the ambulance is dispatched. Typically the response time in urban areas is 15 minutes and 25 minutes in rural areas. 98 per cent of the calls are responded to in 2 rings.

The EMTs are science graduates who undergo 52 days of extensive skill based training. The pilots that drive the ambulance are also attend a 5 day training where they are taught skills related to driving, CPR, moving and lifting of patients, documentation, etc. Emergency response centre physicians (ERCPs) are also located in the call centres. The ERCPs are qualified doctors who help EMTs when required and handhold through critical cases, indicating actions to be taken or medication to be administered till the patient reaches the hospital. EMRI has MoUs with several hospitals for providing free medical care to patients for the first 24 hours. EMRI also tracks the case for 48 hours. Additionally 108 provides inter-facility transfers in case a patient needs to be transferred to another hospital in order to receive the medical attention required.

EMRI has identified along with Stanford University, 55 emergencies that take place in India and have developed India’s first pre-hospital care protocols which all EMTs aware of. These protocols all have the roles of the EMTs and the doctors identified. All of the data of the patients are recorded in a tablet that each ambulance is equipped with which the ERCPs in the call centre have access to.

All ambulances are equipped with GIS and GPS technology, a siren and a public announcement system. An ambulance has medical equipment for basic as well as advance life support, such as collapsible stretchers, spine boards, cervical collars, IV drips, suction apparatus, multi para monitors, ventilators, extrication kits, disposal delivery kits, etc.

**Other services**
108 also has ambulances in Hyderabad currently for drop back service for new mothers and babies at the time of their discharge from hospitals. This service comes under the Janani Suraksha Yojana Scheme. EMRI also runs the 104 toll free helpline for medical advice.
The most recent merger in Andhra Pradesh has been with 100, the police helpline. All calls are now routed to the EMRI call centre where there is a separate setup for the service. Calls are received by police communication officers who take the basic information from the callers. They also weed out any nuisance calls or any calls that do not require police action. All valid calls are then forwarded to police dispatch officers who operate from the setup. They take the more detailed information and raise a challan, which is equivalent to an FIR, SMS it to the caller and also send the information to police station under whose jurisdiction the event has occurred. Any action taken is also tracked and recorded thereby creating a transparent and accountable system to monitor police response. All this information is available online and sent to SPs and DGPs offices.

**Nature of the PPP**

While the pilot phase of EMRI in Andhra Pradesh was funded entirely by GVK, now all direct capital expenditure and operational expenses are borne by the various state governments. GVK funds the senior leadership and is responsible for project management, software, research and training, and innovation. Under this partnership all assets that are created by EMRI are owned solely by the government.

Speaking with the government officials in Hyderabad, it is apparent that 108 is a very valuable project given its scale and impact. They appreciate the strengths that the private company brings to the table, that is, its management experience, expertise in IT and communication, expertise in medical care and training, their ability to make quick decisions, their flexibility, and their ability to attract and retain talent. The government on the other hand can provide the financial resources required to sustain an initiative on such a massive scale.

**Impact**

108 is available in 12 states and 2 union territories covering a population of 600 million with a fleet of 5000 ambulances. Since its inception, EMRI has responded to 2 crore emergencies (17,000 per day) and has saved 646,680 lives. A life is considered saved if the patient was in a life threatening situation and where without the medical intervention of the EMT, the patient
would not have survived the next 48 hours. Currently there is 1 emergency per 8 seconds, 1 life saved per 8 minutes, and 468 lives saved per day.

The most common emergencies are - pregnancy related – 35 per cent, vehicular accidents – 12 per cent, abdominal – 13 per cent, cardiac – 4 per cent, respiratory – 4 per cent, suicidal – 4 per cent, and animal bites – 2 per cent. There has been an increase in institutional deliveries and a reduction in maternal mortalities by 20-25 per cent.

The ambulances also assist in times of natural calamities or any other emergency situation like in the case of bomb blasts or any kind of terror attack.

EMRI has provided a free, and completely integrated end-to-end service from responding to the emergency call, pre-hospital care, transport and admission to hospitals, right to tracking the case for 48 hours.

**Challenges**

A public service initiative on such a large scale is not without challenges. Any public-private partnership has its issues. Both parties can have misgivings about the working of the other as their modes of operating, their management styles, and norms are very different. Money flow is also an issue that the private partner faces when the funding is being provided by the government.

This initiative had run into some trouble in the beginning when another corporate entity was involved, but with GVK taking over the transition was smooth and dealt with effectively.

HR related issues do crop up from time to time as employees of EMRI are neither corporate or government employees. There is often a demand for regularization of the job or for them to be considered government employees.

Change in power at the state level can also have repercussions if the new government does not share the same vision.
However, as a government official pointed out, all models of a public-private undertaking should be created such that it can withstand change, be it in management, government, or change in service provider. This requires foresight and planning so that the public service on which millions of citizens depend remains unhampered.
**Hindustan Construction Company**

*Hindustan Construction Company is an infrastructure company in India with projects in transportation, water and power. In Mumbai HCC works with the Municipal Corporation of Greater Mumbai (MCGM) to train health workers in the city slums and increase the uptake of health services. In Kihim, a village in Alibaug, HCC has initiated along with the gram panchayat a community development programme focusing on various issues like rainwater harvesting, waste disposal, waste treatment, employment generation, etc.,*

*The activities under study are not carried by the company’s foundation*

**Introduction**

Hindustan Construction Company Limited is a business group which develops and builds infrastructure in transportation, power and water. With a group turnover of Rs 8,510 Cr (US $1.6 billion), its businesses span the sectors of Engineering & Construction, Real Estate, Infrastructure, Urban Development & Management.

Founded by industrialist Seth Walchand Hirachand in 1926, HCC claims to have constructed 25 per cent of India's hydel power and over 50 per cent of India's nuclear power generation capacities, over 3364 km of expressways and highways, more than 207 km of complex tunnelling and over 324 bridges.

**Corporate Social Responsibility**

In its public communication, HCC makes a commitment to adopt practices that deliver 'Responsible Infrastructure'. That means HCC would endeavour to implement activities that serve the well-being of the community, both in the immediate vicinity of its work operations and also beyond.

In accordance with this mandate, HCC has – over the years – undertaken initiatives that are broadly categorized as water sustainability, disaster relief and response, HIV/AIDS awareness, community development and education. HCC conducts a range of initiatives that include awareness programs for HIV/AIDS, capacity building of its engineers for disaster relief and
restoration work, practices that ensure water neutrality at its construction sites, investment in quality education, focused community development and sustainability reporting.

For the purpose of this study we have selected two initiatives – Sahyog and Ujjivana - that HCC has carried out in collaboration with government agencies.

**Sahyog**

Project Sahyog was an effort to complement government initiatives to increase the demand among the urban slums for accessing affordable health care services provided by the Public Health Department of the Municipal Corporation of Greater Mumbai (MCGM).  

One of the activities that MCGM carries out is the Integrated Maternal and Child Health Programme, through Auxiliary Nurse Midwives (ANMs), Community Health Volunteers (CHVs) and Medical Counselors (MCs). These frontline workers directly communicate with the women in various slum wards of Mumbai. MCGM trains these workers in communication skills but felt that the level of training was inadequate as the response from the beneficiaries was not satisfactory. Aimed at creating awareness about and encouraging uptake of health care, the expected behavioural changes could not be seen. It was identified that these health workers needed to be trained to deliver health messages more effectively and also improve on follow up techniques. The challenge that MCGM was facing was the lack of interest from the urban slum dwellers towards the health messages being delivered. The project was implemented in the L and M wards of Mumbai which is home to 80 per cent of the city’s slum population and was carried out between April 2011 and March 2012.

The primary objectives of the programme are to create awareness about mother and child health, gynaecological health, prevention of HIV/AIDS, and prevention of other parent to child transmissions (PPTCT), and also to create demand for healthcare services. During the training sessions the health workers were taught outreach techniques, methodologies and tools for effective interpersonal communication, usage of different communication material, how to maintain records and follow up techniques. The ANMs, CHVs and the MPWs were also

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provided training on ante-natal care, post-natal care, importance of institutional deliveries, safe feeding practices, PPCPT, and child care.

Every CHV is allotted 1000 households which she visits every month. She keeps a record of every household; if a child is sick she advises the parents to visit a health facility and follows up on their medication to ensure they do not miss dosages; if a woman is pregnant, she is asked to get regular pre-natal check-ups and the importance of institutional delivery is reinforced; they ensure they are taking pre-natal health measures; for new mothers they advise on ante-natal care and safe feeding practices. They also help them to register them in hospitals. CHVs directly report to ANMs and medical officers in the health centres in the wards. Every ANM has 4-5 CHVs under her, who update her on all the data they get from the field.

In addition to these health services they also help the community with their documentation, with their Aadhaar cards, with opening bank accounts, etc. They also help with the surveys during the socio-economic census.

**Nature of public-private collaboration**

HCC and MCGM worked in collaboration with the Times Foundation and the NGO, Sneha, which conducted the training. HCC was the private funding partner which made an investment of Rs 2.5 Lakhs and paid SNEHA for the training. HCC, along with Times Foundation, also monitors the planning, execution and reporting of the project. MCGM provided the space, infrastructure and necessary approvals for the trainings and also coordinates with the health workers in the wards. The community health volunteers are employed by MCGM on contract and are paid a stipend of Rs 4,000 per month. MCGM also bears all travel costs for trainings.

**Impact**

500 CHVs from L and M wards of Mumbai were trained on the following topics through 10 trainings programmes:

- Refresher on the MCGM adopted MCH program.
- Outreach techniques and activities.
- Inter personal communication (Methodology and tools).
- Behavior Change Communication PPTCT.
• Usage of different communication material.
• Record keeping and follow up.

These CHVs will further train others which will create a cadre of another 2000. The CHVs are reaching out to a population of 500,000.

In the slum community, as the health care messages are being effectively delivered, slum dwellers are realising the importance of taking care of themselves and their children. A significant increase has been seen in institutional deliveries that have gone up from 40 per cent to 91 per cent. People are also voluntarily seeking health advice from the CHVs on pre-natal and ante-natal care, neo-natal care, PPTCT, breast feeding, etc. The number of immunizations has also increased. The referrals of the PPTCT cases have doubled.

Conversations with the slum dwellers revealed that they are now increasingly seeking and relying on these CHVs for health advice. As the CHVs visit very regularly and are also accessible by phone, the dependence on them is greater than before, and through them the demand for health care is increasing. The CHVs monitor the slum dwellers health very closely, even getting them to take their medicines in their presence to ensure medication is not abandoned without completing the course.

Project Sahyog also affiliates with National Health Programmes, and delivers information on those as well, such as, family planning, Copper T, polio campaigns, etc. The Maternal Child Tracking scheme was also launched where ANC registrations are done and the expectant mother’s health is monitored. To promote institutional deliveries, they are given an incentive of Rs 600, to have their babies in a health centre. CHVs make the community aware of these programmes and promote and encourage the uptake of schemes.

**Challenges**

The challenge faced by MCGM prior to the intervention was lack of response from the urban slum community to the health messages that are delivered, resulting in underutilization of MCH services offered. Project Sahyog addressed this gap. Currently, the training programme is
available only for the CHVs in two wards of Mumbai. While this initiative should be scaled and replicated in the other wards, certain challenges need to be addressed prior to that. The CHVs cater to a large population and are simultaneously responsible for several other tasks unrelated to the health programme. Therefore it is essential to refresh their communication skills every six months by integrating it into their regular training program so that the efforts are sustained.

While in one year the response from the community has been good, there are many the CHVs still need to reach. Only after assessing if there are any gaps in the training or the delivery should the initiative expand.

Most importantly, scaling up also requires financial commitment. To implement this initiative in other wards will require considerable funds and to this end more partners and collaborators need to be identified and approached.

**Ujjivana**

Kihim, a popular tourist destination, is a coastal village in Alibaug Taluka of Raigad District of Maharashtra. Approximately 25 sq km in area with a 6 km long beach, Kihim comprises about 2000 households and 51 privately owned bungalows. This project began in 2008 with HCC getting in touch with the Kihim Gram Panchayat which was looking to partner with a private company for village development work. Known as Ujjivana, the objective of this project was, and is, to create a self-sustaining model of community development.

**Solid Waste Management (SWM):** HCC was looking to implement a SWM system with the community with integrated mechanisms for solid waste collection, waste segregation, and scientific method of disposal. It employed the services of the NGO, *Stree Mukti Sanghatana* and *Pratham Infotech* to collect the information on – the status of SWM, role of different stakeholders, facilities provide for tourist, statistical reports about the village and villagers. As a strategic approach towards implementation, HCC partnered with CEE – Centre for Environment and Education, the national institution supported by MoeF, to implement the SWM system, in partnership with the Kihim gram panchayat. The following initiatives to generate awareness have been undertaken to this end:

- Solid waste disposal and hygiene
- Development of educational materials and conducting awareness-generation activities like Competition, trainings, exhibitions to achieve villagers’ participation in program for better sanitation practices.

- Environmental day celebration.
  - Cleanliness drive at beach: Littering on beaches is a major issue, especially since the village is a tourist spot. Periodic beach cleaning activities have been initiated by involving the local children in Kihim. They actively participate by regularly cleaning the beaches and engage with tourists to encourage them not to litter.
  - Essay and drawing competitions
  - Best out of waste competition

HCC along with the Kihim Panchyat introduced what is known as the Ghanta Gadi that goes around the entire village collecting waste that households dispose at 64 designated spots. A waste segregation unit has been set up where the waste is then transported by the Ghanta Gadi. At the unit the waste is segregated into biodegradable, non-biodegradable, and recyclable. Typically, about 30 per cent of the waste is non-biodegradable. The remaining 70 per cent is treated and converted into healthy compost which can then be used by farmers as fertilizer. Farmers are sold this compost at Rs 5-6 per kg. The waste that cannot be treated is sold to scrap dealers/collectors.

**Poly loom:** In a unique intervention, a poly bag weaving unit was set up to manage plastic waste. The plastic weaving concept is based on the fact that plastic bags which are thin and flimsy (20µ or less) have an average life time of 2 to 3 hours after which they are discarded. They are responsible for clogging, choking, flooding, asphyxiation, and destruction. Developed by CEE, the poly loom is a plastic weaving handloom that helps reuse and recycling of discarded plastic bags. The discarded plastic bags are washed, cleaned, dried, and cut into strips and woven into the basic plastic textile fabric, which can then be stitched into various products like mats, folders, hand bags and purses. Plastic waste then becomes more manageable and less destructive. The poly loom, which will also start weaving jute, has also provided employment to the local women.
Rain Water Harvesting: As Kihim receives ample rain during the monsoons, HCC introduced the concept of rain water harvesting (RWH) to the community. It installed one in the Ujjivana office as a demo model to begin with. Several schools and households have installed the rain water harvesting system since. The amount of water captured depends on the size of the roof. The cost of the system is also calculated accordingly and varies from Rs 10,000 to Rs 40,000. HCC provides the technical expertise and supervision of the installed RWH units. All those who install the system are also trained on its proper maintenance.

Nature of public-private collaboration

The initiatives in Kihim are carried out in partnership with Kihim Gram Panchayat with the help of Chamunda, a local NGO. While the major funding comes from HCC, the gram panchayat also makes financial contributions; they are responsible for managing and monitoring all of the interventions. The major expenses were incurred in installing the RWH system, the Ghanta Gadi, the segregation unit, and the poly loom. A RWH systems costs between Rs 10,000 and Rs 40,000. The owner pays 10 per cent while the remaining cost is shared between HCC and the gram panchayat. For the Ghanta Gadi the gram panchayat paid 10 per cent and the remaining was borne by HCC. All operating and management costs, such as fuel, salary of the driver and helper, salaries of those working at the segregation unit, are borne by the gram panchayat. HCC established the segregation unit and is currently providing financial support for the operations of segregation and waste disposal. The poly loom was set up by HCC, who also incurred operational and maintenance costs, and was being managed by the gram panchayat. To date, HCC has spent approximately 64 lakhs.

A development project such as this, addressing a variety of interconnected issues, requires the company and the gram panchayat to work in tandem. The gram panchayat is very supportive of and receptive to the various initiatives, which has made the entire project much easier to implement and manage.
Impact

The uptake of the initiatives in the village has been very good. 14 households have installed RHW systems, while more are in the pipeline. RHW projects implemented in the village were monitored for their effectiveness during the monsoon season. During the monsoon in 2012, following were the specific outcome of the RWH projects implemented at Kihim.

- Quantity of water recharged through bore wells - 69.80 m³
- Quantity of water recharged through open well -122.67 m³
- Total Quantity of water recharged through bore well & open well - 190.83 m³
- Quantity of treated municipal tap water saved by using rain water for household activities - 106.82 m³

All the results are based on community observations and log records maintained by villagers during the monsoon.

The other major success has been that of Ghanta Gadi, with all residents in the village adhering to it, and disposing waste responsibly and in the pre-designated areas. As a result littering has decreased considerably and the surrounding environment is much cleaner. Many neighbouring villages have approached HCC to replicate this community development model in their village as well.

While the uptake is an important indicator of the success of the project, it would not have been possible without the community realizing the importance of and instilling the values of conservation, hygiene and environment protection. A major role in this is of the children in the community who actively participated in cleanliness drives and in raising awareness.

Challenges

A village development project like this can only work if the community participates in it. While there was some resistance when introducing the various interventions, it was overcome though through various workshops and sessions which were conducted to raise awareness about the benefits of the interventions being planned.
The more immediate challenges that are being faced are financial. Needing immediate attention is the poly loom. Up till now, the unit was being paid for by HCC. However, they now want to hand it over to the gram panchayat so that they can invest in other initiatives. The objective is to make the poly loom self-sustainable, and while the gram panchayat in not unwilling, they do not have the funds to manage it. The gram panchayat gets Rs 25 lakhs from the government primarily through the Environment Fund and also under the Nirmal Vikas Yojana. Of this 25 per cent goes into admin costs, 10 per cent into women and children’s welfare and 15 per cent for tribal welfare. The budget is also earmarked for the BPL families. This leaves the panchayat with very little funds and poses a significant challenge that needs to be addressed, for any future initiatives to be successful as well.
ITC Limited*

A conglomerate in India with several business lines, ITC does not have a corporate foundation but has several CSR interventions in agriculture, livelihoods, women empowerment and education. With the Government of Rajasthan it has initiated one of the largest watershed projects in India, covering 5000 ha. The public-private partnership itself is unique given the scale of the intervention.

*Activities under study are not carried out by a foundation

Introduction

ITC Limited is an Indian conglomerates with businesses in FMCG, hotels, paperboards & packaging, agri-business and information technology. Recognising that businesses draw heavily on societal resources, ITC believes that companies must be measured in terms of the total value they create for society, especially in India where the challenge of ensuring inclusive and sustainable growth is particularly complex given its size and diversity, compounded by alarming levels of environmental degradation and social imbalance.

Corporate Social Responsibility

ITC’s Social Investments Programmes include – integrated watershed development, afforestation, sustainable agricultural practices, livestock & dairy development, women’s empowerment and primary education. Largely targeting rural communities, they are currently operational across 10 states and, together with ITC’s businesses, generate livelihoods for over 5,000,000 people.

For the purpose of this study we have selected ITC’s watershed project in Bhilwara, Rajasthan.

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Kalyanpura Watershed Project\textsuperscript{14}

One of India’s largest agri-businesses, ITC engages extensively with agricultural communities across India, who are central to its supply-chains. The majority of them operate in rain-fed conditions in severely moisture-stressed regions. Livelihood security for small/marginal farmers in these regions, like Kalyanpura, continues to be jeopardized by inherently fragile agriculture (compounded by critical topsoil erosion and groundwater depletion levels) and limited off-farm employment options combined with endemic poverty. These conditions are likely to worsen with the adverse effects of climate change, intensifying the vulnerability of these communities.

The primary project objective therefore, was to enable farmers to increase productivity and access an efficient agri-procurement channel which gives them more remunerative rates, prompt payment and a premium for quality. This is executed through an integrated strategy that aims to:

- Reinforce the agricultural production base through soil conservation and augmentation of water resources, to raise productivity and enable crop diversification.
- Increase biomass cover in commons/wastelands/pastures thus reducing soil erosion, recharging groundwater, and meeting energy/fodder needs.
- Promote sustainable agricultural practices to optimise the gains from water resource development.
- Implement all interventions through dynamic Village Institutions which would be empowered to evolve mechanisms to regulate and manage their resources and ultimately emerge as self-reliant community organisations that are agents of change and development.

The Kalyanpura watershed project is a unique watershed development PPP in India, mobilising a 4-way partnership between village communities, a specialist NGO (Foundation of Ecological Security), the Rajasthan Government and a private sector organisation – ITC. Initiated in 2007,

the Kalyanpura project was part of the government’s Integrated Watershed Development Programme (IWDP) and was to be a pilot project and a model for similar interventions in other areas.

The watershed project covered an area of 5,000 ha. The project area was Kalyanpura, in the Mandalgarh tehsil of district Bhilwara covering 18 villages and 5 gram panchayats with a population of 5,674 (Census 2001). The community consisted of considerable OBC population engaged in agriculture as the primary occupation (apart from animal husbandry and wage labour) along with a large population of small animals and cattle, creating need for large pasture/grazing lands. The area is characterised by a depleting water table, degraded commons, subsistence agriculture and high migration levels. Major types of land include revenue wastelands, forest-lands, pasture lands and personal farms/kitchen gardens. The average land holding size is 0.2 ha and farmers depend mostly on the cultivation of Kharif crops (727.48 Ha.) like maize black gram, soybean, sesame, groundnut, etc. The Rabi crop area was small with low productivity of the two major crops, wheat (2.2 tons/Ha) and barley (1.8 Tons / Ha.).

The key objectives of the project were to demonstrate an efficient delivery system for NRM programmes through PPPs; strengthen community-based governance of natural resources by establishing robust Village Institutions, assist communities to plan and execute soil & water conservation measures; promote other interventions to support sustainable on-farm and off-farm livelihoods so as to mitigate migration; and enhance capacity of panchayats for effective and efficient implementation of rural development programmes.

The watershed project aimed to augment water availability for critical irrigation, increase soil moisture, recharge groundwater, pasture-land development translating into better off-farm activities like animal husbandry, biogas plant setup along with community awareness and training programmes. This is expected to counter the adverse effects of rainfall variability on crops and livestock production, and increase livelihood stability. It also aims to strengthen the capacity of village institutions and panchayats to implement and support watershed development schemes. Through this intervention better management of natural resources by village institutions is ensured in order to enhance biomass and biodiversity of common lands and increase availability of surface as well as ground water.
The implementation of the government portion of the watershed via IWDP and that carried out by ITC are in separate areas of the demarcated watershed so there is no duplication in resource implementation. The area also falls under the ‘National Livelihood Mission’ campaign and labour for physical works is recruited from the village community. As part of the project, these labourers are trained in the requisite skills.

The key elements in the strategy were selecting and putting in place the most appropriate physical interventions and empowering the community to define, plan, implement and monitor all activities through processes that augmented and efficiently utilised resources of all stakeholders. Physical interventions undertaken throughout the project included soil & moisture conservation measures, drainage line treatment, building water-harvesting structures and regenerating the commons and pastures. The majority of these are low-cost, use simple technology, traditional knowledge and locally available materials, and yield tangible productivity benefits for farmers in a relatively short time-span. These are complemented by other productivity enhancing solutions – sprinkler sets, organic composting, bio-gas systems – supporting a ready buy-in to the project. Sprinklers are subsidised by the government and ITC along with contribution from the community.

Community mobilisation and capacity building towards forming VIs was enabled through focused training programmes on watershed techniques as well as a variety of awareness building exercises, eg. padyatras, puppet shows, street plays, kalajathas, etc. VI members included farmers, panchayat members, women SHG members, marginal farmers and the landless. A federation of VIs was also formed right at the start. All key issues, eg. local contributions, scope of employment through government schemes, right of use to common resources and charges thereof, were discussed and decided through regular monthly meetings. Training (classroom and field) and exposure visits supported access to know-how, technology, knowledge sharing and a wider understanding of conservation and management issues.

To diversify income streams, cattle development centres were established through partnerships between NGOs, ITC and panchayats along with other initiatives to boost dairying as a substantial income source.

Geological studies and GIS mapping are conducted to understand surface flows, rock densities, and degree of percolation of water, underground flows, and water table levels. A comprehensive
ecological assessment suggests the right crops as per the soil and water content coupled with the prevailing climate conditions. Development in animal husbandry creates greater avenues in manure treatment and bio gas plant projects that diversify the scope of the project.

At all times transparency is maintained with the locals regarding project schedules, financials, partners and vendors so that community mobilization is actively carried out by locals. Exposure visits in neighbouring areas of interventions are planned for training along with panchayat level competitions that reward the best performing panchayats. Agriculture best practices are demonstrated and nearby model areas are visited to educate the community on responsible farming. Soil testing, irrigation frequency and methods, fertilizer and pesticides usage, seed choices and sowing techniques are some means of responsible farming. This is followed by demonstrating the use of modern systems.

**Nature of Public Private Partnership**

The PPP project has proved to be a viable model for bringing various partners (the Government of Rajasthan, ITC, Foundation for Ecological Security, Zila Parishad-Bhilwara and the respective panchayats) to address critical issues of natural resource management. With FES and ITC providing the technical and management expertise this project enables farmers to implement sustainable solutions by mobilizing and optimizing local resources. Unlike other PPP projects wherein the NGO’s play a leading role, here the GoR and ITC are project holders with the NGO providing technical assistance. This has ensured that the implementing agencies are also held accountable.

With its emphasis on grass-roots empowerment, the project has successfully demonstrated the creation of enduring value through capacity enhancement of Panchayati Raj Institutions for effective and efficient implementation of rural development programmes. This is best evidenced by the fact that convergence with Government projects was not limited to the Integrated Watershed Development Programme (IWDP), but also covered programmes for agriculture development, water management, livestock development and bio-gas promotion, steered successfully by the PRIs through respective line departments. The villagers in the programme villages mentioned the following dairy development activities that was currently underway in
their villages by the Panchayat & VI/Federation: sale of good cattle feed, artificial insemination, veterinary doctor visits, loans for livestock purchase and milk procurement.

Given the magnitude of India’s challenge in developing effective strategies for sustainable and inclusive growth, the Kalyanpura PPP Project provides a viable model for replication.

**Kalyanpura (Bhilwara) IWDP PPP (ITC and GoR) Project Cumulative Expenditure Statement from April 1, 2007 - March 31, 2013**

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<tr>
<th>SN</th>
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<th>Govt. (Rs Lacs)</th>
<th>ITC (Rs Lacs)</th>
<th>Total (Rs Lacs)</th>
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<td>Capacity building</td>
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<td>Arable land</td>
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<td>5</td>
<td>Livelihoods (Production Measures, Livestock development, innovative activities (Watershed plus)</td>
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<td>23.69</td>
<td>35.48</td>
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<td>Documentation – Survey Planning</td>
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<td>Administrative Cost</td>
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<td><strong>292.42</strong></td>
<td><strong>582.80</strong></td>
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</tbody>
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*Note: Audited Financial Statement till March 2013 (excluding GoR part expense for 1 Gram Panchayat and 1 Panchayat Samiti for FY 12-13)*

**Impact**

As a result of Project activities, 77 major and minor water-harvesting structures were built, 155,222 CMT catchment treatment measures were undertaken, 728,635 CUM water-storage capacity was created and 327,700 person-days of employment were generated. 696 Ha of common pastures – a vital local resource – were regenerated against a target of 570 Ha.

Both surface and ground water availability has increased by 16.54 per cent (post monsoon) benefiting agriculture as well as livestock. As a result, net cropped area has shown a steady increase from 20 per cent in 2007-08 to 80 per cent in 2011-12. Over 54 per cent of previously fallow land was brought under production. Irrigated area has increased by 80 per cent. Area supporting double-cropping has gone up from 41 per cent to 89 per cent. In general, there has been a 20-25 per cent productivity increase across crops.

With the introduction of a better quality seeds – Amrita – and using lesser quantities of it, a farmer now spends Rs 10,000 per ha as opposed to the earlier Rs 15,000 and still produces the
same yield. With increased and assured water availability, cultivation requires 2 irrigation cycles instead of 4. Crop rotation is also an option for farmers now. Many of them are now taking up cotton crop in this area.

With pasture lands now regenerated, livestock has enough fodder which has directly impacted dairy and biomass production. Fodder crops are now available for 6-7 months as compared to 3 months earlier. A cow yields 4-7 litres of milk, up from the earlier 2.5 litres increasing dairy production 4-5 times. With the availability of the surplus milk the Bhilwara Dairy Cooperative has established 4 BMCs in the area and the pouring of the milk in the BMCs has increased to its full capacity.

All these combined have increased the incomes of farmers substantially, ensuring livelihood security and prosperity. Most importantly, the community was capacitated to maintain such a large watershed area. They have developed their own methods to maintain checks and ensure that there is no misuse.

**Challenges**

A project with several partners, the primary challenge was to ensure proper planning and implementation and also the effective utilization of resources so that there is maximum benefit for the community.

Some common recurring problems are the poor quality of structures and lack of maintenance, and conflict of interests between classes/castes. In the Kalyanpura Watershed project these have been largely overcome. In all projects, the watershed institutions formed receive training in building and maintaining structures. They also learn to create a maintenance fund from user charges. Superior structure quality is ensured by using appropriate technical/engineering resources.

The active involvement of the community through the VIs in implementation activities ensured a higher degree of ownership leading to the success of the project. Class/caste conflicts are largely resolved by ensuring adequate representation of the most disadvantaged in the VI – the project’s key decision-making body at the village level.
With the project now coming to an end, the Government of Rajasthan and ITC are in the process of enabling the community to take over operation and management of the watershed and all the allied projects. They will however, provide them with assistance and advice when required.

Certain challenges pertaining to institutional design aspects emerged during the course of the project:

- To provide for a sustainable institutional arrangement for equitable distribution of benefits. It is important is to develop a blue print to scale it across time and geographies.
- Strengthening the capacities of the village institutions in terms of implementing tasks and management of resources after the handover of the project to the local institution and withdrawal of the active participation of the PPP stakeholders.
- The ITC PPP model presents a significant alternative in terms of institutional arrangements. It opens a window opportunity for the private sector to participate in watershed development and nation building at large.
- Ensure a proper legal status to the local bodies created, like the Village Institutions and Federations for self-sustenance.
- Formal allocation of user rights and collection of user charges for usage of the benefits created for sustainability of common property resources.
- Greater convergence with the government programmes and enhanced coordination with line departments.
Piramal Enterprises is an Indian conglomerate in the pharmaceutical and healthcare sector, and its CSR activities are carried out by Piramal Foundation. Its HMRI (Health Management Research Institute) operates 104, the toll free helpline for medical advice in collaboration with NRHM (National Rural Health Mission) in Rajasthan. A second initiative, a part of the Rajasthan Education Initiative, which was inspired the Jordan Education Initiative, aims to build the capacity of headmasters in government schools. Vasundhara Raje, former chief minister of Rajasthan, encouraged the PPP model followed by the JEI and sought to implement it in Rajasthan.

Introduction

Piramal is an Indian conglomerate which has its business lines in pharma solutions, critical care, consumer products, drug discovery and development, lab diagnostics, bio-orthopedics, imaging division, and healthcare management. It is number one amongst all Indian pharmaceuticals.  

Corporate Social Responsibility

Piramal Foundation is the CSR wing of Piramal. According to its mission statement the foundations “method is based on a belief that talented young people, challenged to address some of our country’s most common development issues, will find innovative solutions that are relevant, cost – effective, and applicable to the nation at large”.  

The various CSR initiatives of Piramal focus on health, education, water, and livelihoods. Of these, Piramal Swasthya, their initiative on health, and Piramal Foundation for Education Leadership, which focuses on education, are being carried out in collaboration with the government. Field visits were made in two states of operations - Rajasthan and Assam.

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15 The UN Conference on Trade and Development’s World Investment Report
16 http://www.piramal.org.in/
**Piramal Swasthya**

Piramal Swasthya carries out its health related initiatives through its Health Management and Research Institute (HMRI). HMRI, in collaboration with the state governments, runs the 104 helpline that provides medical advice in Assam, Rajasthan and Maharashtra. 104 is a toll free number that was reserved for the health helpline by HMRI with the Department of Telecom. HMRI offers services covering remote training, Mobile Health Units (MHUs) and telemedicine facilities. HMRI is an easily accessible digital health platform integrating medical advice hotline, a mobile medical outreach component and telemedicine solutions. The work carried out in Assam, Rajasthan and Maharashtra is in agreement with the respective state governments under the National Rural Health Mission (NRHM).

104 call centre is a virtual clinic operating round the clock, which gives first level assistance. The aim of the model is to reduce the minor ailment load on the public health system and eliminate the hassles of physical visit to health centres for trivial issues. Any citizen can avail medical information and advice, counseling services, request directory information, or lodge a service complaint against any public health facility.

**Assam**

Assam is a hilly state with severe shortage of Community Health Centres and medical staff. The average distance to the nearest public health facility is 20 kms. The rugged and hilly terrain, makes access to healthcare difficult. Assam’s key health indicators like Maternal Mortality Rate and Infant Mortality Rate fall significantly short of Indian national averages.
HMRI began its operations in February 2011. Its 104 call centre, located in Guwahati, is known as Sarathi. It comprises of paramedical students, counselors, physiotherapists, and retired doctors, and operates round the clock with staff working in 3 shifts. Currently the centre operates with 50 seats with a potential capacity for 100. If the volume of calls increase, they are in the position to increase the staff.

Common ailments such as cough, colds, vomiting, stomach infections, insect bites, etc, are handled on the phone while for any serious symptoms callers are advised to go to a health centre or hospital. The advice given is a combination of home remedies and allopathic medicines. 104 centres follow a list of DGCI (Drug Control Directorate) medicine guidelines which have been specifically categorized as telemedical services and can be prescribed telephonically. Additionally, prescriptions can be sent in the form of an SMS to the callers who can show it to their pharmacist and get the required medicines. The record of every single caller is saved and in case of a repeat caller, patient history and information is readily available. The calls are first received by the health advisory officers, that is, the paramedics, the counselors and the physiotherapists. Calls are directed to the doctors in case of more serious cases.

A database of government hospitals, government blood banks, government registered cardiologists, government registered doctors etc, is also readily available and shared with callers. 104 also caters to ASHA workers, ANMs and Anganwadis, and can advise them while they are working in the field.

Complaints can also be lodged at 104 against any malpracticing health service providers in the public health system and cases of infant and maternal mortality can also be reported. HMRI collects the details of these reports and passes them on to the Health Ministry who then take the necessary action.
**Mobile Health Service**

Sanjeevani is the mobile health service initiative of HMRI that travels to remote villages to deliver healthcare for chronic diseases and maternal and child healthcare to vulnerable populations. It addresses the geographic challenges the population faces in seeking primary healthcare and also helps decrease the patient burden on primary health centres. According to HMRI, the objective of the scheme is to spread education and awareness, detect, screen and do continuous disease management of the seven major chronic diseases, that are, diabetes, hypertension, asthma, malaria, tuberculosis, defective vision and epilepsy.

Assam has 5 zones. Each zone has around 5 districts and each district has three vans assigned to it. Currently there are 78 that organize medical camps. Each van has a route calendar and it visits the allocated villages every once every month. The vans comprise of a pilot, a registration officer, an ANM, a pharmacist and a lab technician.

The patients in the camp first go to the registration officer who electronically records all of their information such as, name, age, height, weight, blood group, etc. and issues them a registration card. They then move on to the ANM who asks a number of questions to diagnose the patient. ANMs can also contact the 104 call centre for any assistance. Where indicated, a test for blood, BP, diabetes, or pregnancy is conducted by the lab technician. In case the person requires more specialized attention or treatment, he/she is referred to a doctor. Patients receive their medication from the pharmacist. Generic medicines are dispensed which are provided by the government and are given to patients free of cost. All medical information of patients are electronically recorded and can be monitored during the monthly camps.

**Nature of public-private collaboration**

HMRI has provided all of the R&D, research, software, hardware, management experience and expertise to this initiative. They have developed an extremely comprehensive software that has 80 Algorithms, which give 600 Disease summaries. Paramedics and doctors refer to these algorithms and disease summaries to identify the callers’ ailment and subsequently advise and prescribe the requisite medication. The office space for the call centre is financed by NRHM Assam. NRHM applied to BSNL for the toll free number 104 which is approved by the Department of Telecom as a level 1 service number. All call charges are paid for by NRHM to
BSNL on a monthly basis. Salaries of all employees at the call centre as well in the mobile medical vans, medical equipment, lab consumables and medicines and ANM deputation are paid by HMRI and then reimbursed by NRHM as per the terms of agreement. The salaries of the management team at HMRI are paid by the foundation. In order to promote the service, NRHM has tied up with telephone operators like, Aircel, Airtel, Reliance and 104 can be dialed toll free by those with their connections.

**Impact**

Currently Sanjeevani covers a population of 65 lakhs, that is, ¼ of Assam’s population, across 3744 villages. In the 2 years since its inception, the figures reported for Sanjeevani are as follows:

<table>
<thead>
<tr>
<th>1&lt;sup&gt;st&lt;/sup&gt; March 2011 – 20&lt;sup&gt;th&lt;/sup&gt; February 2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total visits</td>
<td>12,08,509</td>
</tr>
<tr>
<td>Total registrations</td>
<td>7,34,499</td>
</tr>
<tr>
<td>Patients Screened with Chronic diseases in the past 2 years</td>
<td>1,66,142</td>
</tr>
<tr>
<td>Disease Management (managing patients who have been detected with chronic disease)</td>
<td>44,000</td>
</tr>
</tbody>
</table>

Sarathi, since its inception has received 29,14,205 calls and currently gets around 6000 calls per day. There are also plans to converge the database of Sanjeevani and Sarathi. If any patient who was serviced by the van were to call 104, the medical officer attending the call would already have the patient history.
Rajasthan

Rajasthan is a vast state, the largest in the country. With a population of 69 million Rajasthan is the eighth largest state in India by population. Its geography – sand dunes, rocky terrain, wetlands, etc. – poses a challenge for healthcare delivery. Rajasthan fares significantly better than national averages on public health infrastructure; the state has shortage of facilities. Rajasthan does not perform well on key health indicators. The state’s total fertility rate is 3.3, maternal mortality ratio is 388 and infant mortality rate is 63.\textsuperscript{17}

104

In Rajasthan HMRI began it operations in October 2012. The 104 call centre is located in the premises of the Ministry of Health in Jaipur. A 20 seater centre, the staff comprises Health Advisory Officers (nurses), Medical Officers (MBBS or above), and Counseling Officers (M.Sc psychology). The call centre has 47 nurses, 7 MOs, 3 counseling staff that work in 3 shifts, 24*7, 365 days in a year. In both Assam and Rajasthan 104 provides the same services following the same model. The only difference is in composition and profiles of the staff.

At the time of the study the call centre in Rajasthan had expanded its services to advice on tobacco and alcohol de-addiction. It is also the nodal point for requesting the Janani Express Van. The Janani Express Van is provided under the Janani Suraksha Yojana, where pregnant mothers can request for transport to their PHC, CHC, or hospital at the time of delivery and also get a drop back post-delivery. 400 vans have been deployed across the state to encourage institutional delivery and neonatal care.

Mobile Health Services

HMRI also provides mobile health services in Rajasthan. There are about 250 vans in the state. Each vans visits 20 sites every month. The van visited by the team had a retired doctor who treated the patients. Patient records are maintained and tracking and monitoring of a patient is possible when the van returns to that location one month later. Doctors are accompanied by

\textsuperscript{17} \url{http://www.hmri.in/wherewework-rajasthan.html}
assistants who help with registrations, simple lab tests, and dispensing medicines. HMRI is provided with generic medicines that patients are given free of cost.

**Nature of public-private collaboration**

The public-private partnership works in the same way as in Assam, with NRHM incurring all costs and HMRI providing the management expertise and R&D.

**Impact**

The objective of 104 is to provide primary health care to the rural and urban poor in the state. On an average the number of calls the centre receives daily is 1100-1400. With the ability to treat simple medical problems telephonically, patients can receive free medical advice without having to travel far. About 80 per cent of the callers are from rural areas, many from remote areas where medical facilities are difficult to access or are absent altogether. Simple ailments are handled over the phone and eliminate the expense of long travel and physical visits for medical attention. Till date 2,161,184 people have called and are registered in HMRI's database.

**Challenges**

In Assam, Sanjeevani, initially under NRHM, was transferred within 6 months to the state government. One of the biggest challenges that HMRI faced was the budget cut by the government in 2011. The budget allocated for both HMRI initiatives was reduced by 50 per cent. As a result HMRI had to lay off about 50 per cent of its staff. Such an initiative is sensitive to any financial changes, and fewer resources would compromise on the quality of services, given the scale at which it operates. These are important issues that need to be addressed.

The other challenges are related more to the different pace that a government body and a private work at. Delays in fund disbursal, particularly, pose a problem. Employees protest if their salaries are not released on time. The mobile health units also suffer if funds are not released in time to supply lab consumables and drugs.

HMRI also feels that some kind of audit or check should be conducted by the government to assess the working of the initiative and to find out if they are working as effectively in all zones.
Other minor challenges include lack of infrastructure at medical camp locations, maintenance of the vans, etc.

Similar to the problems faced in Assam, HMRI in Rajasthan also deals with the differences in work culture and fund disbursal. HMRI also feels that there is not adequate awareness about 104 and the services it provides. To promote 104, the government needs to step up its awareness campaign whether it’s through advertising or any other means. Calls from extremely backward areas are less in proportion in comparison to calls from other areas. They are the population that needs and can benefit from this service the most, and awareness campaigns must reach them.

While NRHM is of the view that having a private partner on board is a good thing, given their management expertise and efficient work culture, they do not consider HMRI to be a CSR activity of Piramal Enterprises. They believe that since all financial contributions are being made by the government, and the company does not have to spend anything in terms of capital or operational costs, it cannot be considered a CSR initiative. All the R&D, the software, and the management and technical expertise that comes from Piramal is not something that they account for. However, in a contrasting view, the Director of Health Services in Assam does believe that this should be considered CSR as this is not a venture from which Piramal is intending to make any profit.

What can be understood from this is that unless there is financial contribution from the private company directly into the initiative, the government may not consider it CSR. This is a view that definitely needs to be addressed.

**Piramal Foundation for Education Leadership**

In India, while there is significant investment in the education sector, a lot of it is at the operational level. The problem the public education system faces in India is that of quality of education and that of leadership. The former is greatly dependent on the latter. In government schools the headmasters are the leaders. In most cases, it is teachers, who having spent a considerable amount of time teaching, that are promoted to headmaster. However, the skills
required of a headmaster and those of a teacher are very different. Without the requisite leadership skills, their actions can often be counterproductive. PFEL believes that the headmasters require capacity building and a shift in mindset, in order to positively impact the quality of education in schools. School leadership must focus on components required for a child to learn effectively, create a vision for schools, manage stakeholders and solve problems, effectively conduct reviews and assessments, to see any positive changes in student performance.

To this end, PFEL runs two parallel programs:

**Principal Leadership Development Program (PLDP)** has been designed as a 3-year Leadership Development Program to provide holistic training and development to school leaders to improve learning quality in their schools. It initiates headmasters of primary government schools to experientially understand and develop skills to more effectively manage and lead their schools.

**Piramal Fellowship** is a 2 year program for fresh college graduates who work with the rural government school principals enrolled in PLDP and help them turn around failing schools and in turn recognize and develop their leadership skills.

As mentioned, the skill sets required for teaching and for running a school are entirely different. A good teacher may not necessarily make a good headmaster. This is the gap the PFEL is addressing.

The PLDP curriculum, spread across 3 years, is aimed at building headmaster capacity through a combination of forum training, onsite coaching and peer learning networks.

**Forum training:** The program comprises of 12-day training workshops every year. The workshops are participatory and activity-based to help participants internalize the newly learnt techniques and ways of thinking through an interactive and supportive learning environment. Experiential activities, art, sports and music as mediums are used to initiate the mind shifts and help the headmasters open for new learning and experiences.
**Field Support:** During the program, all headmasters are supported by PFEL in their work to implement learning and insights from the workshop and undertake ‘live’ projects in their own areas of responsibility and start to have an immediate impact on quality of education in schools. Participants also review their progress and growth, discuss internal conflicts and reflect on their changing thinking and behavior. The overall progress of these ‘live’ projects is used by the PFEL team to identify further training needs of participants, and design the next training workshop accordingly. The onsite coaching is supported through Self Learning Material (SLM), Teaching-Learning Material (TLM), which is made available to them as ready reference material during their day to-day work.

**Peer learning networks:** During the course of the program, participants are given the opportunity to share their learning and insights with their peers through monthly joint review and reflection sessions, set up by the PFEL team. In these sessions, participants discuss their projects, reflect on their successes and failures, and learn from the experiences of their peers. Such sessions help participants sustain their focus on changing themselves and their areas of responsibility. Further informal peer learning also typically takes place throughout the program, where participants engage in regular group discussion and dialogue during workshops.

As part of the Piramal Fellowship, fellows first undergo training for two years. These fellows are often from universities and colleges located in cities. They undergo what is known as ‘village immersion’ where they go to the village, where no one is told they are coming and have to fend for themselves, find accommodation and food. One fellow described how he stayed in a temple for two days, as the villagers were suspicious of him, before someone offered him a place to stay, and food to eat. They approach the headmasters, encourage them to attend PLDP, work with them directly, and help them implement new leadership techniques. Each fellow works with 5 schools.

**Nature of public-private partnership**

PFEL and Government of Rajasthan signed a MoU in 2008 for three years which was extended by another three years in 2011. The bulk of the financial contribution (97.5 per cent) comes from
PFEL. Given the nature of the initiative, that is, interventions in government schools, it cannot be implemented without the support of the government. Rajasthan government plays a very important role in all districts where the programme is underway. Collaboration with the Education Department is at many levels, in fact, Block Education Departments officials have also participated in the initiative. The department lets PLDP use its training spaces whenever the trainings are being conducted. They ensure the principals’ leave applications are accepted hassle free and their travel for the workshops and trainings are sponsored by the government. UNICEF has also funded 33 lakhs in 2 of the districts where the programme is being implemented through a tripartite agreement between itself, the Rajasthan Government and PFEL.

**Impact**

The project is currently being implemented in 15 blocks across four districts in Rajasthan – Udaipur and Dungarpur (5 blocks) and Jhunjhunu and Churu (10 blocks). PLDP is working with 787 schools, benefiting approximately 120,000 students.

On visiting some of the government schools in Jhunjhunu, the change taking place was evident. Recounting his experience of PLDP, a headmaster admitted how he has abandoned the ‘danda system’ of teaching. Headmaster since 2007 and amongst the first batches to be trained, the changes he has brought about are evident. The change in his attitude towards teaching and learning has percolated down to the teachers as well. Teachers have become as enthusiastic about teaching as students have become about learning. New, interactive methods of teaching have been employed that keeps the students engaged and willing to learn. A direct consequence of this is that students’ performance has improved. Additionally, the enrollment of girls has increased. The Piramal fellows have played a significant role in this transformation, working actively and closely with headmasters, teachers and students. Without such dedicated guidance, such success would have been difficult to achieve.

**Challenges**

The most challenging part of this programme was to convince headmasters’ to undergo this training. Set in their ways and used to practicing a certain kind of system, bringing about such a
change in mindset was a herculean task for the Piramal fellows. They recount how hard it was to get headmasters to even meet them, much less speak to them. Many of them spent months before the headmasters paid attention to what they were attempting to say. However, this was overcome, the results of which are evident today.

One potential impediment to this programme is the transferable nature of a headmaster’s job. This can prove to be counter-productive if he/she is transferred from the school where they have initiated changes. In order to truly bring about qualitative changes, the headmasters need to remain attached to a school.
TATA Chemicals Limited

*Tata Chemicals Limited, an Indian company, carries out its CSR activities through the Tata Chemicals Society for Rural Development. One of their interventions is a vocational training programme under the National Programme for Education of Girls at the Elementary Level (NPEGEL) which is a component of the Sarva Shiksha Abhiyan (SSA).*

**Introduction¹:**

Tata Chemicals Limited has interests in businesses that focus on LIFE: Living, Industry and Farm Essentials. It is one of the largest producers of iodised salt in India. Tata Chemicals is the world’s second largest producer of soda ash with manufacturing facilities in Asia, Europe, Africa and North America. The company provides ingredients to some of the world’s largest manufacturers of glass, detergents and other industrial products. It is a manufacturer of urea and phosphatic fertilisers and, through its subsidiary, Rallis, is in the crop protection business.

**Corporate Social Responsibility¹**

In 1980, Tata Chemicals set up a non-governmental organisation – Tata Chemicals Society for Rural Development (TCSRD) – that works towards community development, including managing water, land and other natural resources, encouraging enterprise development, and promoting health and education.

TCSRD has interventions in Babrala, Uttar Pradesh, in Haldia (West Bengal), and in Mithapur, Gujarat. For the purpose of this study we have selected their vocational training programme under the National Programme for Education of Girls at Elementary Level (NPEGEL) which is a component of the Sarva Siksha Abhiyan (SSA).

**Vocational Training under NPEGEL**

TCSRD has been working in the area of vocational training and has also established a training institute. The government had been considering starting its own vocational training programme for school girls. Babrala’s district magistrate with knowledge of TCSRDs experience in this field
had suggested a partnership. This joint initiative provides vocational training to girls in the age group of 12-14, that is, from class VI to VIII, with the objective of creating an extra-curricular activity that would act as an incentive to attend school and also equip them with skills that could, in the future, become a livelihood option. After two years of planning, it was launched in January 2013.

Five trades were chosen for which vocational training would be provided, namely, tailoring, beautician, Bandhej or tie & dye, vegetable nursery and incense stick making. These were chosen based on availability of instructors, proximity to schools and market demand of these skills.

The following were the factors being looked into in the time preceding the launch:

- **Trades to be offered**: The government had a sample size of 13 trades they could offer and there were some being offered by the TCSRD institute. They identified the relevant trades for girls in the age group of 12-14 years and also the instructor availability for the same, finalising 5 trades to be offered, namely, tailoring, tie & dye or Bandhej, nursery, incense stick making and beautician.

- **Instructor recruitment**: The instructors were chosen from the database of certified former students of TCSRDs training institute. Training tailored to the vocational course is provided to these students to prepare them for their roles as instructors. As an incentive they are also given a LIC policy worth Rs 1 lakh.

- **School selection**: There are 480 schools in the district under the NPEGEL program of ‘Sarva Shiksha Abhiyan’. As all schools cannot be covered in the same year due to the lack of resources, 152 schools were selected based on the descending order of the number of girls in every school and the areas coupled with lowest literacy rate. 7500 students were covered across the 152 schools.
After identifying the trades, instructors and schools where the vocational training will be offered, the curriculum was designed and the materials were procured.

The curriculum for these courses was designed by TCSRD based on their existing vocational training format. Each school can select only two trades as all five cannot be offered due to the paucity of resources and instructors. There are 190 instructors across 152 schools. Lesser trades offered further made it easier to monitor and supervise the training along with better quality standards.

**Technical Framework:** The duration of the course is 100 hours over 50 days with classes held three times a week. The course is designed for 25 students per trade per school, but there are constant efforts to accommodate all other students who are interested. No student can enrol for more than one trade though only a single trade is offered over 50 teaching days once a year.

The material providers were invited by closed bid quotations by the purchase committee to procure raw material and process them into customised working kits. These kits contain all materials required during the course and are provided to all students. The instructors for each trade take 3 classes of 2 hours each in a week per school and are eligible to take more than one school and trade as well to earn more. Post this 50 day period, the instructors are free to take up any other assignment or get back to their job/business. Cost of material and instructor salaries are both borne by the government while all other administration costs, stationery, maintenance is borne by TCSRD.

**Assessment:** The students are assessed through a mid-term exam and a final exam which they have to pass to receive a certificate of appreciation. Quality of the products made by students during the courses are closely supervised and rectified to match certain specifications of TCSRD as they are displayed in and sold at exhibitions/haats/melas. Money earned from these sales are utilized to reward the best students, instructors and also for school development. This proves to be a motivation for instructors to continue working with the corporate sector and for students to enrol in the programme which would result in less absenteeism.
**Monitoring**: A very robust and comprehensive system is in place for monitoring this initiative. The NPEGEL programme has its own monitoring system through the Naya Panchayat which has 8-10 gram panchayats under it. All education programmes fall under the ambit of the Block Education Officer (BEO) and their monitoring is delegated to Naya Panchayat Resource Personnels.

A second monitoring system has been introduced by TCSRD, where the monitoring is carried out by a third party, usually a local NGO, recruited by them. This eliminates any biases that may exist and provides a neutral feedback. The third party official visits a school every fortnight, and meet with the teachers, instructors, principals, and students, and gets feedback on the attendance, status of the course, instructors’ effectiveness, and quality of training. Feedback is recorded in a monitoring form created by TCSRD and is given to them when completed. All monitoring reports are shared with the government as well. The monitoring systems provide feedback on the demand for trades, market requirement of the trades, students’ interest in the trades offered, and also performance and motivation of the instructors. Future decisions on any changes in the course/curriculum, expansion plans, budget allocations are made based on the feedback generated from the two monitoring systems.
*Feedback form to be filled by the 3rd party agent appointed by TCSRD

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Date</th>
<th>Village</th>
<th>Block</th>
<th>Time</th>
<th>Attendance</th>
<th>Teacher name</th>
<th>Date of commencement</th>
<th>Trade</th>
<th>Course as per time line</th>
<th>No. of lectures till date</th>
<th>Communication skill</th>
<th>School Teacher's feedback</th>
<th>Students feedback</th>
<th>Remark</th>
<th>Signature Supervisor</th>
<th>Signature Instructor</th>
<th>Signature school teacher</th>
</tr>
</thead>
</table>

**Nature of Public Private Partnership**

The government and TCSRD have formed an effective partnership and developed an excellent programme for vocational training. With the government funding 30 lakhs (covering the cost of materials, that is Rs 2500 per school per trade, and instructor salaries, that is, Rs 7500 per trade per school). TCSRD contributes 6 lakhs and is also responsible for developing the courses and curriculum and implementing it, for providing instructors, and recruiting the third party monitoring party. The government has disbursed 50 per cent to TCSRD, and the remaining 50 per cent will be reimbursed to them at the end of the session on the basis of the expenses that they report. The government also monitors all activities of TCSRD.
Impact

The primary objective of vocational training was to encourage girls to attend school and provide them a potential means of livelihood. Lack of interest in academics and also the lack of importance that parents give to girls’ education are some of the reasons for low attendance. When introducing the vocational courses, their importance and long term benefits such as employment, entrepreneurship, and alternative income source for homemakers, were communicated. At the time of the study, the first batches were undergoing training and had already reported an increase in attendance. Some students would attend the course even if they were absent from school. These skills also build the confidence of the girls who display their creativity in class. The community has appreciated this initiative and are responding well to the mobilising programmes.

For the instructors too, who were trained at the TCSRD vocational training institute, this becomes a part time employment option. They can also teach multiple courses at more than one school which acts as an incentive for them to remain associated with the programme.

Challenges

While the initiative is still too new for a complete assessment, there are some concerns with regard to scaling up in the future. At this time there are only two trades offered per school with each taking place once a year in 152 schools. Current plans are to increase the number of schools to 400 in the next session. Including more schools, introducing more trades, and offering them more than once a year would multiply the costs several times. Though not the case with this initiative, if a private company exits, it becomes difficult for the public sector involved to sustain the model, which is also what makes them wary of expanding. With scaling also comes the problem of recruiting instructors. As each course is only 50 days and can only be a part time job, they can only be sent to schools in their vicinity. All of these potential challenges will have to be considered while making any future plans. However, until the first year’s feedback is in, one can’t say if there will be a demand for more courses or for an increase in their frequency.
TVS GROUP

TVS, is a conglomerate of 30 companies in India, and its flagship company TVS Motors is one of the largest manufacturers of two wheelers in the country. Srinivasan Services Trust, its CSR arm, has initiated several activities in collaboration with governments. In Padavedu, Tamil Nadu it works with NABARD in watershed development and with TRIFED in alternative livelihood opportunities.

Introduction

Established in 1911, the TVS Group is a conglomerate in India comprising 30 companies. TVS Motors, its flagship company, is the third largest manufacturer of two wheelers in the country. The group's other businesses are in the areas of auto-components, automotive dealerships, finance and electronics.

Corporate Social Responsibility

Srinivasan Services Trust (SST), instituted in 1996, is the CSR arm of the TVS Group. Currently, SST works in 1210 villages in the states of Tamil Nadu, Karnataka, Himachal Pradesh, Maharashtra, and Andhra Pradesh. Its areas of intervention are economic development, education, environment, health and infrastructure.

For this study we selected their watershed development and livelihood intervention activities and visited Padavedu, Thiruvannamalai in Tamil Nadu.

Watershed Development

The last ten years has seen significant loss of forest cover, poor rainfall and depletion of soil and water resources in the country’s arid regions. This has adversely impacted the populations dependent on agriculture and cattle rearing. To address these issues in Padavedu, SST along with NABARD initiated the Irumbuli Watershed Development project in 2007. The objectives of this watershed is to ensure soil and water conservation in order to improve groundwater; control of land degradation; change of crops and cropping patterns; conversion of dry land to cultivable
land; increasing vegetative covers through farm forestry and dry land horticulture; and training and providing assistance to the landless and women for sustainable livelihoods.

The watershed project covers 6 villages - Irumbuli, Kuppam, Kolathur, Kattukanallur, Kalasamudram, Kalkuppam.

The various watershed structures created by SST are:

<table>
<thead>
<tr>
<th>Structure</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field Bunding</td>
<td>28900 Rm</td>
</tr>
<tr>
<td>Continuous contour trenches</td>
<td>23330 Rm</td>
</tr>
<tr>
<td>Water absorption trenches</td>
<td>1955</td>
</tr>
<tr>
<td>Percolation pond</td>
<td>1</td>
</tr>
<tr>
<td>Farm ponds</td>
<td>19</td>
</tr>
<tr>
<td>Sunken ponds</td>
<td>4</td>
</tr>
<tr>
<td>Loose rock check dam</td>
<td>134</td>
</tr>
<tr>
<td>Loose boulder check dam</td>
<td>35</td>
</tr>
<tr>
<td>Masonry check weir</td>
<td>10</td>
</tr>
</tbody>
</table>

Nature of public-private collaboration

The watershed programme is being carried out in collaboration the National Bank for Agriculture and Rural Development (NABARD), the funding partner. Funding for the project is through the Tamil Nadu Water Development Agency (TAWDEVA). Funds are disbursed as grants (50 per cent) and as a loan to SST (50 per cent). The project initially started with identifying 100 acres and working on that. SST was the implementing agency that worked with the village watershed development committee.

The cost of the watershed is 50.37 lakhs of which 40.98 (81.36 per cent) has been spent to date.

Impact

As a result of the watershed, farmers have been able to cultivate more land which has increased productivity and consequently, yearly income. Sengulam, for example, was once 70 per cent dry land but today is 90 per cent wet land. It is now being used for planting mango saplings. SST
also encourages the adoption of improved and sustainable agricultural practices. They help the farmers through facilitating soil testing, nutrition management, using quality seeds, introducing new technologies, giving demonstrations, participating in workshops, providing market information and linkages. Padavedu’s productivity of major crops – paddy, banana, and sugarcane – are higher than both national and state averages.

Farmers are now also able to indulge in mixed cropping and intercropping. For example, a farmer had 12 acres of land of which 5 were dry land. With the watershed in place that land is now wet land on which he has multiple crops – banana, turmeric, groundnut, and paddy – increasing his income from Rs 50,000 per year to Rs 6 lakhs. In another instance, a farmer is now growing teak, mango, and turmeric.

The details of the watershed are as follows:

<table>
<thead>
<tr>
<th>Total area of watershed</th>
<th>2482 Ha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area taken for treatment</td>
<td>954 Ha</td>
</tr>
<tr>
<td>Total households</td>
<td>967</td>
</tr>
<tr>
<td>Total population</td>
<td>4933</td>
</tr>
<tr>
<td>Landless families</td>
<td>31%</td>
</tr>
</tbody>
</table>

*Source: Irumbuli Watershed Document*

This has led to the following impact:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Measurable Changes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increase of ground water table</td>
<td>10 ft – 18 ft</td>
</tr>
<tr>
<td>2</td>
<td>Dry land converted to wet land</td>
<td>121 Ac</td>
</tr>
<tr>
<td>3</td>
<td>Change of crop intensity</td>
<td>230 Ac</td>
</tr>
</tbody>
</table>

*Source: Irumbuli Watershed Document*

In addition to soil and water conservation work, training in and exposure visits for livelihood activities were arranged through this watershed project. The SST team facilitates the farmers to adopt the scientific methods in agriculture and marketing to obtain the highest rate for the
products. Following an exposure visits to a farm in Salem, a farmer bought 3 kids for around Rs 15,000, which in the following few months gave birth to 8. On selling just three he earned about Rs 23,000. He doesn’t need to spend anything on their feed as the locally growing grass, leaves and paddy straws are sufficient. Each goat is also providing up to 1 litre of milk, which is used for family consumption, and manure which is used in agriculture.

**Livelihood activities**

Several allied income generational activities have also flourished such as, milch animals, mushroom cultivation, floriculture, backyard poultry, honey collection, live tock, etc.

One of the livelihood activities that has been given a boost is honey collection with the intervention of SST and TRIFED (Tribal Cooperative Marketing Development Federation of India Limited). This initiative has been implemented in the village of the Malayali tribe in Padavedu. The honey hunters, who are all men, are provided training in the scientific and sustainable collection of honey. Traditionally, tribals in the village have been collecting honey for many years. However, as they were self-trained, their collection practices were not safe or practical. They used go out at night with no protective gear and also employ the incorrect method of extracting honey. To get rid of the bees, they would release some smoke and then break off the entire hive.

Tribal honey hunters are being given 4 days training by experts in batches of 25 trainees. The training covers all aspects of honey including habit & habitat of honey bees, method of survey for location of the comb, scientific methods of harvesting & extraction of honey, use of protective dresses & other equipment in harvesting & extraction of honey, primary, marketing etc. One day of theory is followed by three days of practical training. They are trained not to cut away the entire hive but only the part with the honey in it. This way the hive remains intact and does not kill any bees.

**Nature of public-private collaboration**

SST was chosen has a partner by TRIFED following a selection process. The honey hunters are trained by SST based on the module given by the Bee Research Institute. All equipment required from collection to bottling is provided by TRIFED free of cost including the protective
kits. Each kit, worth Rs 17,500, comprises the following gear - protective dresses, rope ladder, nylon rope, knifes, bucket, containers, sieve etc. The facility where the honey is processed has been provided by SST. TRIFED also monitors and audits the activities.

**Impact**

Till 750 people have been trained. As a result of the training, the honey hunters are able to collect honey in safer and more efficient manner. Opposed to their previous method which would destroy the hives and kill the bees, they now practice a more sustainable method of collection and extraction. Traditionally engaged in agriculture, honey collection, which is seasonal, is an additional income generation livelihood option. It is only possible during February to May and August to October.

Annually, approximately 5 tonnes of honey is collected. If the monsoons are good, then there is more flowering and may be more honey. Honey hunters go out in groups of 5 to 10 and collect honey from an area clearly demarcated for them, thereby not encroaching on others’ territory. When the honey hunters would directly sell the honey to the merchants it was at the rate of Rs 70-80 per kg. The honey is now sold through the processing unit at Rs 150-175 kg. The honey hunters now earn up to Rs 5000 more annually.

In all of its interventions SST tries to partner with the government to supplement its development activities and leverages their funds to do so.
Conclusion

Several modes of public-private collaboration have emerged during the course of this study. It could be in the form wherein the public partner or the government funds the intervention completely; where the government funds most of the intervention and the private player fills in the gaps; or where both share costs. While in some cases a private player initiates a project and the government then takes it up, in other cases the companies leverage an existing public scheme or intervention.

Definition and scope of CSR

There is evident lack of clarity on what should be considered as CSR. One of the major differences in understanding CSR is on the monetary contribution by the private sector. There are instances where the private sector is not making monetary contribution to the initiative, but still incurs costs of managing the initiative. Such costs do have monetary value and are typically funded from corporate CSR funds. For instance, Piramal Foundation’s 104 initiative is entirely funded by NRHM. While there is no direct operational expenditure on Piramal’s part there is considerable investment that they make in terms of Research and Development as well as the management expertise and personnel that they provide. NRHM does not pay for the salaries of the senior management managing the 104 initiative at various locations in the country. Some of the government representatives are of the view that since the company is not contributing monetarily, this initiative should not qualify as CSR for the company. However there are others that value the cost to the company to manage the initiative, and also the efficiency and effectiveness the company brings to the initiative. According to them, initiatives like these are indeed CSR. Government representatives told the CII team, that the GVK’s 108 initiative was indeed CSR. It may be noted that both models are the same, with the government funding and the private sector providing the R&D and management experience.

Resources and funds

Public-private collaborations work well because of what each brings to the table. While the government has the capacity to pump in considerable financial resources and provide scale, the private sector, aside from funds also provides expertise in management, delivery and technology. When done right, this makes any intervention more effective. The government is not always able
to manage its interventions. In the instance of the Adarsh Scheme that was initiated in Punjab, the government was unable to successfully manage and run the schools and instead invited private players. As a result Bharti Foundation’s schools are reportedly doing better than when run directly by government. Not only does the Foundation contribute financially it is also responsible for the day-to-day management and running of the schools. Private players are in a better position to do the ground work and can mobilise personnel easily. The government on the other hand faces several bureaucratic problems working on the ground.

Exit clause in collaborations

Not all collaborations necessarily work out. Therefore another concern that arises is that of transition when either the private player moves or the government / administration changes. In the event that a company withdraws from an intervention, especially if it is a public service like 104 or 108, the transition should be such that beneficiaries are not affected at all and there is no interruption in services. All models should be created with proper planning and foresight. An intervention can either succeed or fail. In case of failure, a sunset clause should always be in place. If successful, the challenge could be greater, because it requires maintaining it and even replicating and scaling it. Contingency plans for both possibilities need to be thought of at the time of planning any intervention.

Cultural differences

Working with the government wasn’t without challenges for the companies. Disbursement of funds proved to be an issue in certain cases. For example, in the case of 104 in Assam, employees were disgruntled as funds were not released in time to pay their salaries. Regular occurrences of such delays could lead to more serious reactions. Additionally 104 also faced a massive 50 per cent budget cut, leading to laying off of employees. This in turn meant that there was lesser manpower to cater to a larger population. With Bharti Foundation, if there are delays in the release of funds they cover the expenses.

In HCC’s Ujjivana project in Kihim, Alibaug, the company is facing challenges in handing over the project to the gram panchayat. The gram panchayat is finding it difficult to take over the expenses as they are constrained by the limited funds allocated for village development.
With Biocon’s housing project in Bagalkote, Karnataka, there are issues with the allocation of houses, a task that was undertaken by the local administration. As a result, there are a few who claim they are entitled to homes and have not gotten them. Additionally there are some who are unwilling to shift to the new houses, the reasons for which are still unclear.

However, evident from this study is that public-private collaborations in the development sector are quite effective and have definite positive impacts. With each party having its own roles and capacities, and despite the bureaucratic hurdles, it makes for an efficient and qualitative intervention.

**Other issues**

The Standing Committee raised three questions regarding such public-private collaborations namely – the activities being carried out with public agencies, the financial commitments, and the impact.

In all ten cases we saw the community being positively impacted. The nature and intensity of the interventions varied from case to case depending on several factors such – the kind of intervention, sector, geography, socio-demographic profile, duration of the intervention, and resources. Both companies and the government representatives agree that greater impact can be achieved by combining resources and capacities through a public-private collaboration.

In term of CSR spends by companies there were concerns regarding their commitment where public funds were being utilized. However, this didn’t appear to be the situation. In many cases companies work with the government on implementing existing public schemes and leveraging funds allocated for that intervention. Local administrations often find it challenging to utilize the state and central government funds and this is where the companies come in. That is not to say that companies do not have any financial stake in the interventions. There are several instances where the companies put in a considerable amount of money in the initiatives. Even where public funds are available, companies provide the gap funding. Where there is no direct expenditure they provide managerial expertise, human resource, and/or R&D at their own cost.

On the other hand, companies also have their own reservations of engaging with the government. When it comes to private funds in the context of the Clause 135 in the new Companies Bill 2012,
a few concerns emerge. While there is a lot of money that is available there are no clear guidelines on how it should be utilized and where it should be channelized. There are also expectations lower down in the hierarchy of the administration that companies merely hand over the funds and not actually intervene in the initiative. This leads to apprehension that funds could be misused and mishandled. Consequently any initiative meant to receive the funds would suffer. What is required is a clear indication of how and where funds can be utilized, where it can have maximum impact, and how it can be accounted for.

There is a clear demand, evident from the case studies, for public-private collaborations. Appreciating what both parties bring to the partnership, they acknowledge that instead of duplicating efforts, working together has greater potential for efficiency and effectiveness.
## Annexure 1

### Government Representatives

<table>
<thead>
<tr>
<th></th>
<th>Company</th>
<th>Location</th>
<th>Area of Intervention</th>
<th>Public agency</th>
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<tbody>
<tr>
<td>1</td>
<td>Hindustan Construction Company</td>
<td>Mumbai</td>
<td>Health</td>
<td>Baba Patil, Social Worker, BMC (L Ward)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Dr Ganesh Barve, Medical Officer, Community Health Centre (L Ward)</td>
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<td></td>
<td>Dr Sanjay Funde, Medical Officer, BMC (L &amp; M Ward)</td>
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<td></td>
<td></td>
<td>Kihim Village, Alibaug, Maharashtra</td>
<td>Rainwater Harvesting, Waste Management</td>
<td>Narendra Mhatre, Sarpanch, Group Grampanchayat Kihim</td>
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<td>2</td>
<td>Bajaj Hindusthan</td>
<td>Wardha</td>
<td>Sustainable</td>
<td>RR Shende,</td>
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<td>No.</td>
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<td>Location</td>
<td>Sector</td>
<td>Key Contacts</td>
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<tr>
<td>1</td>
<td>Piramal</td>
<td>Jhunjhunu &amp; Jaipur, Rajasthan</td>
<td>Agriculture, Biogas Plants</td>
<td>B. Gandhi, District Agriculture Officer, Zilla Parishad Wardha</td>
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<td>Mahendra Parakh, Project Director, NRHM</td>
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<td>Gayatri Rathore, Mission Director, NRHM</td>
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<td>Dr. Avtar Singh Dua, Advisor to NRHM</td>
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<td>Amarjot Kang, Deputy Director, Rajasthan Education Initiative</td>
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<td>Subhash Kaushik, Education Department</td>
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<td>3</td>
<td>Piramal</td>
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<td></td>
<td>Dr. Partha Jyoti</td>
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<td>Company/Author</td>
<td>Location</td>
<td>Department/Area of Interest</td>
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<td>Regional Director, Department of Health and Family Welfare</td>
<td>Gogoi, Regional Director, Department of Health and Family Welfare</td>
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<td>Dr D Hojai, Director of Health Services, Assam</td>
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<td>ITC</td>
<td>Bhilwara, Rajasthan</td>
<td>Watershed development</td>
<td>CS Rajan, Additional Chief Secretary, Rural Development and Panchayati Raj</td>
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<td>Dr Arushi Ajay Malick, Director, Watershed Development</td>
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<td>3</td>
<td>Bharti</td>
<td>Ludhiana, Punjab</td>
<td>Education</td>
<td>KS Pannu, DGSE and Member Secretary, Punjab Education Development Board</td>
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<td>Tata Chemicals</td>
<td>Babrala, Uttar Pradesh</td>
<td>Vocational training/skill development</td>
<td>Pradeep Kumar Dwivedi, BSA, District Sambhal,</td>
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<td>No</td>
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<td>Ambuja Cement</td>
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<td>Watershed development, Vocational training/skill development</td>
<td>Urwashi Garg, DDM, NABARD, Solan</td>
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<td>Satish Kumar, Branch Manager, Punjab National Bank, Sulli</td>
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<td></td>
<td></td>
<td>Bhatapara, Chhattisgarh</td>
<td>Vocational training/skill development</td>
<td>Rajesh Sukumar Toppo, Collector, Baloda Bazaar District, Bhatapara</td>
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<td>Sumit Kumar, Deputy Commandant, 211 Btn, CRPF, New Raipur</td>
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<td></td>
<td></td>
<td>Suresh Triparthi, CEO, CSSDM, Department of</td>
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</table>

UP

Pradeep Kumar Gangwar – District Coordinator, Sarva Shiksha Abhiyan, Sambhal, UP
<table>
<thead>
<tr>
<th>#</th>
<th>Organization</th>
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<td>TVS</td>
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<td>Watershed development, livelihood generation</td>
<td>NABARD TRIFED</td>
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<td>Health – Emergency Management Services</td>
<td>Lokesh Kumar D.S., Mission Director, NRHM A.P. Sawhney, Principal Health Secretary</td>
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<td>Bagalkote, Karnataka</td>
<td>Infrastructure</td>
<td>SG Patil, CEO, Bagalkote Zilla Panchayat</td>
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## Annexure 2

### Companies approached

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<td>DLF</td>
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<td>4</td>
<td>Reliance Industries Limited</td>
<td>Reliance Foundation</td>
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<tr>
<td>5</td>
<td>Bharti Enterprises</td>
<td>Bharti Foundation</td>
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| 6   | Tata Group                      | Sir Dorabji Tata Trust and Allied Trust  
|     |                                 | Sir Ratan Tata Trust and Navajbai Ratan Tata Trust                           |
| 7   | Tata Chemicals                  | Tata Chemicals Society for Rural Development                                  |
| 8   | Tata Steel                      | Tata Steel Rural Development Society                                        |
| 9   | Mahindra                        | KC Mahindra Education Trust  
|     |                                 | Tech Mahindra Foundation  
|     |                                 | Mahindra Satyam Foundation  
|     |                                 | Mahindra Education Society  
<p>|     |                                 | Mahindra Foundation                                                          |
| 10  | Biocon                          | Biocon Foundation                                                           |
| 11  | Marico                          | Marico Innovation Foundation                                                |
| 12  | Wipro                           | Azim Premji Foundation                                                       |
| 13  | Aditya Birla Group              | Aditya Birla Centre for Community Initiatives and Rural Development          |
| 14  | Wockhardt                       | Wockhardt Foundation                                                         |</p>
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<th>15</th>
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