



Confederation of Indian Industry

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Ministry of Corporate Affairs  
Government of India

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**National Foundation for  
Corporate Governance**

# Partnership case studies between Business and Voluntary Organisations



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## PREFACE

The Millennium Development Goals formulated by the United Nations depend on global partnerships for their success. There is consensus that global goals to achieve inclusive and sustainable development can be realized only if different sectors of the society work together and harmoniously.

Today, partnership between business and the voluntary sector is rightly seen as the natural route to equitable development. As national economies get integrated into the global marketplace, reinforcing and often aggravating existing disparities between societies and sections of people, as developing societies struggle to meet the aspirations of growing populations, governments find it difficult to keep pace with expectations. There is the realization that the immensity of the development challenge cannot be met by governments working in isolation. The paradox of growth is even starker in the case of booming economies like India. Though it is the fastest growing free market economy, on the Human Development Index, India has slipped 2 positions, behind Sri Lanka and Bangladesh. It is a case of lopsided growth where it is prosperity for some and deprivation for many.

It is also daylight clear that business cannot succeed in a society that fails. Far from a fortified world where business isolates itself from society, there is today, the vision of a sustainable world where business and society work in unison. Enlightened business, in its own self interest, knows the value of good corporate citizenship. It is not enough for individual industries to excel in their domains and create wealth. Due to imperfect conditions prevailing in developing societies, often the wealth created does not reach various sections of the public. Hence it is necessary for corporates to reach out and form partnerships with voluntary organizations and NGOs.

Civil Society organizations bring alternate perspectives, local knowledge and the understanding to reach out to communities, especially to the disadvantaged. On the other side of the partnership, apart from financial resources, corporates can contribute their wealth of

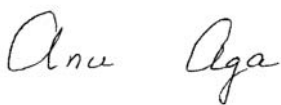
knowledge, managerial expertise, rigour and competencies useful for NGOs learning to manage growth.

To succeed, partnerships need clarity of objectives and commitment from both sides. It is important for corporates not to see partnerships merely in terms of cheque writing or a way to outsource their social obligations, or as a tool for brand building. Equally important it is for NGOs not to perceive corporates as fund providers without any questions asked.

Partnerships are delicate structures that need to be nurtured. For this to happen, it is essential for both civil society organizations and corporates to have a shared understanding of the aims of the partnership. They need to speak the common language of shared concern for a development agenda that will serve the interests of the largest number of people. A win-win situation for the larger community.

CII's National Committee for Industry - NGO Partnership has been working to promote partnerships to sustain the development projects anchored by the CII and its member companies. This document brings together some of those partnerships attempting good work in various development areas. Besides documenting their work, hopefully this document can inspire others to form more such partnerships.

The Committee would like to acknowledge the valuable help provided by many but would like to specially mention the names of Partners in Change and thank Viraf Mehta and his team and Dr. Suresh Reddy of Byrraju Foundation. We would also like to compliment the various partnership teams on the commendable work they have put in. This document is a tribute to their vision and commitment.



**Anu Aga**

April, 2008

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Government of India  
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प्रेम चन्द गुप्ता  
PREM CHAND GUPTA

## MESSAGE

I am happy to know that Confederation of Indian Industry (CII) has taken the initiative to publish a compendium on partnership case studies between the Business and Voluntary Organisations for wider dissemination. The Ministry is pleased to partner with CII in this initiative.

Human Development Index provides a broadened prism for viewing human progress. India's position on the Human Development Index is presently quite low and this needs to change if India is to join the ranks of the developed nations. The corporate sector with its strong delivery mechanism and resources, along with the robust voluntary sector in our country could together play a key role towards achieving the goal of inclusive growth. The Government would be happy to partner this process through facilitative policies.

Strong alliances based on trust and accountability between the business and voluntary sector would lead to holistic development and inclusive growth of our country. I appreciate CII's efforts in recognizing the importance of such partnerships and taking these forward as a mission.

New Delhi  
April, 2008

(PREM CHAND GUPTA)



# Amara Raja Batteries Ltd. & multiple partners-Environment

## About the Partners

**Amara Raja Batteries Limited**, an Amara Raja-Johnson Controls Company, is a technology leader in the Indian storage battery industry, manufacturing batteries for both Industrial and Automotive applications. The stated core purpose of Amara Raja group is to "To **transform** our spheres of influence and to improve the quality of life by building institutions that provide better **access** to better opportunities, goods and services to more people...all the time." This commitment is fully supported by various CSR initiatives the group has taken in the areas of environmental protection, education, water management, rural development and women empowerment. Amara Raja Batteries have worked with various NGO partners in delivering the benefits of our CSR initiatives to the target beneficiaries. For further information, please visit [www.amararaja.co.in](http://www.amararaja.co.in)

Three NGO partners are involved in the partnership. These include Development Alternatives (DA), National Referral Centre for Lead Poisoning in India (NCRLPI) and Occupational Knowledge International (OKI).

- **DA** is a non-profit organization engaged in research and action for sustainable development. Established in 1983, DA is dedicated to bringing about a better balance among social equity, environmental quality and economic efficiency. Please visit [www.devalt.org](http://www.devalt.org) for further information.
- **NCRLPI** is a non-profit joint undertaking set up to provide updated information on all aspects of lead poisoning through its website: [www.leadpoison.net](http://www.leadpoison.net); offer a referral and confirmatory lead testing service for blood samples and disseminate relevant information on lead poisoning.
- **OKI** is a nonprofit organization dedicated to improving public health through innovative strategies to reduce exposures to industrial pollutants. The organization seeks to address inequities in environmental standards between developed and developing countries by working

in partnership with industry, government and non governmental organizations (NGOs). Please visit [www.okinternational.org](http://www.okinternational.org) for further information.

## Partnership Goals

In response to increasing global concerns on lead poisoning, Amara Raja Batteries Ltd. has established strategic partnerships with 3 NGOs for developing and adapting an International Voluntary Standard for Battery Manufacturers to reduce the emissions of lead, both in the manufacture as well as disposal of batteries.

The ongoing partnerships, operational in Tirupati, Andhra Pradesh, began in Aug 2004 and are to be continued till Amara Raja acquires eco-labelling for their batteries and gets certified under the BEST standard 1001 for Lead Battery Manufacturers. The likely positive impact would

Synergy among multiple stakeholders including NGOs, businesses and regulatory authorities is the distinguishing feature of the partnership among Amara Raja Batteries Ltd. and multiple NGOs, an endeavour towards a common vision of sustainable environmental practices in lead battery manufacturing and disposal. A unique initiative with potentially far-reaching impacts, the partnership has received recognition at various forums.

be on workers at Amara Raja Batteries Ltd., communities residing near the facility at Tirupati, the industry sector world wide and the public at large.

## Governance Structure

A formal Memorandum of Understanding has been signed among all the 4 partners, outlining the partnership vision and key purpose, responsibilities, deliverables, and so on. However,

the working arrangement is largely informal.

The roles and responsibilities of the partners are clearly defined. The primary role of the NGO partners is to design and organise a multi-stakeholder dialogue to develop the International Voluntary Standard for Battery Manufacturers with an aim to reduce the lead emissions both at the work-place, surrounding communities and at the stage of disposal and to encourage a take-back system for sound recycling of lead. The role of Amara Raja is to commit to adapt the standard to meet the eco-labelling requirements, help develop the standard, field test the standard for providing constructive feed back and eventually meet the take-back requirements of used batteries.

Lead-acid battery production, including the mining, smelting and recycling segments, is now becoming the most significant source of lead exposure throughout the world. Modelled on the lines of the successful International Audit Programmes such as auditing of labour conditions, coffee growing practices and forestry stewardship etc., the BEST Standard developed through the partnership is an effective framework to improve the environmental performance of lead-acid battery production facilities across the world. The partnership is responding to the global lead poisoning epidemic by instituting an environmental certification programme.

The partners have collectively instituted an International Secretariat called OK Environment to accredit individuals as auditors and provide oversight over the process and use of the eco-label. The Secretariat is also responsible for maintaining and updating the Standard in accordance with agreed upon procedures outlined in a governance charter. An eco-label is issued to qualifying companies by OK Environment. OK Environment is governed by a Board of Directors, a multi-stakeholder panel brought together to represent the interests of industry, major purchasers, affected communities, governments, and NGOs. In November 2006, the Board of Directors of the secretariat met in Bangalore, to adopt a governance structure to define mechanisms for displaying the eco-label, confidentiality, transparency, and dispute resolution.

The effort has been recognised by the UN as an innovative solution to reach the Millennium Development Goals.

## The Partnering Process

**Partnership Exploration:** Before establishing the partnerships, Amara Raja had initiated many occupational health and safety measures within their battery manufacturing facility at Tirupati. However, as a responsible corporate, they were keen to improve further their performance by subjecting themselves to the best available standards and demonstrate a leadership role.

Lead poisoning is the most serious environmental health threat to children and one of the most significant contributors to occupational disease. Lead causes a range of symptoms ranging from the loss of neurological function to death depending upon the extent and duration of exposure. In children, moderate lead exposure is responsible for a significant decrease in school performance, lowering IQ scores, and is linked with hyperactive and violent behaviour. Recognising the need for proactive action to prevent lead poisoning, Amara Raja established partnerships with 3 NGOs - Development Alternatives (DA), National Referral Centre for Lead Poisoning in India (NCRLPI) and Occupational Knowledge International (OKI) - to deal with the environmental, public health and occupational health impacts of lead poisoning.

With mounting pressure on the lead industry to adopt sustainable practices on one hand, and increasing opportunities for cooperation among battery manufactures, government and non-governmental organisations to develop industry wide performance criteria, the partners decided to develop an effective framework to improve the environmental performance of lead-acid battery production facilities. A draft MOU explaining the objectives, outputs, roles, responsibilities and benefits was developed and signed by all parties involved.

**Partnership Building:** Subsequently, Amara Raja opened its doors to identify and understand collectively the sectoral issues which helped the partners in developing a draft performance standard and audit protocol, which was finalised in association with Amara Raja Batteries and

subsequently pilot tested in their facility. Learnings from the pilot testing helped in revising the draft into the BEST (Better Environmental Sustainability Targets) Standard. The team then obtained the participation of other leading companies including Hero Honda, TATA Motors, Exide, recyclers, and others who have joined in the standard setting process. A series of consultative meetings have been held with multi-stakeholders for finalising the standard, audit protocols, guidelines for verification, governance issues for certification etc.

**Partnership Maintenance:** The partners are in continuous dialogue to start applying the standard and take it forward. While the NGO partners are developing the capacity of a set of auditors, the business partner is all set to implement the requirements of the standard. As partners, all have committed to continue to engage in creating an enabling environment for an improved take-back system for used batteries. It is also hoped that the take-back system will discourage the dismantling and backyard smelting of batteries by the informal sector where mostly children are used as labour.

## Review and Reporting Mechanism

A series of multi-stakeholder meetings were conducted to develop the BEST standard as well as an eco-labelling and certification process. The proceedings of these are available with DA and the draft standard is available on the website of DA and OKI. Additionally, there is continuous dialogue among the partners towards implementing the standard, which helps create a shared understanding of objectives and processes, and enables progress.

## Outcomes

**Project Outcomes:** Through the program, an international performance standard and audit protocol has been developed for lead battery manufacturers Better Environmental Sustainability Targets (BEST) Standard which provides an important tool for practicing and demonstrating the commitment of lead battery manufacturers towards environmental and occupational health performance.

## Partnership Outcomes:

- This partnership has been able to bring together NGOs, business and regulatory authorities to a common platform to develop a standard that is voluntary, transparent and helps in preventing lead poisoning and contamination.
- The programme was selected as a finalist for two international awards. It has been recognised as one of the world's top 12 projects for sustainable development by the SEED Award Supporting Entrepreneurs for Environment and Development sponsored by the United Nations Environment and Development Programmes. The programme was also selected as one of the sixteen 2005 Marketplace finalists of Global Giving which enables individuals and companies to find and support high-impact, grassroots social and economic development projects around the world.
- Amara Raja has benefited from being the first battery company in the country to partner with NGOs to develop an environmental standard. The company has been perceived as a proactive battery manufacturing facility which is keen to improve the occupational safety measures for its workers, prevent environmental pollution and be a responsible manufacturer which collects used batteries to recycle them in an environmentally sound manner.

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## Apollo Dealers & Consumer Welfare Trust (ADCWT) and Voluntary Health Services & Victoria Educational and Social Welfare Trust (VEST) - Health, HIV/AIDS

### About the Partners

**Apollo Dealers & Consumer Welfare Trust, (ADCWT)** is a Trust created by Apollo Tyres Ltd, as its corporate social responsibility initiative. Apollo Tyres Ltd firmly believes in undertaking activities that will directly make a positive impact in the lives of its key stakeholders. It is with this objective, that Apollo Tyres has undertaken various corporate social responsibility initiatives near its manufacturing facilities and in the community at large.

For Apollo Tyres a key area of corporate investment is awareness and prevention of HIV-AIDS amongst its direct stakeholders, primarily the trucking community, its employees and communities within which it operates. Other areas of work include healthcare, education and infrastructure support to communities neighbouring its manufacturing facilities. For further information, please visit [www.apollotyres.com](http://www.apollotyres.com)

**The Voluntary Health Services (VHS)**, a registered non-profit society, was founded in July 1958, in Chennai (Madras), India, by the late Dr. K.S. Sanjivi, a renowned physician, a respected teacher and a visionary. The past four and half decades have seen it grow into a 400-bed hospital with technologically advanced facilities. The notable domains of expertise operative in its specialty centers are acute care, maternity cum family welfare, drug and alcohol rehabilitation and HIV/AIDS care. VHS has been in the forefront over the last decade in the country's efforts to prevent and control AIDS through its AIDS Prevention and Control (APAC) Project, supplemented by the Tamil Nadu AIDS Initiative (TAI) Project.

The AIDS Prevention and Control Project (APAC), is administered by Voluntary Health Services (VHS), Chennai, with financial assistance from the United States Agency for International Development (USAID), under a bilateral

agreement with the Government of India. The overall management and supervision of the Project has been entrusted with the Project Management Committee (PMC) lead by the Secretary - Health and Family Welfare, Government of Tamil Nadu. APAC has successfully completed two phases (1992 - 2007). The Government of India and USAID have extended the APAC Project for a further period of 5 years (2007 - 2012).

**Victoria Educational and Social Welfare Trust, (VEST):** Victoria Educational and Social Welfare Trust (VEST) is a Non Profit Public Charitable Trust. The trust works with marginalised and underprivileged communities, specifically poor disabled children and senior citizens, orphans, poor women, etc. The major areas of involvement are Education both formal and Non-formal, Health (through health care clinics as well community

A sound, well-defined governance structure is the hallmark of the partnership between Voluntary Health Services (VHS), Apollo Dealers & Consumer Welfare Trust (ADCWT) and Victoria Educational and Social Welfare Trust (VEST). This case illustrates a strategic partnership between an NGO and a Company Trust for targeted intervention for truckers through an integrated counselling and testing centre.

health), and Community Development. VEST is supported by Voluntary Health Services (VHS) in its AIDS Prevention and Control (APC) and Prevention Among Truckers on the Highways (PATH) projects. Please visit [www.apacvhs.org](http://www.apacvhs.org) for further information.

## Partnership Goals

The partnership between ADCWT, VHS and VEST was established with the objective of providing **integrated counselling and testing services for STI and HIV** for truckers and their allied population. The services are also provided to female sex workers, as secondary target segment, in locations where truckers halt. The partnership commenced on 27th April 2006 with the signing of a MoU, and the Apollo Tyres Health Care Centre (ATHCC) was formally inaugurated in May 2006 for providing the services. The partnership aims to:

- Increase knowledge on STI and HIV and safer sex practices
- Improve prevention practices and treatment seeking behaviour among truckers
- Increase peer involvement in identification and referral
- Creating non-stigmatised environment for STI clinical management
- Counselling and providing basic clinical care

## Governance Structure

Governance and accountability are the hallmarks of the partnership between ADCWT, VHS and VEST. To bring in good governance and accountability into the partnership, the necessary procedures have been developed by Apollo Tyres, in collaboration with the AIDS Prevention & Control Project (PAC). The strategic and programmatic approach is guided by ADCWT and VHS and the implementation is through VEST. Weekly review meetings are conducted to review the progress and monthly meetings to assess the planned activities for the month and the achievement and performance. The Director of VEST is the Chief Executive who has overall control over the functioning of the clinic. However the clinic is headed by a Medical Officer who controls routine activities and guides and supports the staff. Monthly Technical & Financial reports detailing the clinic and outreach activities and the financial details are prepared and sent to the partners.

The interventions are designed in **alignment with national and international development goals**. Specifically:

- The partnership endeavours to address goal 7 of the Millennium Development Goals - Combat HIV/AIDS, malaria and other diseases
- Prevention and Control of HIV/AIDS is the major goal of the UNO and other donor agencies like the USAID
- Prevention and Control of HIV/AIDS is also a national goal in India, set through the National AIDS Control Organisation [NACO], Ministry of Health and Family Welfare, Government of India.

The partnership processes and activities are guided by a **formal MoU**, which details the scope of work, terms and conditions of the partnership, etc. The roles and responsibilities of all the three partners are clearly defined. While ADCWT is expected to provide funds for the Apollo Tyres Health Care Centre, including infrastructure, medicines, clinic staff and publicity material, VEST's role is to enable the on-ground operations such as setting up and maintaining the clinic, mobilizing the truckers and female sex workers, establishing linkages with other stakeholders such as transport companies, drivers associations, government hospitals, NGOs etc., organizing outreach activities, maintaining relevant records and registers as per NACO guidelines, etc. VEST is also responsible for regular technical and financial reporting. The testing setup is funded by VHS under APAC project and also the training and capacity building of the VEST. The partnership has been able to put in a successful trucker outreach programme in Coimbatore.

## The Partnering Process

**Partnership Exploration:** At the time of initial discussion among Apollo Tyres and VHS Apollo, as part of its responsible business initiatives, was already working in partnership with local NGOs to improve the quality of life of marginalised and vulnerable communities. For VHS, this was the first opportunity for a partnership with a corporate. Having identified a shared goal around

providing targeted intervention on STI and HIV for the trucker's community, Apollo and VHS decided to work in partnership. VHS was already engaged in the outreach work for past decade through various non-governmental organisations. Detailed discussions followed, in which expectations, reporting formalities, and other issues were clarified and the intervention in Coimbatore was entrusted to VEST, already engaged in HIV work through VHS.

**Partnership Building:** Subsequent to the preliminary meetings, a draft MoU detailing the scope of work was circulated among both the partners and finalized after incorporating their inputs. The MoU was signed on 27th April 2006, and the ATHCC was officially inaugurated in May 2006. The clinic was strategically located in the midst of a truck parking area. Initially the truckers misunderstood the clinic for an HIV/AIDS centre and thought that the people visiting the clinic might have HIV related problems. However, persistent campaigning by Peer Educators, Lorry Booking Agents Drivers Associations and allied groups, and the quality of health services provided at the clinic soon ensured an increase in attendance in the clinic by the truckers.

**Partnership Maintenance:** Nearly two years later, the truckers value the clinic for providing all health services including general health check-ups, medicine, STI, HIV counselling and testing, under one roof. Oil companies like BPCL, IOC and HPCL are using the services for their tanker lorry drivers and cleaners. Also, gas filling units like Indane, Bharatgas etc are also using the services. Transport companies in Coimbatore are availing the services and even contribute for its outreach programme.

**Scaling Up:** With an increasing user base, VEST realised the need for an outreach programme to cater to the needs of truckers in an extended intervention area over a stretch of 60 kms. This was accepted by Apollo and is being implemented. Additionally, a Voluntary Counselling and Testing Centre has also been established in the same premises as an integrated and add on value to the centre. This is financially and technically supported by USAID-

APAC-VHS and Managed by Victoria Educational and Social Welfare Trust.

Today, there is an increasing demand among truckers for replication of this novel initiative in other areas, and this is under consideration by the partners.

## Review and Reporting Mechanism

There is a defined internal and external monitoring and review system built in the partnership for review of the project outcomes. Monthly Technical and Financial reports are prepared every month by VEST and submitted to Apollo for a review and control. Additionally, consolidated reports on the activities are also prepared annually and for the period from inception. Based on the financial report, financial support is given on a quarterly basis by Apollo Tyres. Yearly auditing is also done at Apollo, wherein copies of all vouchers and bills and bank statement are sent to Apollo for auditing. Additionally, statutory auditing is done by VEST annually. Apollo also undertakes regular monitoring visits to the project site.

## Outcomes

**Project Outcomes:** Through this partnership, a large target community has been reached:

- 2874 truckers have been enrolled with monthly subscription and given general treatment
- 483 (17%) were found with STIs and given treatment
- 211 commercial sex workers were enrolled and got general and STI treatment.
- 1103 truckers, and 150 men and 195 women from the general population have undergone the VCTC HIV counselling and testing. So far 23 persons have been found HIV positive.

**Partnership Outcomes:** The partnership model established by ADCWT and VEST has served as a replicable model for many NGOs supported by APAC in Tamilnadu who have approached other corporates in their respective locations for similar partnerships.

The partnership compliments the government health care through its clinic by addressing the health needs of the truckers and their associates at their place of dwelling and transshipment hubs.

For VEST the partnership with ADCWT has helped leverage support from other corporates in Coimbatore and also from entities like the Coimbatore city lorry owners association, Coimbatore city lorry booking agents association, Coimbatore light commercial vehicle association, and oil companies like BPCL, IOC, HPCL etc.

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# Bharti Foundation and Paradada Pardadi Educational Society - Education

## About the Partners

Bharti Foundation was set up in 2000 by Bharti Enterprises, as a CSR initiative. Bharti Foundation aims to make available high-quality education to poor, out-of-school, and migrant children, with a focus on the girl child. It is committed to creating and supporting programs that bring about sustainable changes through education and use of technology. The Foundation's vision is to help underprivileged children and young people of the country realize their potential. Bharti Foundation works towards the goal of improving the accessibility & quality of education at school level and to provide education & training opportunities to youth. For further details, please visit [www.bhartifoundation.org](http://www.bhartifoundation.org)

Pardada Pardadi Educational Society (PPES) was formed in the Bulandshahr district of Uttar Pradesh in the year 2000. To address the issue of gender bias in society, PPES developed an educational programme and began running the Pardada Pardadi Girls Vocational School (PPGVS), which started with 45 girls from the poorest families of the area. Today, PPES works with the mission of uplifting and empowering girls from the poorest sections of society by providing free education and vocational training to make them self-reliant and educated individuals. PPES imparts value-based education to the girls, to empower them economically and socially and opens schools and vocational centers in order to achieve this mission. For further information, please visit [www.education4change.org](http://www.education4change.org)

## Partnership Goals

With the vision of making quality education available for Bharti Foundation is in the process of setting up village based schools for underprivileged children in the deepest rural pockets of the country under the Satya Bharti School program. Under the aegis of this program, the partnership between Pardada Pardadi Educational Society (PPES) and Bharti

Foundation has been established, to set up a primary school in the Bulandshahr district of Uttar Pradesh.

The partnership formed in July 2007 for a period of five years, has the following objectives:

- To promote the concept of education and develop awareness in rural communities about the benefits of sending children to school.
- To improve access to primary education to children who do not have alternative avenues to quality education.

## Governance Structure

The partnership is governed by a formal Memorandum of Understanding between Bharti Foundation and PPES. The MoU outlines the partnership objectives, duration, management terms, budget and terms of amendments of the partnership among other things. The roles and

The partnership between Bharti Foundation and Paradada Pardadi Educational Society represents a strategic alliance between a company foundation and an NGO, both working for a common vision of making quality education accessible for children from underserved communities, with a focus on the girl child. The partners leverage their core strengths to effectively address the partnership vision.

responsibilities of the partners are also clearly defined. While Bharti Foundation is expected to recruit staff, provide training in community interaction and pedagogy for staff and teachers, and also provide program support, PPES is responsible for managing and operating the Satya Bharti Schools, enrolling students, organizing community outreach programs, and implement

the program. Supported by PPES, Bharti Foundation also conducts monitoring and evaluation to improve the quality of the program.

This partnership is aligned with the Millennium Development Goal of education for all by year 2015.

## The Partnering Process

**Partnership Exploration:** The partnership between Bharti Foundation and PPES was the outcome of a common vision shared by the partners for expansion and strengthening of the quality and accessibility of primary education to the most underprivileged sections of society. In 2007, Bharti Foundation under its Satya Bharti School program, was in the process of setting up village based schools for underprivileged children in the deepest rural pockets of the country. PPES was also working for the social empowerment of rural girls and underprivileged children through value based education, and approached Bharti Foundation with a proposal for setting up a school jointly in the Bulandshahr district of UP.

**Partnership Building:** Having found a common vision around the cause of quality education for underprivileged children, a Memorandum of Understanding was worked out by the partners containing mutually acceptable terms and conditions, and outlining the partnership objectives, process, etc. The partnership between Bharti Foundation and PPES was then formalized in July 2007 with the signing of the MoU, for a period of five years.

PPES has leveraged land in two different villages in Anupshahr block of Bulandshahr district, and Bharti Foundation set up Satya Bharti Schools under the Satya Bharti School Program in these two locations. While Bharti Foundation is responsible for recruiting staff, provide trainings, and program support, PPES is responsible for managing and operating the Satya Bharti Schools.

**Partnership Maintenance:** The partnership had initially started with one school and has now scaled up to 2 schools in Anoopshahr block of Bulandshahr district, effectively servicing children from underserved communities in the area, as envisaged in the partnership vision.

## Review and Reporting Mechanism

Bharti Foundation has designed a Monthly Information System for all its schools which covers all the operational and pedagogical aspects of the schools. Every month the head teachers of both the schools being run in partnership with PPES fill these formats and send to Bharti Foundation where these are compiled and analysis. Constant feed back is exchanged between the partners based on these observations.

Additionally, PPES submits the following reports on a regular basis:

- A monthly MIS report is prepared by PPES for the two Satya Bharti Schools run by them
- An audited funds utilization statement is to be submitted at the end of each program/financial year.

## Outcomes

**Project Outcomes:** In the few months since its inception:

- The program has been extended from one Satya Bharti School to two with the addition of SBS Anupshahr which now has 360 students and 13 teachers.
- There has also been a marked improvement in the learning levels of students attending the school
- There is increased interaction between the teachers and the community

**Partnership Outcomes:** Both the partners are benefiting from each others experience and incorporating good practices in their respective programs. In addition:

- Due to this partnership, PPES has been able to reach out to a large number of students
- The pedagogy training offered by Bharti Foundation has also been very beneficial for PPES. The training helps empower the teachers in their professional, managerial and personal skills and equips them to create a teaching-learning environment for children.

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## Byrraju Foundation & multiple partners-ITeducation/training

### About the Partners

**The Byrraju Foundation** is a not-for profit organization working for sustainable rural transformation in 190 villages in 6 districts of Andhra Pradesh, impacting a population of over three million people. The Foundation seeks to build progressive self-reliant rural communities, through a holistic approach, by providing services in multiple areas such as healthcare, environment, sanitation, school education, adult literacy and livelihoods. The Foundation was set up in 2001 by Mr Ramlinga Raju, Chairman, Satyam group of companies in memory of his father. Please visit [www.byrrajufoundation.org](http://www.byrrajufoundation.org) for further information. To learn more about the partnerships built in Byrraju Foundation, please visit <http://www.byrrajufoundation.org/html/alliance-partners.htm#>

For its School Education Program, Byrraju Foundation has established **partnerships with as many as 13 organizations**, including companies, NGOs, multilateral organizations, academia and government. These are:

- i. Azim Premji Foundation
- ii. British Petroleum
- iii. Centre for Environment Education
- iv. Dept. of Education, Govt. of Andhra Pradesh
- v. IBM India Pvt. Ltd.
- vi. International Literacy Institute
- vii. International Youth Foundation
- viii. Microsoft
- ix. Satyam Foundation
- x. Stanford Center for International Development
- xi. UNICEF
- xii. Village Community
- xiii. Youth Reach

### Partnership Goals

Under its School Education Program, Byrraju

Foundation has entered into various cross-sector partnerships for providing technology based learning interventions so as to ensure access to high quality education for underprivileged children in rural areas. The Foundation facilitates the creation of “Model Schools” in its adopted villages by way of supporting existing government schools.

The projects are spread over 190 villages spread across six districts of Andhra Pradesh. Since the inception of the Education Program in 2003, Byrraju Foundation has built partnerships with 13 diverse organizations, each of which contributes towards the overall objective of improving the infrastructure and academic standards in rural schools so as to bring them at par with good schools in large cities of the country.

The various cross-sector partnership initiatives undertaken by Byrraju Foundation for its School Education Program are characterized by a convergence of core competencies of the partners, including government departments, village communities, business, academic institutes and development agencies, towards a common objective. The partnership efforts are directed at providing technology based learning interventions so as to ensure high quality education for underprivileged children in rural areas.

### Governance Structure

The Education Program of the Foundation is aligned with national priorities and international development goals. Providing access to quality school education is one of the sub goals of **Education for All** (An International Development Goal) and also part of the **Millennium Development Goals**.

The Foundation follows a formal procedure of signing of a **Memorandum of Understanding** with a partner before entering into a partnership with any agency including government departments, companies, academic institutes and development agencies. However, the interaction over the partnership period is open and informal, with the MoU serving as a guide to roles and responsibilities of the partners, timelines, reporting procedures etc.

In terms of roles, Byrraju Foundation mobilizes resources in terms of funds, knowledge, process, materials, research, training support etc through partnerships and is responsible for program implementation. The partners are diverse in nature with equally diverse strengths and expertise, and contribute resources and competencies in the form of funds, materials, knowledge, technology and technical support, teacher training, research design etc. For instance, the Azim Premji Foundation, Microsoft, provides content and teacher training; the IBM Foundation provides hardware, software and content; the State Resource Center, AP provides digitized content. Community involvement usually comes in the form of monitoring of the model school program.

## The Partnering Process

The partnering process varies depending upon the partnership imperatives. The processes adopted by the Foundation for two partnerships under the Education Program are described below - **Computer Aided Learning (CAL) and the IBM KidSmart Program.**

**Partnership Exploration:** In both the cases, the partnership was formed through a shared vision among the partners, leveraging joint resources and capitalizing on the respective competencies and strengths of all the partners. The Foundation works on an ongoing basis with the Department of School Education and the village communities for their educational initiatives. However, other resources and expertise is required for developing model schools and the Foundation carries out an ongoing partner identification and mapping exercise, initiates dialogue and explores partnership opportunities.

**CAL:** For the CAL Program initiated in 2003-04,

the Foundation identified the Department of Education, Government of AP and the village communities as 'hard infrastructure' partners; Azim Premji Foundation, International Literacy Institute, Unicef, Microsoft etc as 'content support and training' partners; and Stanford Centre for International Development as the Research Partner. CAL is an integral part of the Foundation's Model School Program, which aims to provide a conducive learning environment at school for children. As part of CAL, the Foundation provides each model school with equipment like computers, audio-visual equipment and power Back-up. Along with the equipment, teachers' trainings and supporting multi media content are also sourced and provided to the schools.

**Kid Smart:** The "IBM KidSmart" program, initiated in 2004, is an outcome of a partnership among Byrraju Foundation, the Department of Education, Government of AP, the village community and IBM. The program aims to introduce technology at the pre-primary and primary school levels in Government schools. It is designed to help underprivileged children in the age group of 3-8 yrs to get a head start in their academic development. Byrraju Foundation's expertise in rural transformation helped IBM launch this program for the first time in a rural area in partnership with the Government and village community across 101 schools in Andhra Pradesh.

**Partnership Building:** Once the partners are identified, a formal MoU is signed outlining the objectives, roles and responsibilities, etc. The partnerships are strengthened by adopting a collaborative framework, in which the Foundation actively partners with the Government, Alliance Partners and the Village Community. Cross learning is encouraged by pooling together the best practices for the benefit of rural children in diverse areas such as teacher training, teaching/learning content, methodologies, quality improvement assessment, early childhood education program and programs for special children etc.

**CAL:** Under CAL Program, the Foundation has signed separate MoUs with District Collectors (on behalf of the Department of Education), Azim Premji Foundation, International Literacy

Institute, Stanford Centre for International Development and Microsoft. There is no formal arrangement with the village community, which, along with Byrraju Foundation and the Government Education Department, jointly contributes resources for equipment. The Foundation also facilitates and coordinates program implementation and mobilize community support, and the community monitors the implementation of the Program. Content and teachers' training is sourced from partnering agencies like Azim Premji Foundation (APF), International Literacy Institute (ILI), National Green corps (NGC), UNICEF etc.

**KidSmart:** Under KidSmart Program, two different MoUs are signed between:

- The Foundation and IBM India Pvt Ltd
- The Foundation, IBM India Pvt. Ltd and District Collectors (on behalf of Department of School Education), district-wise

IBM supplies and installs Young Explorer units, which are specially designed child-friendly computers, and organizes teacher training etc. The Government Education Department builds/renovates the selected school premises, meet running costs, and Byrraju Foundation facilitates implementation and running the program for the entire life cycle of at least 5 yrs. The village community closely monitors the program through many community volunteers and supplements the school needs.

#### **Partnership Maintenance:**

**CAL:** CAL was initiated in 2003-04 in 119 schools. Currently a total of 260 schools in 185 villages in six program districts are being transformed as model schools under CAL, directly benefiting 150,000 students and 2000 teachers and impacting a rural population of over 2,00,000.

**KidSmart:** KidSmart was started in 2004 with 13 centers. Today, 101 centers impart training to nearly 300 to 400 students and also cater to children from neighboring schools, and pre-school centers. A total of 20,000 children have benefited through this program. Kidsmart program has brought about significant increase in enrolment, learning standards and motivational levels

## **Review and Reporting Mechanism**

The nature of participation and contribution by the 13 partners under Byrraju Foundation's Education Program is diverse. Hence the Foundation practices different review mechanisms with different partners including periodic reviews and reports, online interaction, visits to the field, audits etc, depending upon the partnership imperatives.

Partnerships Diverse in Nature:

- Funding Partners
- Research Partners
- Knowledge/ Process Sharing
- Training/Capacity Building
- Dissemination Partners
- Partnering of Joint Implementation

The Foundation endeavours to maintain a culture of regular, open, and transparent communication for joint decision-making and conflict resolution. This helps to further strengthen the partnerships and ensure continuous learning and adaptation.

## **Outcomes**

**Project Outcomes:** With Byrraju Foundation's partnership efforts,

- The Computer Aided Learning program has been rolled out in 260 govt. schools
- 101 IBM Kidsmart Centres have been set up
- 5000 students have been trained in spoken English
- 2,500 students are getting exposed to life skills
- 2,000 teachers have been trained on Computer usage in teaching/learning process
- 150,000 students are benefiting under various model school initiatives.

**Partnership Outcomes:** The partnership model is being used for learning and experience sharing in various fora. An article on Education Initiative was published in Feb 2008 in "India Infrastructure Report: Business Models of the Future", edited by the 3i Network (IIM-Ahmedabad, IIT-Kanpur, and

Infrastructure Development Finance Co). Research papers on the impact of the model school program / KidSmart Program vis-à-vis the non-program schools are being jointly developed by the Stanford Centre for International Development and Byrraju Foundation.

The success of the initial programs partnership has also led to new programs between the partners. Byrraju Foundation, in collaboration with IBM, has started two new pilot programs - Try Science and the Reinventing Education Program. Reading Companion is yet another program, presently in the pipeline, to be implemented jointly by IBM and Byrraju Foundation.

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# Cisco Systems India Pvt. Ltd. and Dr. Reddy's Foundation - Livelihood, Skills development/micro enterprise

## About the Partners

**Cisco Systems India Pvt. Ltd.** commenced operations in 1995. With sales and marketing operations spread across more than 100 cities in India, Cisco is a leader in the networking market in core technologies of routing and switching, as well as WLAN and network security. Cisco strives to be a good citizen worldwide, by setting high standards for corporate integrity and using its resources for a positive global impact. It pursues a strong 'triple bottom line' (profits, people, presence), and believes that such an approach alone would make the organization sustainable, responsible and successful. Mutually beneficial relationships with partners, customers, shareholders and the public at large are essential to the business at Cisco.

The Cisco Networking Academy is a non-profit, globally recognized education initiative of Cisco Systems. It serves to nurture IT professionals and contribute to the implementation of IT education across the globe. Cisco Networking Academy provides online courses, interactive tools and lab activities to help individuals develop the skills needed to fill ICT positions in virtually every type of industry through e-learning environments that enable them to learn anytime, anywhere, at their own pace, and with more targeted assessments and accountability than traditional classroom settings.

Set up in 1996, **Dr. Reddy's Foundation (DRF)** acts as a catalyst of change that fosters, develops and promotes initiatives at individual, group and organization levels to achieve sustainable development. Driven by the belief that equity in education and livelihoods helps in building an inclusive society, DRF strives to create quality opportunities in these two areas, with particular focus on economically disadvantaged youth. It works in partnership with many stakeholders in this endeavor. The social interventions of DRF primarily focus on creation of sustainable livelihoods and spreading quality education.

## Partnership Goals

The partnership between DRF and Cisco Systems was established in January 2006 with the objective of creating sustainable livelihoods for marginalized youth from 'Below the Poverty Line (BPL)' families and other underserved populations in the state of Andhra Pradesh. The project endeavors to provide an opportunity for such young adults to develop their expertise in Information Technology, in an effort to help them make the most of the increasing economic opportunities in the IT sector.

## Governance Structure

The partnership is not governed by a formal Memorandum of Understanding, but has a

The partnership between Cisco Systems India Pvt. Ltd. and Dr. Reddy's Foundation demonstrates an alliance between a business entity and a corporate foundation. Both partners draw on their inherent expertise to achieve their shared vision of providing livelihood opportunities in the IT sector for young adults from marginalized populations. The partnership aims to provide access to appropriate IT training programs for disadvantaged youth which would ensure better employment and entrepreneurship opportunities for them, and enable them to contribute to the community as self-respecting and dignified individuals.

**definite accountability structure** and well defined roles and responsibilities for each partner. The overall project is managed by a Project Manager from Cisco and a Senior Manager from DRF. The

Project Manager helps in all operational issues i.e. selection of centers, students and instructors, arrangement of instructor training, and sharing weekly update with Cisco team across the world. Additionally, there are Project Facilitators, who are accountable to both the Project Manager (Cisco) and the Senior Manager (DRF). They identify beneficiaries, provide training inputs, and help in getting them suitable placements through an effective 'Business-to-Youth' (B2Y) network.

Cisco's responsibilities in the partnership include providing a dedicated Project Manager, training instructors at the Regional Academy, providing the curriculum, help desk support and Online Learner Management Administrative System. DRF's involvement in the partnership is through providing dedicated faculty, infrastructure for the training classrooms such as internet, tool kits, etc, providing operational costs and hosting the Cisco personnel.

## The Partnering Process

**Partnership Exploration:** A series of formal meetings between DRF and Cisco personnel resulted in the identification of a joint initiative for capacity building in IT for underprivileged youth. The initiative complemented the livelihoods and education focus of DRF and also drew upon Cisco's strength and experience in providing leading-edge IT curricula through e-learning through its Networking Academy Program.

**Partnership Building:** Before initiating the training program, a DRF team was set up to carry out a market survey in order to identify the potential for this training in Hyderabad. The survey identified the demand and supply for entry-level jobs in hardware / networking fields, the salary levels for such entry-level jobs, and also attempted to identify potential tie-ups for the trainees for apprenticeship opportunities and subsequent final placements. This was followed by the selection of a well-equipped DRF training center, identification of staff, and instructor training.

Under the project, the identified target group first enrolls in DRF's Livelihood Advancement Business School (LABS). These students get a user ID to log in and access the Learner

Management Systems and online curriculum. Students also get discounts for purchasing any Cisco books or material. After completion of each module, an online assessment of the students is carried out, and successful students are provided with a course completion certificate from Cisco Systems. The students are also provided with Life Skills training and Communicative English curriculum from LABS. The program is continuously monitored by Cisco personnel, including a review of the Quality Assurance Plan by a senior instructor from Cisco Regional Center.

**Partnership Maintenance:** Since the start of the partnership two years ago, the partners are effectively working towards the partnership vision of creating sustainable livelihoods in the IT sector for marginalized youth. DRF's LABS serves as a Local Academy and is affiliated with Amrita Viswa Vidyapeetham, which is one of the 14 Regional Academies in the Cisco Networking Academy. Amrita provides timely technical and training support to affiliated local academies, including LABS.

**Scaling Up:** Inspired by the success of the initial batches the project has now been expanded to three other DRF centers. Students are now keen to take up an advanced curriculum.

## Review and Reporting Mechanism

No formal fiscal review has been undertaken till date, as the partnership does not involve any transfer of funds between the partners. The partnership, however, has an internal reporting system and there is a regular sharing of reports between Cisco Systems and DRF.

The reporting mechanisms involved in the program are as follows:

- A weekly report on implementation details such as the start / end dates of a batch, total enrolment, female enrolment, partner involvement, placement report etc is prepared by a UN Volunteer attached with DRF, and sent to the Program Manager (Cisco Systems) and the Head - Operations, DRF.
- Project Facilitators also prepare and submit monthly reports on batch details.

## Outcomes

**Project Outcomes:** Since the commencement of this partnership in January 2006, 250 students from BPL families and 5 Facilitators have been trained in IT Essentials (ITE) and Network Operating Systems. ITE graduates have also been placed in reputed companies such as HDFC, Small-Medium-Business (SMB), CMC, Cache Peripherals, etc.

**Partnership Outcomes:** Sustainable livelihood avenues are created for the aspirants by providing them entry-level positions in reputed organizations. Cisco Channel Partners help in placements of trained students. Internet-based online learning is promoted, which helps aspirants to compete in the global internet economy. The government is also involved in this intervention.

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## Coca-Cola India Inc. and multiple partners - Environment

### About the Partners

**Coca-Cola India Inc.** restarted its operations in India in 1993 and is assiduously working to become a Total Beverage Solution company by providing a complete range of beverages to meet hydration, refreshment, fun, nutrition and health needs. The Coca-Cola Company's CSR Vision is "To be a trusted partner contributing to social, economic and environmental progress", and the Company is committed to contribute its time, expertise and resources to help communities in partnership with local leaders and in close collaboration with system-bottling partners, suppliers and all other stakeholders. For further details, please visit [www.coca-colaindia.com](http://www.coca-colaindia.com)

**Partners:** For water related CSR efforts, the Company has joined hands with International NGOs like UN Habitat, Rotary International, ICRISAT, Charities Aid Foundation; National NGOs like BAI, CII, AFPRO, SEARCH Foundation, Rotary etc and many grassroot NGOs including FORCE, MOB, Navjyoti Foundation, Smaran etc.

### Partnership Goals

Coca-Cola India Inc. has partnered with multiple NGOs across the country to facilitate adoption of sustainable water management practices by communities. The partnerships are established in many states across India including AP, Assam, Bihar, Delhi, Gujarat, Goa, J&K, Jharkhand, Kerala, Karnataka, MP, Maharastra, Orissa, Rajasthan, TN, UP and WB.

While CSR activities in the Company began much earlier, since 2003 Coca-Cola India Inc. has been working with various NGOs focusing on Water Conservation. Sustainable water management remains the top priority for the company and is an integral part of the business. Since the company has over 45 manufacturing locations virtually in every major state, partnerships have been forged with several National, International and grass-root NGOs working in the area of Water Conservation, depending upon their area of expertise, reach and interest. These projects last from 2 months to 1 year or more depending on the

nature and size of the project and reach out to rural and urban communities, school children, Resident Welfare Associations, government & army establishments etc

### Governance Structure

Right at the start of the partnership, the partners enter into **a formal MoU**, which details their roles and responsibilities clearly and these MOUs become good governance tools. Further, the MOUs spell out mutually agreed terms and conditions, including financial terms; timelines; monitoring and reporting matrices etc.

**Periodic checks**, VIP visits, occasions to launch and dedicate projects amongst community gathering in presence of media, key stakeholders, VIPs ensures that there is further public scrutiny which keeps all partners accountable.

A sound governance structure and a well defined partnership process are the hallmarks of the multiple partnership initiative by Coca-Cola Inc with several international, national, and grass-root NGOs. Water being the key raw material for the business, the partnership efforts focus on sustainable water management for enhancing ground water availability so as to ensure water availability for future generations.

Senior management team and an independent Environment Advisory Board reviews the projects physically and is also putting them to **third party assessments/validations**.

In terms of **roles and responsibilities**, while the Company provides funding and technical resources, the partner NGOs are directly responsible for community mobilization, building awareness and implementation of water conservation projects. Monitoring and evaluation is done jointly by the partners. The Company also

organizes community mobilization events with partner NGOs to 'launch' and 'dedicate' the projects in presence of key stakeholders as the Chief Guest. The partners jointly invite media on these occasions.

The partnerships are designed in alignment with **national priorities and The UN Millennium Development Goals** and aim to decrease by half the proportion of people without access to safe water and sanitation by 2015. In order to achieve the Goal, the Company believes that it has the responsibility and opportunity to invest in the sustainability of the critical resource of water, and doing so will produce real benefits for both the Company and the wider world.

To achieve this vision, The Coca-Cola Company is committed to:

- being the most efficient industrial water user among peer companies,
- helping to enable access to clean drinking water in underserved communities where we operate,
- supporting the protection of watersheds in water-scarce communities where it operates,
- helping mobilize communities around water challenges.

To this effect, the company continues to find innovative solutions in all areas of water management through an integrated 4 R strategy, which simply put is "Reduce, Reuse, Recycle and Recharge" in all facets of its activities.

## The Partnering Process

**Partnership Exploration:** Water being the primary raw material for its business, Coca-Cola India Inc enters into partnerships for Water Conservation projects as a responsible business initiative. This initiative is significant in view of the fact that India faces serious water problems- both of quantity and quality. Water borne diseases are amongst the highest in the world and studies predict acute shortage of water in the coming years. The country is extremely dependent on seasonal rains, and rain water conservation/storage is a major challenge.

The initial challenge faced by the company is to identify the right partners, with skills in water

conservation, capability to build confidence amongst the community, and willingness to work in partnership. Initial discussion with potential partners revolves around understanding each other's priorities, goals, vision as well as strengths and weaknesses.

Once this is achieved, much of the remaining task is procedural. Usually the NGO partner is embedded in the concerned geographical area (such as ICRISAT CII projects in Dungarpur) or the community (Rotary's own Smiles into Schools project in Chennai) or to the cause (FORCE in Delhi, MOB in Thane, Rotary in Jamshedpur). In most cases, Coca-Cola's initiatives are centered in communities around its plants, while in areas like Delhi, Dungarpur, Tirunavelli and Mumbai, Coca-Cola is implementing projects, though it does not have any production units here.

**Partnership Building:** In this phase, there is extensive interaction with the Community, need establishment, identification of stakeholders and allocation of various resources (technical, financial, manpower etc). This is followed by establishment of a formal partnership, governed by an MOU. The nature of the project is governed by the need of community, the NGO partner's presence and its core competency.

Next, necessary approvals are sought from regulators, and design guidelines are developed. The company believes that the best guidance for the project design and implementation comes from the stakeholder community itself - hence their involvement at each stage is ensured.

**Partnership Maintenance:** Five years since the start of the initiative, the partnership water conservation projects are benefiting the people enormously in terms of water accessibility as well as recharging water into the ground. This has been found very useful in replicating such projects in various locations. To this effect, the partners have been using innovative ideas for executing future projects- for instance introducing Tanka system (of western Rajasthan) in Jaipur or using circular storage pits using RCC rings in Gurgaon and Jaipur instead of regular brick and mortar storage pits.

The process of monitoring and evaluation is done jointly including involving the beneficiaries. For

ensuring sustainability, the NGOs ensure that the community takes ownership for maintaining the water conservation structures etc. Regular interaction with the community is undertaken on a regular basis. The partners are kept in the loop at every stage of the project through an effective communication mechanism including progress reports, meetings at the project locations, press releases, community mobilization events etc.

**Scaling Up:** The initiative has already reached 17 states, with over 350 rain water harvesting structures, in nearly 100 schools, working with over 20 NGOs in different locations, and is only gaining momentum. Success motivates like nothing else. Eleven completed projects in tribal areas of Jamshedpur, lead to another 10 in Jharkhand and 15 in Bihar. Through each project the company tries to reach out to 300-500 people through organized mobilization programmes and projects like "CONSERVE" recently signed with CII would build capacity amongst small and medium enterprises in 10 major cities of 7 states of North India. Rotary and Coca-Cola have already announced their intent to take Water projects to over 500 schools across the country.

## Review and Reporting Mechanism

The company brings out publications on the partnership projects so as to bring it to the knowledge of external stakeholders. Many partners bring out their separate reports like that of UN Habitat, CII, Rotary, ICRISAT etc. CSR efforts, particularly Water projects gets special mention in Company's annual report as well as the Corporate Responsibility report, besides being put on intranet for global associates. The Company has initiated plans to undertake a 'Social Assessment' in the not too distant future besides validation of the work done on Water Conservation. Internally, besides publications, the company organizes quizzes for employees on Water and Environment on various occasions such as World Water Day, World Environment Day etc. to widen their knowledge on the Company's partnership initiatives.

In order to spread information about their partnership approach and stakeholder engagement, the Company brings out Fact Sheets and News Letters which are circulated widely. The

Company also updates such information on their websites and projects these initiatives in various public forums. Most details and partnerships are placed on the website.

A fiscal review mechanism is built into the MOU and also into the process of identifying partners. Non fiscal review is through impact assessment, site visits, VIP visits, media visits, community mobilization, water table study, case studies etc.

## Outcomes

**Project Outcomes:** Since the beginning of the initiative by the Company in 2003, the following project outcomes have been achieved through nearly 100 partnership agreements, 25 NGOs and 200 communities:

- Created capacity to recharge nearly 300 crore litres of water every year
- Showcased practical RWH as easy and cheap way of conserving water to over 50,000 students of over 70 schools spread in many cities (Karnataka, Andhra, Delhi, Jharkhand, Bihar, Rajasthan, W Bengal etc.), by installing RWH systems in these schools
- Level of ground water increased in various locations, leading to better livelihood, better yield in borewells, restarting of dried wells
- Wide dissemination of Water conservation message to over 10,00,000 people through mass media, press communications, audio video films, posters, quizzes, workshops, seminars and other outreach services

**Partnership Outcomes:** Working towards a common vision by leveraging their respective strengths, the partners also benefit by achieving recognition, and through a positive reputational rub off.

Additionally, some of the partner NGOs have developed better management systems and reporting mechanism, and a better understanding of corporate needs, limitations and strengths. Many partner NGOs have been able to build relationships with other corporates on the strength of their work and learnings with Coca-Cola. The Company in turn has gained in terms of soft skills, sustainability, importance of collective buy in, etc.

A partnership between UN Habitat and Coca-Cola, spread in three geographies (MP, WB and Nepal) has attracted three other large NGOs/Government bodies to join the project in the respective locations, bringing along additional funds, expertise and vision.

Many of these partnerships have made governments to actively participate, such as Bhagidari Cell of Delhi Govt and Lake Conservation Authority of MP.

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## HSBC and Mann Vikas Samajik Sanstha - Livelihood, Skills development/micro enterprise

### About the Partners

**HSBC's** presence in India dates back to 1853, when the Mercantile Bank of India was established in Mumbai. In India, the Bank offers a comprehensive suite of financial products and services to its corporate, commercial and personal banking clients.

For HSBC, corporate responsibility, or 'CR', means managing the business responsibly and sensitively for long-term success. HSBC believes that tomorrow's success depends on the trust that is built today and works closely with stakeholders such as investors, employees and NGOs, towards this end. HSBC supports the communities in which it operates through employee volunteering and cross sector partnerships, focusing its efforts on issues such as education-particularly for young people, environment, heritage and culture, and disaster relief and rehabilitation, among others. HSBC believes that being a corporate citizen is not just an altruistic endeavor but is at the core of the business and works to enhance the economic prosperity of disadvantaged communities through various initiatives in financial literacy, microfinance etc. HSBC's corporate sustainability and community investment strategy rests on the firm foundation of multi-stakeholder partnerships. Working with NGOs, HSBC has created positive change in the lives of children, youth and women through education, life skills training and capacity building. Please visit <http://www.hsbc.com/1/2/corporate-responsibility/csr-at-hsbc> for further information about CSR at HSBC.

**Mann Vikas Samajik Sanstha** is an NGO which seeks to improve the quality of life of women and their families living in the rural areas of western Maharashtra, by providing a variety of non financial services. Established in 1994, Mann Vikas works for girls' education, and vocational training for women. Additionally, the NGO provides information to women concerning life insurance and administers classes on commerce,

marketing, and management to help women effectively build assets through credit.

Mann Vikas Samajik Sanstha is part of the Mann Deshi Mahila group, which encompasses three distinct organizations Mann Deshi Mahila Sahakari Bank, Mann Vikas Samajik Sanstha, and Mann Deshi Mahila Bachat Gat Federation. The three organizations work together towards empowerment of women in rural areas through asset creation, leadership development, capacity building, and training on property rights etc. Mann Deshi believes in working with multiple stakeholders, such as corporates, institutions, government and policy think tanks, to drive the process of women's empowerment. By virtue of being a local cooperative bank, Mann Deshi has

The partnership between HSBC and Mann Vikas Samajik Sanstha highlights a good example of a cross sector partnership wherein both partners draw on their core competencies to achieve a unified vision. While Mann Vikas Samajik Sanstha brings in grassroots mobilisation, technical expertise and training coordination, helping women to establish micro enterprises, HSBC provides financial and strategic resources to expand the scope and scale of activities and enables employee engagement with Mann Deshi Udyogini through targeted volunteering.

also played an effective role in enabling financial inclusion policy discussions with the Reserve Bank of India. Please visit [www.mann Deshi.org](http://www.mann Deshi.org) for further information.

### Partnership Objectives

Innovation and inclusion are the hallmarks of the **Mann Deshi Udyogini Business School for Rural**

**Women** the outcome of a strategic partnership between HSBC and Mann Vikas Samajik Sanstha. The partnership was established in December 2006 with the objective of promoting entrepreneurship among women with no formal education, by providing them with business skills.

Mann Deshi Udyogini focuses on young girls, 15-19 years of age, who have dropped out of schools, and 20-40 year old women with no or limited formal education. These women are empowered through business development trainings focusing on imparting technical, financial and marketing skills, along with the development of leadership and self-confidence. All graduates from the business school are guaranteed suitable loan options from Mann Deshi Bank for seed capital to start micro enterprises.

## Governance Structure

The partnership is guided by a **formal MOU** which was signed between HSBC India and Mann Vikas Samajik Sanstha describing activities, timelines, budget and detailing roles and responsibilities. The founding entity of Mann Deshi Udyogini is Mann Deshi Mahila Sahakari Bank

The partnership has been strategically designed, in alignment with **national and international development goals**. Specifically, the partnership addresses:

- Millennium Development Goal 3 - Promote Gender Equality and Empower Women.
- UN Global Compact Principle 6 which focuses on elimination of discrimination in respect of employment and occupation.
- Global Sullivan Principle which encourages corporates to work with governments and communities in which they do business to improve the quality of life in those communities--their educational, cultural, economic and social well being--and seek to provide training and opportunities for workers from disadvantaged backgrounds
- The partnership also fulfills the Government of India's mandate on inclusion and supports policy directive by Reserve Bank of India on inclusive growth.

## The Partnering Process

**Partnership Exploration:** Working closely with women in predominantly rural locations, Mann Deshi saw a glaring lack of income generation opportunities for unskilled women with no formal education. Recognizing the need for a sustainable model to promote economic development and entrepreneurship among these women, Mann Deshi decided to set up a business school catering exclusively to women with no formal education and girls who have dropped out of schools.

This innovative endeavor however required technical and financial expertise, and Mann Deshi, which was looking at a strategic partnership to also enhance the reach and impact of their model, approached HSBC to partner with them in this initiative. HSBC had already worked with civil society and NGOs, and in Mann Deshi, HSBC saw the potential to usher in significant economic improvement through creating local wealth for communities and decided to invest in the initiative to ensure robust local economic growth. HSBC analyzed the proposal and decided to support it as part of its financial education and inclusion initiative. The rationale for supporting the venture was HSBC's belief in creating an inclusive society and livelihood opportunities at the bottom-of-the-pyramid.

**Partnership Building:** Having found a common vision around the concept of sustainable development, the partners spent time assimilating the situation, discussing training and curriculum needs, business school location and a detailed business plan. Several meetings later, a formal Memorandum of Understanding was signed by both the partners on 2 December 2006, wherein HSBC committed its support to the Mann Deshi Udyogini Business School for Rural Women for three consecutive years.

**Partnership Maintenance:** Nearly 15 months later, Mann Deshi Udyogini caters to women in Vaduj and Satara districts of Maharashtra, India, servicing the poorest of the poor and helping them achieve economic self sufficiency. The business school adopts a holistic approach in knowledge delivery, providing not only technical, marketing and financial literacy skills to these

women, but also focusing on their confidence building and leadership skills. This holistic approach is aimed at producing group of skilled women, savvy in business practices and motivated to make a change in their lives.

When the students are ready to launch their own businesses, Manndeshi Bank guides the would-be entrepreneurs through loan options for business establishment. Guaranteed seed loans for the graduates for business establishment is one of the unique features of the business school.

**Scaling Up:** Leveraging individual strengths for a common vision, HSBC and Manndeshi are working towards strengthening the partnership. Manndeshi is planning to launch Manndeshi Udyogini in Sholapur district of Maharashtra, and also improve its marketing efforts by introducing branding, and approaching newer markets. HSBC is presently evaluating deployment of smart card technology to help Manndeshi Bank in its payments/collection management and MIS.

## Review and Reporting Mechanism

Every quarter, project progress and financial reports are submitted by Manndeshi to HSBC. In addition, field visits by HSBC employees enables critical and strategic feedback on programme expansion and enhancement.

Ongoing engagement between HSBC teams and Manndeshi helps in creating a shared understanding of short term and long-term goals and enables progress.

## Outcomes

**Project Outcomes:** Since the commencement of this unique partnership in December 2006, more than 5987 women have been trained in business development in the Manndeshi Udyogini Business School for Rural Women. Even more impressive is the fact that 60% of the women trained have set up their own enterprises and are running them successfully, their incomes increased from INR 25-35 to INR 65-75 a day. They are all glowing testimonies to the quality and effectiveness of the partnership, and to the extent to which the strengths of individual partners can be strategically leveraged for sustainable impact.

**Partnership Outcomes:** The partnership with HSBC has also enabled Manndeshi to attract funding from Deshpande Foundation, a Boston based philanthropic foundation, to set up a Mobile Business School for Rural Women in Hubli district of Karnataka.

Also, Manndeshi Mahila Sahakari Bank, the founding entity of Manndeshi Udyogini, has already received from HSBC a microfinance loan of INR 45 lacs and the Payments and Cash Management team of HSBC has appointed Manndeshi Bank as its correspondent bank.

The Partnership has also resulted in creating an extremely well informed segment of rural women who have emerged from their oppression and discrimination as community leaders of significant stature and respect. Government and banking regulatory authorities have recognized this movement as a model for bringing about measurable change and have also applauded HSBC and Manndeshi for launching the partnership. Overall, the successful partnership is an excellent example of financial inclusion and has created a route map for many more such initiatives.

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# Integrated Coal Mining Ltd. (ICML) and Association for Social and Health Advancement (ASHA) - Livelihood, Skills development/micro enterprise

## About the Partners

**Integrated Coal Mining Limited (ICML)** is a subsidiary of the public utility organization Calcutta Electric Supply Corporation (CESC), and was created with the aim of coal mining and supply to CESC. ICML has been involved in welfare activities since its inception, but in keeping with recent times has also integrated CSR policies and strategic social initiatives with its business. It has often worked with local governments and local communities for maintaining harmony in and around its areas of operations.

**Association for Social and Health Advancement (ASHA)** is a non governmental organization working with disadvantaged communities through a dual approach of community level interventions on the one hand, and acting as a support agency to other NGOs, Governmental agencies and corporate sector, on the other. ASHA is a strong proponent of partnerships for community development and has been working in the sector of public private partnerships for nearly a decade. It was a Core Committee member in the Federation of Indian Mining Industries for formulating Community Development guidelines for the small, medium and large mining companies.

In addition to ASHA and ICML, there were **other institutions**, not signatories to the Memorandum of Understanding and contracts, but key to fulfilling the objectives of the partnership. These included the Office of the District Administration who arbitrated and provided oversight, and the Local Self Government (Panchayati Raj Institutions) who provided support and actively participated in the process.

## Partnership Goals

“Livelihood Assessment & Trust Building Measures” was the theme of a strategic partnership between ICML and ASHA. The partnership was established in January 2000 and

was operational for about 18 months. The objectives of the partnership were as follows:

- To complete a livelihood assessment to prioritize social needs in the Mine impact area and generate updated baseline socio-economic information
- To identify and implement trust-building measures during the initial period of the mine project, including pilot income restoration projects for those most affected by the acquisition of land; and outline designs for development projects that would bring community-wide benefits

## Governance Structure

Initially, the partnership was guided by a jointly developed, **non-binding voluntary Memorandum of Understanding** wherein the shared vision,

The partnership between Integrated Coal Mining Limited (ICML) and Association for Social and Health Advancement (ASHA) represents a business-NGO partnership, established at the initiative of the company, to implement trust-building measures with the local community which was going to be impacted by the business activities of ICML. The partnership was brokered and by an external partnership broker, who helped identify and bring together the partners and other key stakeholders in the program.

individual objectives, roles and responsibilities and grievance redressal mechanism were mentioned. Apart from this there was also a separate **partnership contract**, with deliverables, timelines and resource commitments with

payments schedules drawn up between ICML and ASHA.

Additionally, the Additional District Magistrate was closely involved in the various stages of the partnership and acted as the focal point for grievance redressal. His statesmanship and neutrality helped to further strengthen the partnership.

Different resources and skills were brought into the partnership by ICML and ASHA. While ASHA implemented the socio economic surveys and worked on income restoration through formation of self help groups etc, ICML provided the costs for carrying out these activities, and also undertook performance monitoring. Additionally, the local government departments helped secure buy-in for the socio economic surveys from community institutions and the local self government assisted the income restoration through convergence with existing schemes.

## The Partnering Process

**Partnership Exploration:** In the wake of the gradual privatization of the coal mining industry in the early 1990's, the Calcutta Electric Supply Corporation (CESC) took up the "Sarshatali Coal Mining Project" near the village of Sarshatali and spread over two administrative Blocks in West Bengal. As a result of the mining activities, a tribal community comprising 57 households was slated for resettlement.

CESC first created a new company known as the Integrated Coal Mining Limited (ICML) for implementing the mining project, and initiated the process of compliance requirements, finding finances and acquiring skills etc. A social assessment was undertaken, followed up with Social and Environmental Impact Assessment and a feasibility study undertaken by the International Finance Corporation. Although the Government was the intermediary for land acquisition, the company was also looking for ways and means to negotiate with the affected communities so as to get their acceptance.

It was during this time that a collaborative approach involving the company, civil society, and the local government was felt to be imperative. The company wanted to ensure a smooth project

start up and functioning, community acceptance without disruption to time schedule and budgets, and also social and environmental impact mitigation, and partnered with Association for Social and Health Advancement (ASHA), for which the imperatives were safeguarding community interests, increasing credibility and visibility and acquiring a comparative advantage. Along with ASHA as the state level lead NGO, services of a local NGO named Suchetana were also harnessed.

The partners were brought together by Business Partners for Development (BPD), a global network designed to study and promote strategic examples of cross sector partnerships, which was introduced by ICML and served as an external partnership broker. Additionally, an individual external partnership broker was also brought in by ICML for assisting them in identifying a suitable NGO. Through a series of meetings and workshops with reputed organizations, ASHA was invited to consider participation in the project, and despite initial apprehensions, ASHA finally decided to go ahead with the partnership.

**Partnership Building:** A Memorandum of Understanding, voluntary and non-binding in nature, was jointly drawn up by the partners for guiding the partnership. Additionally, a partnership contract with deliverables, timelines and resource commitments was signed between ICML and ASHA.

Thereafter, several multi stakeholder workshops were conducted in a participatory manner at two levels firstly at the Sub-divisional level where the key partners and associated stakeholders outlined the needs and next steps. Subsequently community level consultations were undertaken at the village and community level so that all voices could be heard. As an outcome an action plan emerged for carrying out the Livelihood Assessment.

Over a period of four months, a house to house livelihoods assessment along with psychological assessment of the intended resettlement community to assess their attitudes and possible impact was also carried out. The report on the findings was widely shared with all the stakeholders. Meanwhile, the company organized public consultations and set up an information

outlet at the project site where all related information was displayed and disseminated. As trust building measures, a few community wide on-site welfare initiatives such as repair of tube-wells, awareness sessions, general health and eye check up camps etc were organized where the communities participated and even shouldered some of the organizing responsibilities with deployment of volunteers etc.

**Partnership Maintenance:** In over a year and a half of working together, the partners overcame initial apprehensions and suspicions through a culture of trust and transparency and an attitude of joint problem solving.

## Review and Reporting Mechanism

There was a system of periodic feedback and sharing through written reports as well as through meetings, a measure which was critical for bringing in transparency onto the process and cementing the partnership. The work plan, budget expenditure and deliverables were reviewed through monthly meetings of stakeholders, with guidance from BPD. An independent review and evaluation of the partnership was also carried out at the terminal stages of the partnership through an external consulting agency.

There was monthly reporting of activity highlights which was widely shared among the various stakeholders, apart from a quarterly structured reporting format which was reviewed in a consultative meeting of the stakeholders where feedback was received, based on which modifications of activity plans were undertaken.

## Outcomes

**Project Outcomes:** Following were the project outcomes of the partnership efforts:

- ICML secured a “social license” to operate
- Partnership activities contributed to the company meeting its investor compliance requirements over a 9 month period at a cost saving of 25 %.

- During the prolonged investment uncertainty, the costs of community development in the mine impact area was shared with the Government departments
- Income restoration for those losing land was of a higher quality and more sustainable, leading to the prospect of lower community dependency on the company in the future.

## Partnership Outcomes:

- There were improved community interventions due to increased community participation
- Civic leadership improved and the community gained better access to Government institutions
- Livelihood relevance achieved skill mapping of local communities along with a simple market study for livelihood options resulted in a better programming of livelihood activities.
- Several Case studies were developed by Business Partners for Development and made available on the website: [http://www.bpd-naturalresources.org/html/focus\\_las.html](http://www.bpd-naturalresources.org/html/focus_las.html).
- The case study has been presented at various national and international forums for sharing of learnings, trainings etc.

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## ITC Welcomgroup and Enable India - Disability

### About the Partners

**ITC Welcomgroup** is one of India's fastest growing hotel chains in the country. The hotel chain follows the triple bottomline (TBL) philosophy of its parent ITC, focusing on economics, environment & social issues. Under the social dimension of the TBL, ITC Welcomgroup has developed the concept of Extreme Affirmative Action, endeavoring to create a replicable model for employment of persons with disability in the hospitality sector. Through this program, ITC Welcomgroup is making efforts towards mainstreaming persons with disabilities through initiatives such as integrating user friendly elements in hotel design, such as specially equipped rooms, ramps, lifts, etc. Additionally, networking with various stakeholders, ITC-Welcomgroup undertakes vocational training and advocacy for persons with disabilities. For further information, please visit [www.itcwelcomgroup.in](http://www.itcwelcomgroup.in)

**Enable India, Bangalore** is a non-profit organization working towards the economic independence and dignity of persons with disabilities, catering to the needs of persons with all kinds of disabilities like visually impaired, hearing impaired, physically disabled, mental retardation, mental illness, across India. The organization, set up in 1999, has employment, pre-employment services, supplemental education, consulting and enabling other institutions working for the disabled as its thrust areas. For further information, please visit [www.enable-india.org](http://www.enable-india.org)

### Partnership Goals

The ongoing partnership between ITC Welcomgroup and Enable India was established in 2006 with the aim of increasing the number of persons with disability in the industrial workforce. The partnership is being implemented across India and endeavours to empower persons with disability through employment, education and rehabilitation.

### Governance Structure

In nearly two years of working together, the partners have not felt the need for a legal arrangement such as a formal agreement or an MoU. The partnership was founded on the basis of a shared vision, and has progressed through complete transparency and trust between the partners.

Though not defined by a legal document, the roles and responsibilities of the partners are clearly understood and effected by the partners. Enable India is expected to provide services related to job identification, training, placement, post placement workplace solution support, post placement counseling and specialized training etc. ITC Welcomgroup employs the trained PWDs in suitable functions in their hotels and also provides the necessary support system for a barrier free environment so as to ensure a smooth integration of PWDs at the workplace.

The partnership between ITC Welcomgroup and Enable India portrays a strategic collaboration between a business and an NGO, towards achieving a common cause. The partnership is largely informal, with no funding arrangement, and both the partners leverage their core competencies towards capacity building of persons with disability so as to ensure their economic independence and a life of dignity.

The partnership is in accordance with national priorities and the global employment treaty for disabled people articulated by the United Nations, to which India is a signatory.

### The Partnering Process

**Partnership Exploration:** Working on its CSR agenda of employment for persons with disability,

ITC Welcomgroup wanted to partner with an NGO towards this objective. However, the company felt that it was imperative to identify the right NGO partner with the appropriate skills and objectives. The search for a suitable NGO began with shortlisting a few NGOs and initiating a dialogue with them, a process which led to a fruitful partnership between ITC Welcomgroup and Bangalore based Enable India.

**Partnership Building:** Multiple iterations for job identification and workplace solutions were carried out by Enable India along with National Association for the Blind (NAB). In the course of inducting for the first time, 19 people with disabilities, ITC felt that they could be more productive if job mapping is done with proper induction and mentoring. Introducing hearing and speech-impaired people also meant that employers needed to know sign language to communicate with them. Also, once inducted, ITC had to make its workplace barrier free and introduce assistive technologies like issuing whistles to draw attention to themselves during an emergency and using simple pencils and pads for guests to write on if they needed something.

Enable India provided basic sign language training for the managers of ITC Windsor (with the help of other NGOs such as Institute of Speech and Hearing). Enable India also conducted the sign language interpretation during the training of the hearing impaired, and also did an initial hand holding for the candidates. Other organizations were also involved to ensure a smooth integration of the persons with disability at the workplace. For instance, NAB conducted mobility and orientation training for the persons with vision impairment employed.

**Partnership Maintenance:** This unique initiative has resulted in increased sensitivity within ITC and also at large, towards social issues which have been ignored by industries for long due to lack of awareness and apprehensions in dealing with PWDs. With PWDs successfully inducted in backend operations and increased comfort levels in working together, ITC has put them on house keeping jobs and other areas where they also interact with guests.

**Scaling Up:** Under the partnership, efforts are on

to identify and ensure placements for persons with disability across the country. Enable India is working with their partner NGOs across India to identify candidates who will be suitable for jobs at various companies. This is expected to happen in a phased manner, and a scaling for some companies has already been completed. Additionally, ITC has already prepared a PWD manual and Enable India is in the process of creating multimedia pre-employment training material (e-Vidya project) which can be used for development and training of the candidates.

## Review and Reporting Mechanism

There is no formal reporting mechanism in the partnership. Each partner brings their respective competencies on the table with the intent of creating employment opportunities for PWDs.

However, as part of an informal review and monitoring, Enable India has done retention visits to Windsor Manor for a) retraining of candidates regarding the goals, values, expectations etc, done after the staff had been placed for some time; b) formal feedback from employer and employees to find out issues and ensure quick resolution if required; c) adhoc counseling when called upon by the training managers.

Retention visits and counseling sessions for the disabled, and disability awareness programs for the staff are key for improving the program. Documentation of retention visits have served as an important guide for the program's progress.

## Outcomes

**Project Outcomes:** As a result of this unique endeavour, the disabled have been able to work effectively at their workplace with the help of simple, effective and innovative workplace solutions. These innovative solutions have had the impact of making a non-attainable job available for the disabled candidate. More than 25 persons have been placed directly by Enable India in Bangalore, Mumbai and Kolkata and many more indirectly through other partner organizations.

**Partnership Outcomes:** In this 20-month long journey, the learning derived by ITC is that there are three phases of coming to grip with employing PWD's - skepticism, novelty and business-as-

usual. Having reached the third phase, the diversity and creativity within Welcomgroup has increased and they have developed a handbook for industry on how to employ people with disability, developed simple training modules on telephone etiquettes, receptionist functions, on how to paint for the hearing and speech impaired. They have conducted access audits in their old hotels to make them barrier free. New ITC hotels will have universal design features wherein they will be barrier free right from the design stage onwards. ITC feels that what it really amounts to is donning the rethinking cap, and accepting every individual with her/his unique abilities.

This unique partnership has resulted in increased sensitivity within Welcomgroup and also in the industry at large, towards social issues which have been ignored by business for long due to apprehensions and lack of awareness in dealing with PWDs.

This partnership model has been replicated by ITC Welcomgroup in partnerships with different NGOs in various locations. The model was established at a time when employment of persons with disability was not an explicit agenda

for business and the benefits of their employment were also not known. Now, with a demonstrated sustainable model, an increasing number of companies are starting to show active interest in the issue, and many have entered into a formal arrangement with Enable India for a similar program.

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## Johnson & Johnson Ltd, CMC Ltd and Xavier's Resource Centre for the Visually Challenged - Disability

### About the Partners

XRCVC was conceptualized and formed by the St. Xavier's College, Mumbai. **The Xavier's Resource Centre for the Visually Challenged (XRCVC)** is a state of the art support facility aimed at supporting holistic development needs of the visually challenged. Through 'Project Access', the advocacy initiative of XRCVC, the organization is working towards increasing access to services and basic rights for visually impaired persons on a National level. Also, taking into account holistic developmental needs, XRCVC works on educational support, personality development, I.T. training etc. For these initiatives, XRCVC has been supported by various partners over the years. XRCVC has entered into two separate partnerships with CMC Ltd and Johnson & Johnson Ltd. Please visit [www.xrcvc.org](http://www.xrcvc.org) for further details.

**Johnson and Johnson (J&J)** is World Leader in Healthcare products, selling in more than 120 countries in the world in Consumer, Pharmaceutical and Medical markets. The company believes in providing scientifically sound, high quality products and services to help in healing and curing disease and improving quality of life.

Johnson & Johnson believes in a staunch commitment to caring for and catering to the needs of its customers and employees. Johnson & Johnson also recognizes its responsibility to the community at large and is involved in various initiatives.

Corporate Social Responsibility initiatives at Johnson and Johnson stem from Our CREDO, the ethics document of J&J, which outlines J&J's responsibility towards all of its stakeholders. In India, Johnson & Johnson works on 3 key areas under its CSR initiative – Health / Education for underprivileged women and children, Safe Motherhood, and HIV-AIDS Awareness. J&J

partners with various NGOs towards impacting diverse issues. For instance, J&J works in partnership with Pratham on Child Labour; with The National Association for the Blind (NAB) and XRCVC on Disability; with Humana and YMCA on HIV/AIDS etc. For further details please visit [www.jnjindia.com](http://www.jnjindia.com).

**CMC Limited** is a leading Indian IT solutions company and a subsidiary of Tata Consultancy Services Limited (TCS Ltd), one of the world's leading information technology consulting, services and business process outsourcing organizations. CMC is a part of the Tata group. As part of its corporate citizenship initiative, CMC, apart from the partnership initiative with J&J, provides need-based support to grassroots NGOs working on diverse social issues. For further details about CMC, please visit [www.cmcltd.com](http://www.cmcltd.com)

The XRCVC partnerships with Johnson & Johnson Ltd and CMC Ltd are business-NGO partnerships, which were established for two different imperatives. While the partnership with Johnson & Johnson Ltd. was set up largely for core support to help establish and expand XRCVC, the partnership with CMC Ltd was more strategic, with the partners leveraging their core competencies for a specific output, aiding the financial inclusion for persons with disability.

### Partnership Goals

The partnership between **XRCVC and Johnson and Johnson Ltd.** was set up for a period of 4 years, starting Aug 2005, when XRCVC was a nascent organization. This is largely a partnership for core funding of XRCVC initiatives.

The strategic partnership between **XRCVC and CMC Ltd.** was established in August 2006, to work towards empowerment of and financial accessibility for persons with visual impairment. The key objectives of this partnership are:

- To address the issue of an independent banking access for the visually impaired, with specific reference to use of cheques.
- To develop a biometric access-enabling environment, based on CMC Ltd's globally recognized finger print identification and verification software that would enable banks to verify cheques with thumb impressions.
- To address other areas for enabling this facility and ensure its implementation.

## Governance Structure

The partnership efforts towards increasing access and providing educational services to persons with visual impairment are **aligned with national attempts towards greater access and equitable environments for persons with disabilities**. The Persons with Disabilities Act 1995 and the National Policy for Persons with Disability 2006 recognize equitable rights for persons with disabilities, which are being addressed through the partnerships.

The partnership with Johnson & Johnson is guided by a **formal proposal**, which was prepared by XRCVC and sanctioned by Johnson & Johnson Ltd. With CMC Ltd, XRCVC has entered into an **MoU** signed by both partners, committing to the task of development of fingerprint recognition software.

In both partnerships, the partners work for a shared vision, in a culture of transparency and trust. The **roles and responsibilities** assigned to the partners are based on their core competencies. While Johnson & Johnson brings in financial resources and also extends expertise in specific areas such as employing their trainers for training visually challenged persons, promoting employment and employability of persons with disability by offering internship and job opportunities within J&J, conducting training

modules for the visually challenged at XRCVC etc. CMC Ltd brings in its specific expertise of software development in biometry, which forms the crux of their partnership with XRCVC. In both the partnerships, XRCVC brings in its expertise of working with visually impaired persons.

## The Partnering Process

**Partnership Exploration:** XRCVC entered into a partnership with J&J when XRCVC was newly formed, looking for funding and support to sustain itself. It found a compatible partner in J&J, which not only offered core funding support towards the cause of empowerment and access for persons with visual impairment, but also other resources through training and corporate internship programs to increase their employability.

The partnership with CMC Ltd. towards improving financial accessibility for persons with visual impairment was a direct result of XRCVC having expanded its work in the advocacy area. The partnership was forged in order to meet a very specific product based need, which XRCVC had been able to conceptualize as the solution, but did not have the resources or the expertise to build. CMC Ltd., as a part of its Corporate Sustainability Initiative was keen to apply its core competencies to benefit the larger cause of social development. The partnership with XRCVC offered CMC the opportunity to utilize its core competency in biometrics and fingerprint access system to improve the possibility of greater financial independence to the visually challenged and illiterate.

**Partnership Building:** The partnership-building phase between XRCVC and J&J was one of tremendous growth and innovation. Through the lessons learnt in the first year of its existence, XRCVC was able to plan, stabilize and expand its work. A supportive partner at this stage was extremely crucial, and recognizing the changing needs of XRCVC, J&J was open to enabling it through expanding its funding support from mere equipment to capacity building of staff etc.

CMC's solution "e-SIGNS", developed as part of

the partnership, enables the visually challenged/illiterate to operate their bank accounts by issuing cheques with thumbprints, which the bank can accept and verify with as much ease as a signature, without deviating from its existing processes. CMC's technical expertise combined with XRCVC's in-depth understanding of the issues in this area could effectively address this need.

**Partnership Maintenance:** As a direct outcome of the two corporate partnerships, XRCVC has become one of the leading organizations in the country, providing state of the art support services for visually impaired students.

CMC has developed the fingerprint recognition system for chequebooks, a concrete solution for increasing financial accessibility for the visually impaired. Through its continuous involvement, CMC Ltd has not only developed the solution but is also actively involved in ensuring acceptability by the banking industry.

The relationship with J&J has scaled up over the partnership period, from funding of equipment, to a strategic involvement with J&J expanding its funding and offering training, corporate internship etc.

## Review and Reporting Mechanism

XRCVC conducts an annual SWOT analysis of its work internally, and the outcomes of the analysis serve as a benchmark for XRCVC to review and plan for the year ahead. In addition XRCVC submits regular reports to J&J detailing its various initiatives. Further XRCVC and J&J share an open and transparent relationship, with J&J representatives frequently visiting XRCVC and getting involved in a wide range of its activities. This regular interaction through reports and meetings has served not only as a monitoring and evaluation process but also more importantly a constant review and growth tool.

With CMC Ltd both XRCVC and CMC Ltd are jointly involved in developing the product hence regular joint meetings are held to chart the progress and

implementation of the product being developed.

## Outcomes

### Project Outcomes:

As an outcome of the partnership with J&J:

- XRCVC got the much-needed financial support from J&J at the inception stage, to ensure its stabilization.
- Further, guided by inputs from the CSR representatives from J&J, XRCVC has successfully expanded the scope of its work from service delivery to advocacy.
- The specific goal of increased employability for persons with visual impairment has been furthered by J&J offering corporate internship for XRCVC students.

As a result of the partnership between XRCVC and CMC, CMC has developed the fingerprint recognition system for chequebooks, a concrete solution for increasing financial accessibility for the visually impaired.

**Partnership Outcomes:** As an outcome of the partnerships with J&J and CMC,

- XRCVC has become one of the leading service providers for visually impaired students, and has also scaled up the scope of its initiatives to national level advocacy work.
- XRCVC has been able to leverage funding from other sources as well.
- Through its advocacy work, XRCVC has begun impacting changes in national rules and regulations relating to the visually impaired. One set of rules already changed are NSDL guidelines for opening and operating DMAT accounts by the visually impaired.
- Through its referral and awareness work XRCVC, today, reaches out to hundreds of individuals on an annual basis.
- The number of visually challenged students at St Xavier's College has increased from 2 to 21

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## Microsoft Corporation India Pvt. Ltd. and Datamation Foundation Charitable trust - IT education/training

### About the Partners

**Microsoft Corporation India Pvt. Ltd:** Founded in 1975, Microsoft is the worldwide leader in software for personal and business computing. Microsoft Corporation India Private Ltd is a subsidiary of Microsoft Corporation USA and has had a presence in India since 1990. Under the **Unlimited Potential** effort, Microsoft India is focused on long-term investments for facilitating relevant, affordable access to technology in areas which are aligned to India's priorities. Microsoft is committed to work on transforming education, foster local innovation, and enable jobs and opportunities to sustain a continuous cycle of social and economic growth. Please visit [www.microsoft.com/india](http://www.microsoft.com/india) for further information.

**Datamation Foundation Charitable Trust** was established in 2002 and has been actively engaged in advocating, designing and implementing innovative Information and Communication Technology enabled initiatives to help meet the Millennium Development Goals. The Foundation, apart from promoting employment generation in the organized sector, actively works towards creating livelihoods for women and youth in the unregulated, hazardous informal sector. Datamation Foundation actively champions and deploys innovative ICT tools including Open Distance Learning (ODL) for capacity building, skills development and education solutions for socially and economically disadvantaged women and youth, who are most vulnerable to poverty and exploitation. For further details please visit [www.datamationfoundation.org](http://www.datamationfoundation.org)

### Partnership Goals

The partnership between Microsoft India and Datamation Foundation Charitable Trust was initiated in Feb 2005 with the objective of empowering women from economically backward

segments of society by providing them with technical skills through ICT based interventions. The initiative is operational in Lucknow and Kanpur in Uttar Pradesh, and focuses on marginalized women, including Chikankari embroidery weavers. The partnership has now been extended to continue till Dec 2008.

The pivot of the program is a Community Technology Learning Centre (CTLTC) which is a free or low cost IT training facility in a convenient public location where people of all ages come to learn about computers, use the internet, explore new careers, further their education and awareness, participate in community activities and develop technology skills.

The partnership between Microsoft India and Datamation Foundation Charitable Trust represents an alliance between an MNC and an NGO, for innovative use of technology for empowering women from underserved communities. The partners reinforce each others' strengths for achieving the partnership vision of creating social and economic opportunities that can change people's lives.

### Governance Structure

The partnership between Microsoft India and Datamation Foundation is governed by a formal **Memorandum of Understanding**, which clearly defines all the deliverables expected of both the partners. While Microsoft's contribution includes cash funding, software donations for PCs in the CTLTCs and an IT training curriculum, Datamation Foundation has been implementing all aspects of the project in the field and has leveraged its strong relationship with the community for this purpose.

It is executing activities like setting up and running the CTLCs and imparting computer literacy to the target segment.

The partnership goal of empowering women by leveraging information technology strongly aligns with both **national development priorities as well as the Millennium Development Goals** of the United Nations.

## The Partnering Process

**Partnership Exploration:** Microsoft India, under its corporate citizenship initiative, launched the **Unlimited Potential - Community Technology Skills Program** in the country in August 2004 as “Project Jyoti”. As part of this initiative, Microsoft India partners with NGOs to support various programs aimed at empowering and enabling employability for underserved individuals, especially marginalized women and disadvantaged youth, through the use of IT. So far, it has made grants aggregating to Rs 37.5 crore (over USD 8.5 million) to 13 NGOs in India for setting-up a network of more than 850 CTLCs across 19 states/UTs that have imparted basic computer literacy to over 100,000 persons. Datamation Foundation also works for empowering women and youth from economically disadvantaged communities, and having found a common vision, Microsoft India and Datamation Foundation decided to combine their competencies and work together under Microsoft's Project Jyoti initiative.

**Partnership Building:** A formal MoU detailing roles and responsibilities, outputs etc, was signed by the partners, marking the beginning of an important ICT for Development initiative wherein Microsoft India contributed resources and technical knowledge, and Datamation Foundation its implementation infrastructure as well as expertise on community engagement and dynamics. The major early challenges faced in executing the project were the rigid social structures in the project areas, which prevented women from participating in the initiative and learning new skills, especially computer literacy. However, due perseverance and awareness generation efforts by the partners ensured gradual acceptance by the communities and

increasing participation by women.

As per the partnership vision, poor and semi-literate women from underserved communities, including Chikankari embroidery weavers, in the Lucknow-Kanpur corridor in Uttar Pradesh are presently being served through the CTLCs. Additionally, keeping in mind the needs of the Chikankari weavers, Datamation Foundation in collaboration with Indian Institute of Technology, Kanpur, National Institute of Fashion Technology and Media Lab Asia has developed a software called 'Chic'. After acquiring knowledge of computers, the weavers are able to successfully use this software at the CTLCs for improving their product designs, promoting marketability, reducing raw material wastage and increasing their own incomes.

**Partnership Maintenance:** Three years since its start in Feb 2005, the partnership is effectively servicing women from underserved communities in the Lucknow-Kanpur corridor, with a holistic approach in knowledge delivery. In addition to being provided with basic computer literacy and IT-enabled vocational training, participants are also encouraged and motivated to undertake income generation activities. Over 7,000 women have been trained so far, and skill building has led to increased confidence levels among them. With their empowerment and improved employment prospects, there has been a perceptible change in sensitivity towards women, who have gained a higher socio-economic status in the family and the community.

**Scaling Up:** Through the partnership, the strengths and competencies of the partners have been leveraged to set up 16 CTLCs. The partners are now working towards opening 14 new CTLCs, thus covering the state of Uttar Pradesh more widely.

## Review and Reporting Mechanism

Monitoring of progress is undertaken through submission of periodic progress reports prepared by Datamation Foundation and submitted to Microsoft. Additionally, site visits are undertaken by both the partners, followed by mutual consultations to improve the program and ensure

a shared understanding of the objectives and impact of the partnership initiative. At the end of its term, the project is scheduled to undergo a third party evaluation.

## Outcomes

**Project Outcomes:** With the partnership efforts, 16 CTLCs have been set up in Lucknow and Kanpur and over 7,000 women have been imparted basic computer literacy. Additionally, the CTLCs also offer IT enabled income generating vocational skills like stitching and candle making. Chikankari embroidery weavers are using the 'Chic' software at the CTLCs to improve the designs and the competitiveness of their products.

Some of the key impacts on the women beneficiaries include increased self confidence, enhanced social and economic status as a direct result of enhanced employment and income

earning capacity, and better information access on a range of issues such as health and legal rights, as a result of computer literacy.

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# Microsoft Corporation India Pvt. Ltd. and Development Alternatives Group - IT education/training

## About the Partners

**Microsoft Corporation India Pvt. Ltd:** Founded in 1975, Microsoft is the worldwide leader in software for personal and business computing. Microsoft Corporation India Private Ltd is a subsidiary of Microsoft Corporation USA and has had a presence in India since 1990. Under the Unlimited Potential effort, Microsoft India is focused on long-term investments for facilitating relevant, affordable access to technology in areas which are aligned to India's priorities. Microsoft is committed to work on transforming education, foster local innovation, and enable jobs and opportunities to sustain a continuous cycle of social and economic growth. The **Unlimited Potential Community Technology Skills Program** was launched in India as 'Project Jyoti' in August 2004 and is focused on enabling sustainable livelihood opportunities in rural areas and urban slums via imparting IT skills training to underserved individuals, especially marginalized women and disadvantaged youth. It supports setting up Community Technology Learning Centres (CTLCs) in partnership with NGOs. Till date Microsoft has made grants to 13 NGOs in India aggregating to Rs 37.5 crore (over USD 8.5 million) and has set-up a network of more than 850 CTLCs across 19 states/UTs which have imparted basic computer literacy to over 100,000 persons. Please visit [www.microsoft.com/India](http://www.microsoft.com/India) for further information.

**Development Alternatives (DA)** is a non-profit organization engaged in research and action for sustainable development. Established in 1983, DA is dedicated to bringing about a better balance among social equity, environmental quality and economic efficiency. DA believes that the key to achieving this is the creation of sustainable livelihoods that provide a decent income, give meaning and dignity to life, produce goods and services for the local market, do not destroy the environment or the resource base, and bring the poor and downtrodden, the women and the

marginalized, into the mainstream. Please visit [www.devalt.org](http://www.devalt.org) for further information.

## Partnership Goals

The partnership between Development Alternatives and Microsoft India is part of the Unlimited Potential Community Technology Skills Program, a Microsoft CSR initiative to promote basic IT education for disadvantaged sections of society. The partnership was effective for about two years, from October 2004 to December 2006, and covered 8 states of India.

The partnership between Microsoft India and Development Alternatives portrays a cross-sector collaboration between a business and an NGO in a replicable model wherein partners strategically leverage their core competencies to attain a unified vision. The partnership was effective for a period of two years and then successfully closed after the program objectives were achieved. A strong delivery mechanism and a steady focus on employing individual strengths for a common objective were the distinguishing attributes of this partnership.

## Governance Structure

A **well defined operational structure** was put in place under the partnership, to ensure efficient implementation. A dedicated project team was formed, consisting of a project manager, domain trainers, course developers, a marketing manager and field teams. The program was delivered through telecenters which were further supported by territory offices in each project state. For every 20-25 telecenters, a territory office was established to support telecentre operations.

Each telecenter consisted of 1-2 trainers and a center manager.

The partnership was strategically designed, in alignment with **Millennium Development Goal 3** - 'Promote Gender Equality and Empower Women', and was guided by a **formal Memorandum of Understanding** which was signed between Microsoft India and Development Alternatives, describing outputs, roles and responsibilities, etc. Specifically, the roles of the partners were as follows:

Microsoft India:

1. To provide the curriculum for trainees.
2. To provide software support for the computers to be used under the program.
3. To provide partial finances for the program.

Development Alternatives:

1. To expand the network of telecenters through which the training was imparted.
2. To recruit and train the master trainers to deliver the training.
3. To deliver the training to target beneficiaries.
4. To develop and deliver other services to make the partnership sustainable.

## The Partnering Process

**Partnership Exploration:** DA's network serves the poorest districts and regions with some of the most adverse gender ratios in India. Women in these areas have limited access to rights, entitlements, quality education and avenues of financial independence. In this scenario, DA approached Microsoft India by submitting a project proposal for partnership under the Microsoft Unlimited Potential Community Technology Skills Program which is being implemented around the globe. An inherent belief in the potential of ICT in the economic and social development of rural societies brought Microsoft India and DA together into a partnership, a process that was facilitated by the fact that both partners were already involved in promoting ICT in rural areas prior to getting engaged in partnership.

**Partnership Building:** Microsoft partnered with Development Alternatives in October 2004 to roll out this project in 8 states of India - Uttar Pradesh, Madhya Pradesh, Bihar, Jharkhand, Chhatisgarh, Punjab, Haryana and Himachal Pradesh. The project was a landmark initiative to bridge the gap in IT skills for disadvantaged women in rural India. An MoU was signed between Microsoft India and DA, and the partnership was formally established, founded on the inherent belief that ICT can contribute significantly towards the social upliftment of women and girls in rural areas. Confidence in using IT based services could enable them to access information, communicate with their families and loved ones, create their own support network, become financially self reliant and even become role models for other women in their communities.

For effective implementation of the project, master trainers were recruited and trained on teaching skills, and training was imparted to the target group at DA's telecentres over the project duration.

**Partnership Maintenance:** Over the project period of two years, more than 130 women master trainers were trained and employed, and more than 6500 women trainees received IT training in the DA telecentres.

**Exit:** After effective implementation of the program over the envisaged project period of two years, the partnership was successfully closed in December 2006. A third party evaluation of the project was also carried out subsequently.

## Review and Reporting Mechanism

Quarterly and yearly progress reports were prepared by DA to ensure effective implementation of the program and achievement of the partnership objectives. Additionally, ongoing internal and external evaluations were conducted to assess the effectiveness of the strategies and the outcomes of the project.

## Outcomes

**Project Outcomes:** Over the two-year project period in this landmark partnership, the defined objectives were achieved. Specifically:

- The partnership assisted the training and employment of more than 130 female master trainers.
- The partnership also assisted the direct training of more than 6500 female learners.
- The partnership influenced the life of more than 40,000 people directly or indirectly.

**Partnership Outcomes:** The partnership enabled DA to expand its network of telecenters across 8 states and to increase its beneficiary base at the telecentres. The partnership also helped DA to spread awareness among rural communities about its telecentres and the services offered through them. In India, DA was among the first few partners of Microsoft India to launch the Microsoft Unlimited Potential - Community Technology Skills Program and the learnings from this initiative have served as inputs into further growth of the program in the country.

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## NASSCOM Foundation (NF) and multiple partners - IT education/training

### About the Partners

**NASSCOM foundation (NF)** is a trust that was seeded by NASSCOM to leverage information and communication technologies (ICT) for empowering and transforming the lives of the under served. NF represents the IT industry's commitment to leveraging IT for development. The Foundation partners with IT companies and facilitates and strengthens the corporate social responsibility (CSR) activities of the companies.

NASSCOM Foundation has been engaged in synergizing the efforts of the private enterprises and civil society organizations through anchoring pilot initiatives and innovative programmes. NASSCOM Foundation believes that collaborative efforts are essential to effectively leverage the power of ICTs to catalyze change for underserved communities. The details of the partnership framework and partners are available at [www.nasscomfoundation.org](http://www.nasscomfoundation.org)

**NGO Partners** include Ambuja Cement Foundation, Byrraju Foundation, Forum for Integrated Development & Research (FIDR), Suraj Foundation, Technology For The People (TFTP), South Indian Federation of Fishermen Societies (SIFFS), SEWA, Grameen Sanchar Society, GTL Foundation, MS Swaminathan Research Foundation, Population First, Students Partnership Worldwide (SPW), India Project Trust, Sanskriti Samvardhan Mandal, Pathways. These are the **Implementation Partners** and carry out the essential function of setting up of a Knowledge Center with support from NF for the first two years, and on their own thereafter.

**Resource partners** like NASSCOM, Zansa, Microsoft Unlimited Potential and HP are also important for the successful implementation of the program and have funded a large part of this program. Microsoft also provides software upgrades for 65 centers. Qualcomm and Tata Tele Services Ltd. have provided free connectivity for 100 centers. The key institutions that have

supported this partnership through training and content include NIIT, TCS, Azim Premji Foundation, UNICEF, Intel and International Development and Research Centre (IDRC, Canada).

### Partnership Goals

The **NASSCOM Knowledge Network (NKN)** is the outcome of a partnership initiative by the NASSCOM Foundation, engaging diverse stakeholders with distinct and synergistic competencies. NKN is a dynamic network of tele-centers or knowledge centers across 12 states of India. A knowledge center is “a physical space that provides public access to (value-added) information and Communication Technologies for

The multi-stakeholder partnership initiative by NASSCOM portrays a unique collaboration between diverse stakeholders through synergistic interventions and contributions, towards enabling marginalized communities through technology access. The partners bring in their core competencies into the partnership, which is characterized by a rigorous review mechanism and a sound governance structure.

educational, personal, social and economic development.” The 140 strong centers of the NKN network provide community access to knowledge and information on education, and health and livelihood.

The NKN partners include donor partners, resource and content partners, implementation partners (NGOs) and grassroots community partners. In the past two years NKN as a community-centric initiative, has demonstrated success in a multi-stakeholder partnership

between civil society, industry and grassroots communities. The target groups for the project are underserved communities in rural and semi urban areas mainly youth, women, children, farmers and cultivators and other community members.

The main objectives of the NKN partnership are to:

- Demonstrate a sustainable model of multi-stakeholder partnership of industry, civil society and communities for ICT for development
- Mainstream marginalized communities through access to relevant knowledge for informed decision-making.
- Enhance community access to local language based information and services in education, health and livelihood
- Develop and enhance community skills and capacities in using ICTs for employment and entrepreneurship

## Governance Structure

- This partnership has defined a legal structure. Every partner within the NKN network NASSCOM Foundation, resource and donor partners and civil society organizations works under a formal MOU that is duly signed at different phases of the partnership.
- The NKN program is an effort towards contributing to development towards achieving the UN Millennium Development Goals (MDGs). Key areas of focus for the NKN include improving access to education and healthcare, enhancing livelihood opportunities, and facilitating increased ease of government citizen interactions. The program is also aligned to several national level missions namely the national literacy mission, HIV-AIDS and health awareness program, ICT literacy program among others.
- The NASSCOM Foundation is responsible for the day-to-day management of the program. NF's core team is responsible for coordinating with the implementation partners who in turn are responsible for delivering effective services to

the community. While implementation partners are accountable to the communities they serve for timely and uninterrupted services, they are required to keep the NF core team updated (through reports and meetings). NF in turns sees to it that financial, technical, and capacity building support is provided to the implementation partners.

## The Partnering Process

**Partnership Exploration:** One of NASSCOM Foundation's primary reasons for initiating the NKN program was to demonstrate cost-effective technology-based interventions that could support social and economic development.

The first partnership was initiated in the second half of 2005, as the NASSCOM Rural Knowledge Network for providing information support on livelihood, education and health to Tsunami effected communities. Since then the partnership has evolved as NASSCOM Knowledge Network to include 15 NGOs partners, 10 donors and resource partners from NASSCOM members.

Each partnership begins with a joint diligence exercise by NASSCOM Foundation and the implementation partner, whereby the community need for ICT intervention is mapped by the NGO and the community outreach is mapped by NF, in terms of how the community accepts the implementation partner's programs. NF then endeavors to also get customized content according to the community needs from its corporate partners (NASSCOM member companies), who take up the software and application development as a part of their CSR activities.

After that the partner draws up the implementation strategy in conjunction with NF. Gender empowerment and inclusion of the marginalized within the target communities are incorporated in the strategy.

**Partnership Building:** The implementation starts with the partner putting up the hardware at the center. NF provides the implementation partner with the required e-content for the center. There are awareness generation programs that are then held in the community where the community is

made aware of the services that are available at the center. The services after rollout are then remapped with the needs of the community and efforts are made to bring in the appropriate and necessary content according to the needs of the community. Also if the particular partner and target community is based near or in metro cities, efforts are made to catalyze volunteers from the member companies so that they can volunteer their skills and knowledge at the center.

**Partnership Maintenance:** The best practices and the unique developments of the partnership are shared in partner to partner meets, so that they can be further used or disseminated. These meetings also help the partners connect to each other and develop intra network partnerships so that they can leverage each others core competences and fill the existing gaps in the program.

## Review and Reporting Mechanism

The partnership has a strong review and reporting mechanism built into the process. The implementation partners provide monthly fiscal and non-fiscal reports to NF, NF in turns provides both fiscal and non-fiscal reports to donors and resources partners. Additionally, NF commissions regular external/third-party evaluations for a qualitative and quantitative review of the project. Project progress is also captured through structured interviews, surveys and research as well as case studies and anecdotes from the communities.

A half yearly review exercise is also jointly undertaken by the partners and NF, to review the progress of the projects and also to make necessary amendments. NF has also developed in partnership with the implementation partners and the funding partners, a monitoring and evaluation mechanism that helps to identify and map the impact of the program. NF is also responsible for updating the funding partners on the progress of the partnership and often organizes face-to-face forums to bring all partners together for consultation for the progress of the project.

## Outcomes

**Project Outcomes:** Since the start of the initiative in 2005:

- The partnership has expanded from 5 to almost 30 partners
- The Network has expanded from 9 states in India when it was initiated to 12 states covering over 70 districts
- The partnership has build capacities of over 30,000 community members in ICT skills, basic literacy, livelihood etc
- The partnership has impacted over 1,00,000 community members through access to knowledge and information on education, health, livelihood and other community services
- The partnership has supported the development and use of local language based and locally relevant content and training program that has helped in community inclusion.

**Partnership Outcomes:** NASSCOM Foundation has supported NGO partners not only through grants made annually, but also through regular technical, capacity building and monitoring support, helping them to refine their programmes and enhance their impacts. The NGOs, have successfully scale-up their functions, expanded their development work and have broadened the outcomes of their development efforts. Several partner NGOs have expanded their partnerships with other NGOs and have made significant inroads into connecting up with local IT companies to partner for their various programmes.

One of the key outcomes of this partnership has been the immense tacit knowledge sharing that has happened between NGO partners, NF and corporates. This has resulted in not only building the capacity of the small NGOs to understand the dynamics of multi-stakeholder partnerships, but have also enhanced their confidence to build and extend their own partnership, be in for fund raising or products and innovation support.

This partnership has also provided the corporate partners key insight into development effectiveness and effectiveness of partnerships with grassroots NGOs. The partnership has been able to provide ready feedback on products and processes that were developed for underserved communities and were piloted through the NKN network.

NF on its part has been able to amass significant lessons on the challenges and opportunities of partnership, which has also guided the strategies and directions for its other programmes.

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# Omega Bright Steel Pvt. Ltd. and Deepalaya - Education

## About the Partners

**Ramditti Jiwandaram Narang Public Charitable Trust** is a business house trust, which was formed as a social responsibility initiative by Omega Bright Steel Private Limited in 1983. The company is a first generation enterprise started in 1970 by Mr. Satya Pal Narang whose father Mr. Jiwandaram Narang was a freedom fighter. It was formed with the idea of providing education and health services for disadvantaged sections of society. The Narang family is also directly involved in rural development by supporting artisans and self-employment in Rajasthan and Gujarat. The Narang family also believes in generating self-sustaining economic activity by encouraging grass root entrepreneurship. The family also is involved in running a lifestyle store in Pune which markets and exhibits craft and micro-entrepreneurship products ([www.eitheror.in](http://www.eitheror.in)). Till now all the infrastructure built by the trust have been generated through internal resources.

**Deepalaya**, a Delhi based NGO, which was started in 1979. It believes in a society based on legitimate rights, equity, justice, honesty, social sensitivity and culture of service in which all are self-reliant. For the last 29 years, Deepalaya has been working in the slums of Delhi and remote villages of Haryana and Uttarakhand focusing on education, gender equity, disability, healthcare, skill training for income enhancement.

Deepalaya gets contributions from civil society organizations, funding agencies, Government, Trusts, and Foundations & Corporates and also raises its own funds through its Resource Mobilization Department. Some of the present major funding partners are Dewan Foundation (UK), Education Trust (USA), REACH India of USAID, AXIS Bank Foundation (Mumbai), Sticking at Jochnik Foundation (Netherlands) and Edukans Foundation (Netherlands). Please visit [www.deepalaya.org](http://www.deepalaya.org) for further details.

## Partnership Goals

Deepalaya and RJRN entered into a partnership in Dec. 1994 with the objective of running a school

for slum children, with a focus on the girl child. The Ramditti J.R. Narang Deepalaya School has been formed under the partnership, and is located in a slum cluster called Jagadamba camp at Panchsheel Enclave in New Delhi. The project started in February 1995 with the enrollment of five girl children.

## Governance Structure

The partnership objectives are aligned with **national development goals**, including the National Policy on Education, 1986; and the Directive Principles of State Policy, which mentions free and compulsory education. Additionally, Right to education is a Fundamental Right. In terms of **international goals**, the partnership aims to achieve the MDG of Universal Primary Education by ensuring that all boys and girls complete a full course of Primary Schooling in the identified area. Also, the partnership aims to practice Nondiscrimination, as per Article 2 of United Nations Convention on the Rights of the Child.

The cross-sector partnership between Ramditti Jiwandaram Narang Public Charitable Trust (RJRN) and Deepalaya is a 13-year association between a company Trust and an NGO, towards making quality education accessible to slum children. The partners leverage their resources to achieve the partnership objectives by creating a replicable model in service delivery.

The partnership is governed by an **Agreement** signed by the partners in Dec 1994. The roles and responsibilities of both the partners are clearly outlined in the agreement, under which trust has constructed the building for the educational institute for underprivileged children and Deepalaya's role is to run the school in a professional manner. Through the school, Deepalaya teaches formal, non formal and

vocational education for illiterate adults, school drop-outs, and all other children in the area, without discrimination but with preference to students from poor families living in the slums around and/or near the school. A 3-member managing committee takes care of the management of the school.

## The Partnering Process

**Partnership Exploration:** After its formation, RJRN Charitable Trust was in search of an organization to partner with, towards achieving the Trust objectives of working for improving the quality of life of marginalized communities. Being aware of Deepalaya's initiatives to promote education for the poor, RJRN approached Deepalaya and a series of consultations followed, at the end of which both the parties agreed to start a project on child education, and a formal agreement was signed.

The initiative started with a survey of the slums in Panchsheel Enclave area in New Delhi, to identify a suitable location for a school, and the outcome of the efforts was Ramditti J.R. Narang - Deepalaya School, which is located in a slum cluster called Jagadamba camp.

**Partnership Building:** On identifying the location the project was formulated in two parts:

- **The school project:** The concept of this school located in an area surrounded with slums was to provide quality education to underprivileged children. The school focuses on holistic development of the child by combining extra curricular activities with academic inputs and attempts to create a conducive environment for learning so that the children like to come to school.

A plot of land of around 250 sq. yd. owned by the Narang family was used for the construction of a two and a half storey school building for use by Deepalaya to run the school. After construction, the school building was equipped with all the required furniture and equipment, which was funded by the Narang family. The school began in January 1995 with 5 girl children, and by March 1997 the number of children on the rolls had increased to 231.

- **The community project:** The work of the school was preceded by the community project, wherein house visits and discussions were held, which helped break the ice and also motivate the community for participation in the school project. Under this project, adult literacy programme, Pulse Polio Campaign, Counseling services, awareness for sanitation and hygiene were also undertaken for the benefit of the community.

**Partnership Maintenance:** The school, which started in 1995 with 5 girl children presently, has a total strength of 430 students 218 girls and 212 boys. Over the years Deepalaya has built up a very good rapport with the community. Active community participation is an essential component of this partnership initiative that has made this project sustainable for the last 13 years.

## Review and Reporting Mechanism

Periodical reporting is a part of Deepalaya's system of monitoring and evaluation of its activities, and weekly, monthly, quarterly and annual reports detailing both financial and program activities, are prepared for all its programs. Under the partnership with RJRN, Deepalaya regularly assess its financial requirement for one academic session vis-à-vis the funding received, and takes necessary remedial action to make good the shortfall or ensure utilization of surpluses elsewhere. On the non-fiscal front there is ongoing evaluation of the physical outcome of the partnership intervention by way of assessing the number of children educated, the impact of the intervention on the community and lastly, the outcome in relation to the initial objectives of the partnership.

Deepalaya and the Narang family do the overall monitoring and evaluation of this project jointly. To facilitate this, a coordination committee has been formed which includes representatives from Deepalaya and the Narang family. Members of the committee make periodic visits to the school and the community to review the progress of the program. Deepalaya and the Narang family exchange narrative as well as financial reports. Additionally, Deepalaya updates the Narang

family about developments in the project through publications, email and letters. The Trustees of RJRN also visit the school every month to interact with the children and the Principal.

## Outcomes

**Project Outcomes:** This partnership has successfully completed 13 years, and as a result of the partnership initiatives:

- Every year about 430 children from marginalized circumstances receive quality education from the school.
- The enrollment ratio of Girl Children is 52%.
- Students appearing in the NIOS Open Basic Examination have shown a 100% pass percentage.
- A Sewing Project has been initiated for girls in the community.
- An Adult Literacy project has also been started which is being attended by 25 illiterate women from the community.
- During summer vacations, special classes on music, art and craft, needlework, painting, drama and dance etc are taken by school teachers and volunteers.
- Community health is also given due focus through medical check-ups, health awareness campaigns on AIDS, cancer, T. B. etc.

## Partnership Outcomes:

- The initiative by Deepalaya and RJRN has evolved into a replicable model in service delivery through cross sector partnership, and is serving as a live example for other businesses and NGOs.
- On different occasions, information about this partnership has appeared in various print and electronic media. Deepalaya's in-house publications have also featured information about the partnership.

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# Satyam Computer Services Limited and the Byrraju Foundation-Livelihood, Skills development/micro enterprise

## About the Partners

**Satyam Computer Services Limited** is an integrated IT, ITES and BPO service provider which helps customers reengineer and reinvent their businesses to compete successfully in an ever-changing marketplace, right from strategy consulting to implementing IT solutions. Creating value for the society is an integral part of the company, and contributing to the well-being and development of the society is considered as an extension of Satyam's business. All initiatives of the CSR arm of Satyam aim focus on the needs of the under-privileged and strive to alleviate suffering through an active, all-inclusive agenda. Satyam's partners in such initiatives include Byrraju Foundation, EMRI and HMRI. For further details, please visit [www.satyam.com](http://www.satyam.com)

**The Byrraju Foundation** is a not-for profit organization working for rural transformation in 200 villages in 6 districts of Andhra Pradesh, impacting a population of nearly two million. The Foundation seeks to build progressive self-reliant rural communities, with a holistic approach, by providing services in the areas of healthcare, environment, sanitation, primary education, adult literacy and livelihoods. The Foundation was set up in 2001 inspired by the memory of the Late Byrraju Satyanarayana Raju, Founder, Satyam group of companies. Please visit [www.byrrajufoundation.org](http://www.byrrajufoundation.org) for further information.

## Partnership Goals

GramIT (pronounced as 'Graamit'), the first rural BPO of India, is the outcome of a strategic partnership between Satyam Computer Services Ltd and The Byrraju Foundation. GramIT is a Rural Business Process Outsourcing (BPO) initiative which aims to mainstream underprivileged rural youth through their capacity building in IT and English skills for world class service delivery. It is an attempt to bring rural India from the edge to the center of the new economy by using innovative technology for last-mile connectivity.

The project is operational since 2005, and is being implemented in three districts of Andhra Pradesh through four GramIT centers.

## Governance Structure

The partnership has a bottom-of-the-pyramid focus, and has been designed in alignment with the **Millennium Development Goal #1** eradicate extreme poverty and hunger.

Satyam is a technology partner for Byrraju Foundation which has been formalized with a **Memorandum of Understanding**. In addition, there is a legal **Master Service Agreement** specifically for the GramIT project between the two organizations through which Satyam sources

The cross sector partnership between Satyam Computer Services Limited and the Byrraju Foundation is a unique initiative which addresses the issue of sustainable wealth creation in villages through the twin channels of employment and technology, thereby contributing to livelihoods and poverty reduction. A distinctive feature of the partnership is the larger impact resulting from the initiative, not just on the partners, but also on the stakeholder community through local wealth creation and a potential positive impact even on the next generation.

services from the GramIT centres,. The Agreement has various other clauses pertaining to non-disclosure, security, breach of contract, commitments on SLAs, Resources and Payments etc.

In terms of **roles and responsibilities**, Byrraju Foundation is the sourcing partner for Satyam in this innovative outsourcing model. Four GramIT

centers located in different villages in Andhra Pradesh are currently executing the operations catering to both transactional and knowledge services. Three out of the four centres are supplying services to Satyam Computers, using a copyrighted workflow system built in-house by the Satyam team. Byrraju Foundation takes care of infrastructure at the rural centers, recruitment of resources, imparting generic skills training and managing of internal processes

## The Partnering Process

**Partnership Exploration:** It was not just a business imperative, but also a social responsibility that prompted Satyam to establish this innovative partnership with the Byrraju Foundation. While on the business front, achieving operational efficiencies was critical, on the social front the company wanted villages to be the beneficiaries of the IT revolution. Thus, in a scenario where on one hand there was growing vulnerability among rural communities, especially the resource-poor, because of lack of access to productive assets and skills, and on the other hand there was a growing demand for support services from the corporate sector owing to a remarkable increase in parameters such as market capitalization, manpower deployed, revenues, etc, Satyam and the Byrraju Foundation entered into a unique partnership that would lead to a win-win situation. From the Foundation point of view, a service industry model to create economic surplus at the village level fitted in very well with the organization's mission.

**Partnership Building:** A key enabler for the partnership goals to be met was an innovation by Satyam called "Virtual Shared Services Platform for Rural Transformation". The idea was to use innovative process reengineering and the power of technology to create job opportunities in rural areas. The innovation uniquely combined Satyam's stated social responsibility of bridging the urban-rural IT divide with the economic objective of deriving business value by improving bottom line.

Before the innovation, there was limited scope for outsourcing work to rural areas in India because of systemic dependencies. This innovation uses the concept of "Virtual Process Ecosystems™"

(VPE) designed by Satyam to outsource Satyam's own work to BPO centres in rural areas.

**Partnership Maintenance:** To test the waters for rural outsourcing, basic work like data entry was outsourced. Tasting success, the next step was outsourcing voice-based business of travel bookings for traveling associates. Following this, the recruitment function, a combination of voice and non-voice transactions was partly outsourced with the active cooperation of the HR department at Satyam. Today GramIT sources resumes from various internal and external sources and schedule interviews of prospective candidates for Satyam's recruitment drives.

In the initial stages of outsourcing, there were incidents of targets not being met within specified timelines. The learnings from these led to the design of the "outsourcing framework", which systematized the processes. The partnership also witnesses numerous other technical and contractual challenges, which were surmounted in a planned manner.

Nearly three years later, commitment to the partnership's vision and goals made it possible for the partners to overcome the impediments and demonstrate a unique and innovative model for sustainable development.

**Scaling up:** The partners are in the process of scaling up the activities and intend to set up 10 GramIT centers and expand the full time employee base to 500 this year.

## Review and Reporting Mechanism

A quarterly review of the project by both partners is built into the process. Satyam is involved in monitoring process reports, escalations etc. The GramIT team involves Satyam in designing learning programs, performance appraisal etc, which are inherent to the success of the model.

## Outcomes

**Project Outcomes:** Since the establishment of the partnership in 2005, the following achievements have been witnessed:

- Employment generation for more than 500 rural youth in just 24 months with more than 10 corporate and government clients serviced by

GramIT (What started off with Satyam was soon replicated with other customers as well).

- More than 150,000 person-hours of Quality training sessions
- More than 500,000 person-hours of World - class Service Delivery
- 45% of the total GramITians are women
- All GramITians trained in Six sigma paradigm
- ISO 9001:2001 certification
- An innovative last-mile wireless connectivity solution which brings broadband to the project villages
- State-of-the-art Technology infrastructure including 512 kbps internet, videoconferencing.
- International awards conferred upon the project

**Partnership Outcomes:** This innovative partnership has opened up new avenues for Satyam, providing it with an opportunity to look beyond internal capacity to create value. A large cross section of the Satyam employee base has now been sensitized towards social responsibility. Employees at lower levels of hierarchies have now been put into more meaningful and accountable roles with GramIT associates forming their “extended teams”. A careful administration of change management methods has helped create an environment of openness to change and a willingness to move up the value chain. All this has become possible because of the versatility of the innovation.

As a result of this partnership, the impact on the bottom line has been a saving of about Rs. 1 crore annually. Against the objective of 50% cost reduction in activities identified for outsourcing an average 37% reduction was achieved. A steady

state objective of 25% improvement in speed of delivery was exceeded on at least 5 activities primarily due to scale considerations. Process improvements and reporting mechanism enhancements resulted in a marginal increase in the delivery time for some processes.

The impact of GramIT on the project villages is multifaceted, including local wealth creation due to non-migratory employment generation, demand for more and better basic services in the villages, availability of educated and working role models, including women, in the village its positive impact on the next generation, etc. GramIT not only creates jobs for the local populace, but also exposes them to a hi-tech industry where they can eventually grow and build careers. Cheaper connectivity translates into higher telecom penetration and the inclusion of people who would otherwise remain marginalized. This in turn builds a business case based on low attrition, the main challenge of the BPO sector. A study has shown that the wealth created by one GramIT center is equivalent to that of 500 acres of wet land.

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# Tata Interactive Systems and the Learning Disability (LD) Clinic - Disability

## About the Partners

**Tata Interactive Systems (TIS)** focuses on the development of learning solutions as its primary line of business. TIS has a Corporate Sustainability (CS) cell, jointly led by various department heads, who conceptualize the CS activities and develop partnerships with external agencies. The team comprises technical, content and graphics specialists and senior specialists who conceptualize and develop courses, learning programs, brochures, event panels, posters etc. Information about the partnership with the Learning Disability Clinic is available via the online LD resource developed by Tata Interactive Systems, <http://tldf.tatainteractive.com>.

**The Learning Disability (LD) Clinic**, Lokmanya Tilak Municipal General Hospital at Sion was established with the primary purpose of providing reliable and standardized LD certification and remediation.

## Partnership Goals

The strategic partnership between TIS & the LD Clinic aims to increase awareness about the nature of Learning Disabilities (LD) amongst principals, teachers and partners; help ensure timely identification, certification and remediation of LD students; bring about fundamental changes in the syllabi at medical and educational institutions; and increase governmental support and facilities for the benefit of LD students.

The partnership, which was formally initiated in 2002, is localized in Mumbai, but the scope of its impact is global, with annual international forums being conducted since 2006.

## Governance Structure

The partnership between TIS and the LD Clinic is based on mutual trust and pooling of core competencies to achieve a unified vision. The

roles and responsibilities of the partners are clearly understood and effected. TIS provides the e-learning/instructional capacity and necessary funding whereas Sion Hospital provides the medical expertise of its teams of Special Educators, required to identify, certify and provide remediation to the LD students. TIS also provides a platform for knowledge sharing by way of the annual international LD forum, the Tata Interactive Learning Disability Forum.

The LD initiatives of TIS are managed by the Core LD team, which includes the CEO, the TIS LD initiative owners and a core team of TIS employees. The Head of Sion Hospital LD Clinic leads the initiative for the LD Clinic.

The partnership between Tata Interactive Systems and the Learning Disability (LD) Clinic at Sion Hospital represents a unique effort by a business entity and a government hospital to leverage their core competencies for attaining a unified vision. The partners work to promote awareness and remediation of Learning Disabilities by involving various stakeholders such as LD students, school principals, teachers, parents, national and international NGOs, etc.

The partnership objectives are in line with national priorities. Programs for the improvement of accommodations made to LD students are part of most government agendas. The Sarva Shiksha Abhiyan in India for instance, is a national initiative in India for inclusive education for all children. The provision of an equal footing for LD students is an integral part of such programs, and the partnership is well aligned towards meeting their goals.

## The Partnering Process

**Partnership Exploration:** TIS, as part of its corporate sustainability initiative, wanted to identify an area for social investment, where they could utilize their core competency, and their work could be strategic and not random. Addressing the issue of Learning Disabilities was thus a natural choice for TIS, as it enabled them to leverage their chief strength, the development of learning solutions, to make a positive impact on LD.

At this time, a newspaper report highlighting the case of the LD Clinic at Sion Hospital, which was about to shut down due to lack of funds, revealed a critical gap that fitted in with TIS's own endeavors, and a partnership between TIS and the LD Clinic ensued.

**Partnership Building:** Initially, TIS's primary focus was to support the Clinic to become operational again by providing for the basic infrastructure and salaries. As these needs were fulfilled and the operations stabilized, the engagement between the partners became broader and deeper with increasing involvement of the partners.

After three years of working in partnership, the partners observed that the number of LD Certifications from the Clinic had hit a plateau, and realized the need for increased awareness of LD amongst schools and parents in order to raise the number of student registrations for LD testing and certification. The outcome was the formation of the Tata Learning Disability Forum (TLDF) in 2006, the first global symposium of its kind in India where leading global LD experts shared their insights. This is now an annual feature.

**Partnership Maintenance:** Over the years, TIS has been working at multiple levels - financial, clinical and curricular to promote the partnership vision, and has progressively increased its involvement to create software, develop books, organize events and develop material for schools and influence changes in syllabi.

To increase the level of volunteering among its employees and their families, TIS has initiated a volunteering campaign for LD initiatives in 2007

where volunteers participate in specific activities for LD such as:

- Organizing the TLDF
- Running the Mumbai marathon for the LD community
- Updating the Brain Teasers, a book for LD children and their parents, for future editions and extensions
- Taking the LD awareness campaign to schools within their neighborhoods using LD awareness kits, based on the past TLDFs

**Scaling Up:** The partners plan to scale up the partnership by involving more people in this initiative and also focus on training of special educators. Also, TIS aims to establish similar partnerships with more organizations and expand this initiative to different geographies as well.

## Review and Reporting Mechanism

Under the partnership, evaluation of performance is done on the basis of number of LD-aware schools; certified students; proportion of special educators per school; changes in syllabi/government policies and the successes of students who have received LD remediation.

Annually, as a part of the budgeting process, the existing LD community support initiatives of TIS are reviewed with the core LD team. Plans are developed for the next year and measurable outcomes are defined for the LD initiatives.

To measure the effectiveness of the LD initiatives, the core LD team along with the CEO prepares an internal report and reviews the previous year's activities and plans the next year's initiatives, setting goals with the intent to make an even bigger positive impact on the LD community. The information is reported in Board Review Committee reviews and the Tata Business Excellence Model assessments of which CS assessment forms an integral part.

## Outcomes

**Project Outcomes:** With the partnership efforts, 3300 LD children have received certification and 480 schools have registered for LD certification. Of these, in 2007 alone, 925 LD children have

received certification and 225 new schools have registered for LD certification. Other project outcomes include:

- The development of study material, e. g., Brainteasers a book for children with LD and their parents
- Conducting the annual Tata Interactive Learning Disability Forum to improve knowledge sharing globally, help increase awareness and promote remedial activities.

**Partnership Outcomes:** TIS has been providing baseline financial support for the Learning Disability Clinic in Sion Hospital since 2002. More importantly, TIS brings its vast e-learning and instructional capabilities to the table and also provides management support and guidance to streamline processes at the LD Clinic, e.g., the creation of a database to store and analyze student records.

Other achievements made possible by the partnership include:

- Building partnerships with different LD organizations, e. g., UK-based nasen, and Maharashtra Dyslexia Association
- Creation of an LD Web site to act as a global resource on LD
- Helping to make changes in the Maharashtra state curricula, e.g., medical programs

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## Thermax Ltd and Akanksha Foundation - Education

### About the Partners

Thermax Limited, a leading company in energy and environment management, is one of the few companies in the world that offers integrated, innovative solutions in the areas of heating, cooling, power, water and waste management, air pollution control and chemicals. The sustainable solutions Thermax develops for client companies are environment-friendly and enable efficient deployment of energy and water resources. Thermax has set aside one percent of its profit after tax for community initiatives. In order to meet its social commitments and to have a concerted and focused approach toward Corporate Social Responsibility, Thermax has recently set up the Thermax Social Initiative Foundation (TSIF), which primarily focuses on education initiatives. For further information about the business activities of Thermax Ltd., please visit [www.thermaxindia.com](http://www.thermaxindia.com).

Akanksha Foundation is a non-profit organization with a mission to positively impact the lives of less privileged children, enabling them to maximise their potential and become responsible citizens. Akanksha works primarily in the field of education, addressing non formal education through the Akanksha Centre and also formal education by initiating school reform. Over the past 18 years, the organization has expanded its outreach from 15 children in one centre to over 3,500 children in sixty-three centres in Mumbai and Pune. Please visit [www.akanksha.org](http://www.akanksha.org) for further information.

### Partnership Objectives

Established in 1999, the partnership between Thermax and Akanksha seeks to positively impact the lives of children from less privileged backgrounds, enabling them to maximise their potential and become responsible citizens. By uniting the individual expertise of the partners, the partnership endeavors to support the children by giving them a strong educational foundation, inculcating self esteem and values, and building their capacity so as to enable them to earn a

steady livelihood and improve their quality of life. Presently the initiative is being implemented in Pune.

### Governance Structure

Working together for nearly a decade, the partners have not felt the need for developing a formal Memorandum of Understanding, or even a set of guidelines for cooperation. The partnership is built on a foundation of mutual trust and respect, and fostered by a shared vision by the partners to empower underprivileged children through education. Towards achieving the partnership objectives, Akanksha brings in technical expertise, and Thermax provides the resources.

In alignment with the **UN Millennium Development Goal** of achieving universal primary education by the year 2015, the partnership aims to ensure that all children covered under the Akanksha and Thermax school initiatives complete their primary education. Going a step ahead, the partnership strives to ensure

The partnership between Thermax Ltd and Akanksha Foundation represents an alliance between a corporate foundation and an NGO, originally set up as a donor-sponsor relationship, and scaled up over time into a strategic program with increasing involvement of the company and its employees. The focus of the partnership initiatives remain education and capacity building of underprivileged children.

completion of high school education for these children so that they have a choice of going in for higher studies or take up vocational education.

### The Partnering Process

The strategic partnership between Thermax and Akanksha highlights a successful cross sector

partnership, established and scaled up on the basis of a **shared vision and commitment to a common cause**. Each of the partners has identified education for underprivileged children as a focus area for their initiatives, an agenda which has not only brought them together for a joint endeavor, but has also paved the way for collaboration in other programs as well.

**Partnership Exploration:** Thermax, as a socially responsible organisation, views education as the best antidote to poverty. It believes that through education, companies can create a pool of talent from which they can draw, thus creating a win-win situation for communities as well as for business. Inspired by a similar vision, Akanksha works with less privileged children, enabling them to maximise their potential and enrich their lives through value added education and school reforms. The ex-chairperson of Thermax, Anu Aga, is on the Governing Board of Akanksha, and recognizing a common vision shared by both the organizations, she decided to introduce Akanksha in Pune. The ensuing dialogue resulted in a partnership between the two organizations an education initiative for underprivileged children in Pune.

**Partnership Building:** Starting with a single centre in 1999, Thermax now sponsors two of the Akanksha learning centres in Pune as part of its regular sponsorship. These centres are located at Wakadewadi and run for two and a half hours from Monday to Friday. The children in the centers are taught English, Math and Values through a non-formal mode of education. These kids also participate in regular art and sports classes.

**Partnership Maintenance:** Over nearly a decade of association, the partnership has expanded not only quantitatively in terms of the number of joint initiatives and their coverage, but also qualitatively, witnessing the transformation of Thermax from a sponsor to a strategic partner, internalising the learnings and involving its employees through volunteering in various Akanksha initiatives.

**Scaling Up:** In November 2007, Akanksha started its Mentoring Programme in Pune. One of Akanksha's goals is to prepare every child for employment and the Mentoring Program was

envisaged with this objective in mind. Building on the existing partnership, a group of six employees from Thermax became the mentors for six Akanksha adolescents from the learning centers. These mentors are friends, philosophers and guides for the children who meet them once every week to talk about personality development, academic motivation and career guidance.

## Review and Reporting Mechanism

The partnership has a regular internal review and reporting system, undertaken on a half-yearly basis, which gives an update about the activities undertaken during the period, and also evaluates the achievement vis-à-vis the targets. Akanksha prepares an internal report based on the Akanksha Model Centre Criteria and sends the same to its corporate sponsors, including Thermax.

## Partnership Outcomes

**Project Outcomes:** Starting with a single centre supporting 30 children in 1991, the Thermax-Aakanksha partnership today supports 2 centres, educating around 109 children from the slums of Wakadewadi in Pune. Each centre has two teachers and about 50 to 60 children each.

**Partnership Outcomes:** The partnership between Thermax and Akankhsa for supporting a learning center has proved to be the starting point for a continued and growing association between the partners.

- Apart from sponsoring the learning centers, Thermax has been putting up the Corporate Challenge Team at the Standard Chartered Mumbai Marathon (SCMM) since 2007, in support of Akanksha. Thermax employees participate in the SCMM and raise funds for Akanksha every year.
- TSIF, to promote and implement its objective of providing quality education to the underprivileged children and to demonstrate a replicable model, has signed a Memorandum of Understanding with the Pune Municipal Corporation (PMC) School Board to run and manage a school for children from low income families. The school began functioning in 2007 and the MoU is for a period of 30 years.

Akanksha, with its expertise in education, contributes to this venture by training the teachers of the school on topics such as classroom management, teaching of language and math, planning a timetable, setting learning goals and fun learning.

- Additionally, Thermax will also be providing office space to Akanksha Foundation within its new corporate office premises at Shivaji Nagar. The Akanksha office and centres will shortly shift into this space.

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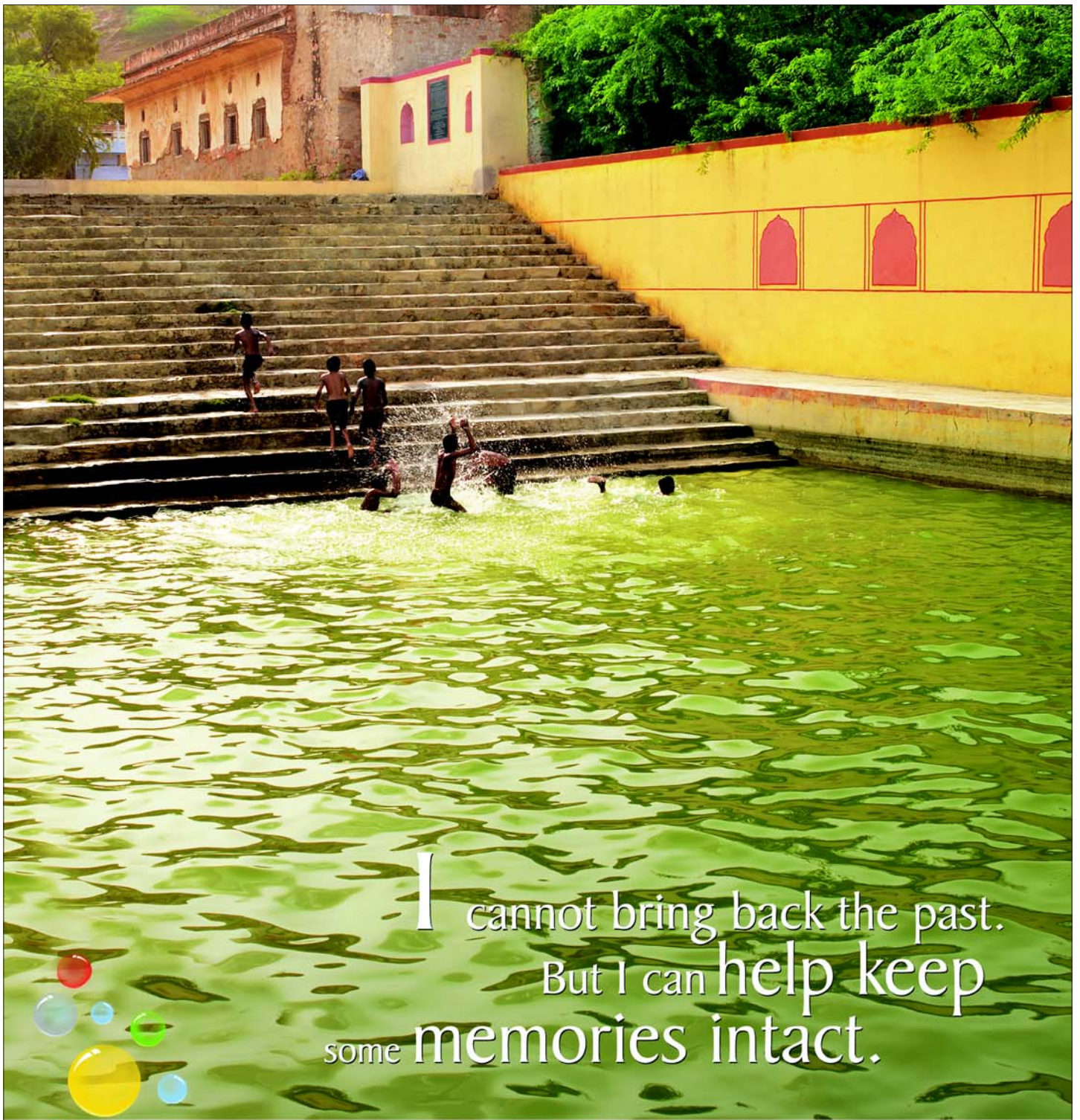
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# Education is no more a dream for us

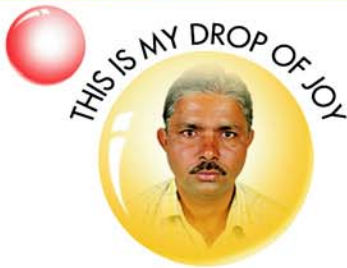
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The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes.

CII is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. Founded over 112 years ago, it is India's premier business association, with a direct membership of over 7000 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 90,000 companies from around 362 national and regional sectoral associations.

A facilitator, CII catalyses change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking. Major emphasis is laid on projecting a positive image of business, assisting industry to identify and execute corporate citizenship programmes. Partnerships with over 120 NGOs across the country carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, diversity management, skill development and water, to name a few.

CII's theme of 'Building People, Building India' puts the spotlight on Human Resource Development: making people more efficient, entrepreneurial and innovative, to make India and Indian industry even more competitive, across all sectors of the economy and all sections of society, at all levels Global, National, Regional, State and Zonal.

With 63 offices in India, 8 overseas in Australia, Austria, China, France, Japan, Singapore, UK, USA and institutional partnerships with 271 counterpart organisations in 100 countries, CII serves as a reference point for Indian industry and the international business community.

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CII's Social Development role is to be an advocate, catalyst, facilitator and partner for enhanced corporate leadership and engagement, working in sync with the national priorities and aligning with global codes & benchmarks to help industry respond to the dynamic needs of a developing India.

CII's Social Development Division works closely, and in partnership with central and state governments, multi-lateral and bi-lateral agencies and over 120 civil society organisations on various innovative development projects and programmes throughout the country. It also strives to promote multistakeholder dialogue and evolve a common understanding of good corporate citizenship. CII is a member of the UN Global Compact and has recently signed the MoU with United Nations, Global Compact office, to promote its principles.

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