

Partners in Change

Annual Report

2017-18



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Message from the President



JAVID CHOWDHURY

Our organization has chosen for itself the difficult mission of propagating corporate social values to enable business entities to work in cohesive alignment with the other essential human values cherished by our society. The task is considered difficult as the corporate sector, in a simplistic conceptualization, is seen to be more focused on its profit-making goal. However, as is well known through field experience, the belief that - institutional adoption of human values associated with broad-based societal well-being - can only be at the cost of corporate profit, is false. As a matter of fact, for the corporate sector to prosper over a long time horizon, it, inevitably, must adapt to merge its pure business identity with the ambient human and social values which inhabit the mindscape of the citizenry. In other words, if we are to achieve our ultimate goal of creating a holistically balanced corporate universe, we would have to devise ways to seamlessly integrate the broad elements of social values and human rights into the conventional operational cycle of corporate activities.

When on this issue, it would be apposite to assess, in a broad sweep, the social and business scenario in which we live today. In doing this, quite candidly, all stakeholders (corporate entities, social sector activists, wider citizenry, etc.) would find it necessary to express some degree of disappointment that the extent of the merging of business aspirations with other social and other human goals, has not reached a critical mass. In the course of these endeavours, a basic difficulty is faced on account of the many differing world views as to how businesses should be run; and, beyond that, as to what development is, and what forms it should take. In its focus areas, particularly through its prioritization of human rights as a cross-cutting responsibility of business enterprises, Partners in Change has courageously and relentlessly argued for the adoption of a minimal universal frame work for the corporate entities. It has also doggedly persisted in emphasising the importance of corporate disclosure, which is a critical instrument available to the public, to make business entities more accountable and responsive to their stakeholders. We will continue our efforts in the time to come to gain space for social values and human rights in the corporate business model.

In conclusion, we approach the future with a firm commitment to further engage with corporate entities in creating a holistic business model that integrates business activity with the essential elements of social rights and human values adopted by society. With our large institutional legacy of hands-on experience in this area of activity, we approach our future challenges with full confidence.

Message from the Director



PRADEEP NARAYANAN

A key focus of our work this year has been supporting some of the most marginalized stakeholders of businesses to know that they, too, have human rights; and that they are entitled to have expectations and make demands from corporates and smaller business entities that affect their lives. The Sustainable Development Goals and targets have guided the work of Partners in Change (PiC) in making corporates responsible and championing human rights in business activities, especially in the supply chain.

PiC continues, in collaboration with a range of civil society partners, to keep the discourse alive through initiatives such as the India Responsible Business Index. Running into its third year, the findings of the index gained increased traction in the media, providing an exemplary alternative to the reductionist definition of Corporate Social Responsibility as a purely philanthropic activity.

PiC has helped raising awareness among diverse stakeholders about developments in the sustainability movement, and in business and human rights, nationally and internationally – and egged on influencers and decision-makers to participate.

As changes in the fields of policy and practice gather pace, PiC continues to incubate progressive thinking around sustainable development, reaching out to marginalised groups of women, nomadic and denotified tribes, heritage workers and others in sectors as varied as agriculture, construction, handicrafts and garments. Our engagements over the past financial year have enabled us to contribute significantly to the conceptualisation of strategic action plans for engagement in various value chains, including the cotton sector. It is a matter of pride that two former directors of Partners in Change, Viraf Mehta and Shankar Venkateswaran, formed the two-member committee to update the National Voluntary Guidelines on Economic, Social and Environmental Responsibilities of Business, and they did a splendid job in bringing a good section of civil society organisations to participate in the updating of the guidelines.

Allied to our work has been a continued commitment to Leave No One Behind: specifically, members of communities that are most frequently forgotten. It is this quality, above all, that gives the organization its dynamism and its enduring relevance in the context of business and human rights.

Overview

Sustainable Development Goals have emerged as an important global framework to inform and guide activities across the world. Besides providing certain long-term goals, achievable by 2030, the indicators outlined in the light of the SDGs have been globally recognized as enablers for development. Since the SDGs came into existence, Partners in Change has aligned its focus areas with the goals, their targets and indicators. PiC identified the following 12 indicators from the SDG framework as defining the activities this year.

SDG Targets and Indicators with which PIC projects in 2017-18 are aligned	
12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
12.7	Promote public procurement practices that are sustainable, in accordance with national policies and priorities
8.6	By 2020, substantially reduce the proportion of youth not in employment, education or training
8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
8.8.2	Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status
3A	Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate
3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
10.7	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
5.1.1	End all forms of discrimination against women and girls everywhere. Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
2.3	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

The SDGs' slogan 'Leave No One Behind' is a call to the states, civil society actors, businesses and communities across the globe to consciously take steps towards eliminating exclusion. In addition to the SDG targets and indicators listed above, PiC partnered with Praxis Institute for Participatory Practices to

adhere to the slogan and stand by the philosophy it espouses. PiC enabled people from the highly stigmatised nomadic and denotified tribes to carry out a community-based monitoring of SDGs, through which the role of businesses in the development of the communities was analysed. This was in keeping with the larger agenda of business and human rights, which is a cornerstone of PiC's work.

Overall, PiC's projects are divided into six broad themes. The table below presents, in a nutshell, the themes, the activities and the SDG indicators these align with.

Overview of PIC projects			
#	Theme	Related SDG target / indicators	Projects
1	Building Human Rights Narrative in Business	SDG 12.6, 12.7 and 12.8	Promoting public disclosure on responsible business
			Promoting responsible public procurement
			Influencing educational curriculum
			Contributing to fora on business and human rights
2	Promoting Responsible and Inclusive Supply Chain	SDG 8.7, 8.8.2 and 10.7	Influencing elimination of child labour in supply chains
			Facilitating safe migration among denotified tribes
			Strengthening labour rights in the garment sector
3	Promoting Artisanship Development	SDG 8.6	Exploring feasibility of lac bangle making to promote local artisans
			Supporting skill building of heritage masons
4	Responsible Business Practices: Health and Pharmaceutical Industry	SDG 3A and 3.8	National Health Policy and Businesses
			Study on the subversion of democratic and judicial spaces by tobacco industries
5	Sustainable Agriculture programme	SDG 2.3	Promotion of rural livelihoods in Assam
			Assessment of sustainable agriculture and food security project in Tamil Nadu
6	Leave No One Behind	SDG 5.1.1, SDG 8.8	Community-led monitoring of Sustainable Development Goals by denotified and nomadic tribes
			Enabling violence-free workspaces for women

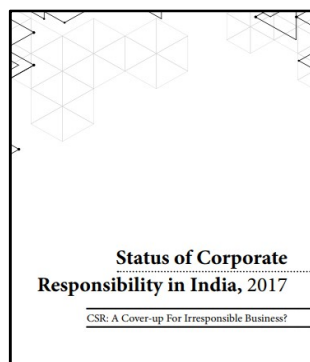


I. BUILDING A HUMAN RIGHTS NARRATIVE IN BUSINESS

(a) Promoting public disclosure on responsible business

India Responsible Business Index, 2017: The third edition of the India Responsible Business Index was launched in February 2018, along with the associated report, *Making Growth Inclusive - 2018: Analysing Inclusive Policies, Disclosures and Mechanisms of Top 100 Companies*. The Index analyses the policies of top 100 companies listed on the Bombay Stock Exchange from a social inclusion perspective vis-à-vis National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

The IRBI is a civil society initiative which measures and ranks policies and knowledge systems of companies with respect to social inclusion, which is connected with principles of equity and participation. Specifically, it is concerned with people as a bottom line, with their rights, their equity and their participation as they interact with businesses across different geographies. IRBI offers a measurement scale against which progress of companies on BRR can be measured and compared over time and across companies.



The Status of Corporate Responsibility in India, 2017: The *Status of Corporate Responsibility in India 2017* report was launched on September 2017. The report examines policy and practice of CSR in India from a range of environmental, social and governance perspectives. It incorporated analysis of data disclosed publically by companies on websites and through annual reporting cycles.

Fair Finance Guide International (FFGI) Network: With the objective of promoting disclosures by financial institutions on responsible financing, the Fair Finance Guide International methodology, which is used in nine countries, was reviewed and updated in collaboration with FFGI partners. Changes were made in order to adapt it to the Indian context. Efforts were made to ensure that there is global support for creating and building an FFG coalition in India, by representing the country at the FFG General Assembly. In addition, a study into bank commitments to human rights and environmental responsibility was carried out in collaboration with a risk assessment expert from a progressive Indian bank.

(b) Promoting responsible public procurement

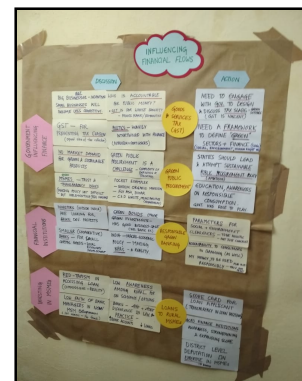
An exploratory study on public procurement worldwide was conducted, leading to the development of a concrete three-year strategic plan on promoting responsible public procurement. The immediate objective was integrating a child-labour free clause into school uniform procurement. Detailed discussions were organized with the government, business (C&A Foundation) and a United Nations agency (UNICEF) to develop an implementation strategy, which included working with children in schools to create child ambassadors who could engage on issues of responsible public procurement.

(c) Influencing educational curriculum on Business and Human Rights

Recognising that businesses in India need to understand how to institutionalise human rights within policy and practice, a series of case studies on efforts to promote human rights in challenging settings were identified and then developed. This was done in collaboration with Ethical Trading Initiative (ETI), SP Jain Institute of Management Research (SPJIMR), Mumbai, and International Management Institute (IMI) Delhi. Three case studies focused on labour rights issues in supply chains, with stone and textiles the sectors in focus, and cutting across domestic and global supply chains. A session on sustainable development goals and their synergies with the emergent business and human rights movement was conducted for PhD students at Indian Institute of Technology, Delhi.

(d) Contributing to fora on business and human rights

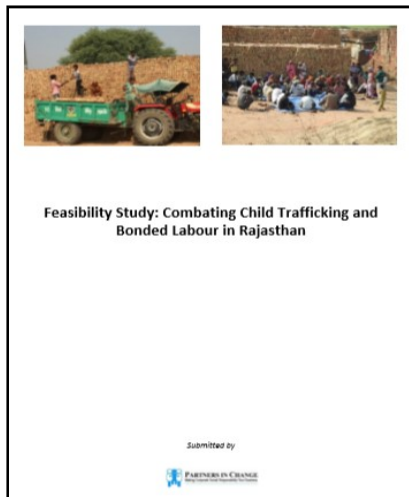
Seminars were organized in partnership with ETI on business and human rights for stakeholders from business, management institutions and civil society. Other contributions included participation in a working group on Financial Flows and the Green Economy at the Taragram Yatra 2017, an annual collective of civil society groups in Orchha, Madhya Pradesh and historic meetings between the National Human Rights Commission and businesses in Karnataka, West Bengal and Maharashtra.



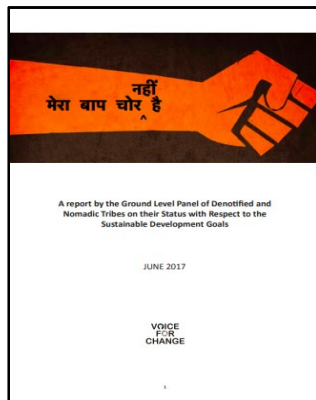
II. PROMOTING RESPONSIBLE AND INCLUSIVE SUPPLY CHAIN

(a) Influencing elimination of child labour in supply chains

Addressing the issue of bonded labour in Rajasthan, a detailed feasibility study was conducted. This included interactions with Government representatives, civil society organisations, and people in bonded labour situations as well as current and former child labourers, in different locations of the state. As part of the study, a digital story called Firdaus Ko Azad Karo was created with children who had been rescued from zari factories and bangle-making units in Jaipur. Following the study, a strategy workshop was convened in Jaipur to share the findings of the study, which was supported by the Children's Investment Fund Foundation, British Asian Trust and the Freedom Fund. Government officials from Rajasthan and Bihar also attended the workshop, where a model of collaboration between government, businesses and civil society, and between inter-state agencies was explored– with the goal of making Jaipur a child labour free city with thriving traditional industries.



(b) Facilitating safe migration among denotified tribes



A safe migration programme was initiated in five hamlets in Purulia with National Alliance Group for Denotified and Nomadic Tribes (NAG-DNT) and Paschim Bangal Keria Sabar Samiti (PBKSS). A participatory mapping was organized to create a participatory knowledge-sharing programme for informal sector workers in a range of sectors including brick kilns and other areas of the construction sector, highlighting a number of issues within the construction sector, including inadequate and irregular payment, lack of drinking water facilities, and harassment.

(c) Strengthening labour rights in garment sector

In Dindigul, Tamil Nadu, the capacity of local stakeholders was built to identify labour rights issues in the garment sector, by holding discussions with different stakeholders such as NGO representatives, trade union representatives, cotton mill workers, garment factory workers and bonded labour survivors in collaboration with Serene Secular Social Service Society. The stages of the supply chain from cotton fields to factories, from which a number of leading foreign brands buy their products, were mapped. Denial of basic human rights and child labour in cotton cultivation was documented through secondary research.





III. PROMOTING ARTISANSHIP DEVELOPMENT

(a) Promoting local artisanship

With the twin-objectives of reviving the disappearing Manihari tradition of making lac bangles, which was losing out to mass production of chemical-based, cheaper alternatives, and exploring the possibility of developing the livelihoods skills of denotified tribes in Jaipur, a study was undertaken. Following this, a CSR consultation was organized to unpack the role of businesses in supporting nomadic and denotified tribes in Rajasthan to realize SDG 8 and to explore whether the two objectives could be brought together to support local artisanship.



(b) Promoting skills of heritage masons

Discussions have been initiated with Kaushal Bhaav Skill Solutions, a socially conscious Private Ltd Company, working in the skill development landscape in India, on developing skills of 350 junior heritage mistris on heritage development. It aims to formalise intangible knowledge of traditional and sustainable building practices through skilling and certification.



IV: RESPONSIBLE BUSINESS PRACTICES: HEALTH AND PHARMACEUTICAL INDUSTRY

A study was organised into aspects of the role of the private sector in realizing the national health policy with support from National Foundation for India. Highlighting the nation's dependency on the private sector for ensuring the integrity and sound functioning of the overall healthcare ecosystem, the study identified a number of attendant social, ethical and governance issues. A central area of analysis was the Uniform Code of Pharmaceutical Marketing Practices (UCPMP), pertaining in particular to the ethics of marketing, and its uptake within the industry. Additionally, the study also considered other domains in which companies were active, such as CSR, and interrogated the sector's publicly stated commitments to human rights. The report – *Bitter Pill: How Inclined Are Companies to Deliver on National Health Policy Outcomes?* – argued that the State must be more proactive to ensure that good healthcare is accessible to each citizen. In addition, a process was initiated to understand the pathways of tobacco companies to subvert democratic and judicial processes. The aim was to map the interface between the tobacco companies and their stakeholders, including political parties, media, non-profits, PR firms, legal firms, celebrity partners, etc.





V. SUSTAINABLE AGRICULTURAL PRACTICES

To further the cause of sustainable agriculture and food security, an initiative to promote rural livelihoods in the North Eastern states was supported. A project that merged the use of theatre in depicting the advantages of organic agriculture and indigenous knowledge in 12 villages of Madurai district of Tamil Nadu was assessed and farmers in Kallampatti Panchayat near Nagarapatti were trained on the need and importance of sustainable farming and on use of bio and organic inputs in to ensure soil and plant health. At Krishnagiri, Tamil Nadu, with the Krishnagiri Development Project, supported by Faisal and Shabana Foundation, a farmers-based monitoring and evaluation of the project was organized, keeping organic cultivation as the centre of the analysis.



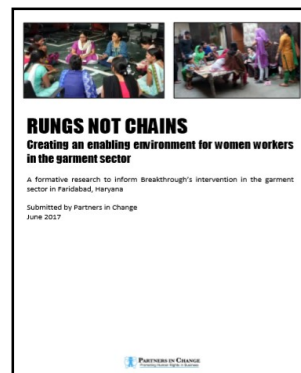
VI. LEAVE NO ONE BEHIND

(a) Community-led Monitoring of SDGs by Denotified and Nomadic tribes

Recognising that knowledge is crucial to empowerment, a community-based monitoring of business performance on a range of SDG-based indicators was carried out. Data was collected from 50 locations in West Bengal, Bihar, Rajasthan, Haryana and Gujarat where people from denotified and nomadic tribes (DNT) lived. Following this exercise, community representatives from some of these DNT groups came together to be part of a Ground Level Panel that reflected on empirical data on the status of the communities. Based on this, they developed a charter of demands, which was shared widely. The Ground Level Panel was supported by Praxis Institute for Participatory Practices and Institute for Development Studies, Sussex.

(b) Enabling violence-free workspaces for women

A formative study explored how women-friendly the factory of a renowned garment exports unit in Faridabad, Haryana, was through a participatory research with men and women garment factory workers. The study documented prevalent notions and biases around women workers and means of mitigating these through the overcoming gender norms. The findings fed into an intervention of Breakthrough India, intended to create violation-free, safe spaces for women and establish a workplace free of gender discrimination, involving both community and workplace-centered activities.



Our Team

Ekta Verma, Development Trainee - Ekta has been with Partners in Change since September 2017. Her area of research includes corporate disclosures, including for the India Responsible Business Index and the Status of Corporate Responsibility in India Report. She also supports the communications unit of Partners in Change. She is currently working on understanding tobacco companies' relationship with multiple stakeholders and is also undertaking research and programmatic work on responsible banking and finance.

Jhumki Dutta, Project Manager - Jhumki has been working with Partners in Change since 2016. She brings to the organisation her skills in engaging with businesses and government entities for responsible business practices and advocating for public disclosure. An able communicator, she is at ease working with communities at the grassroots level as well as in presenting their issues at different fora. She is currently supporting our work on Business and Human Rights and research on tobacco companies and the pathways they follow in engaging with multiple stakeholders.

Stanley Joseph, Programme Manager - Stanley, who is based in Chennai, joined Partners in Change in April 2017. He has organised consultations with government, civil society and businesses on labour practices and has facilitated research on the same during his 17-year work experience. He is currently supporting work related to sustainable agriculture and organic farming in Tamil Nadu, along with engagements on labour rights.

Viraf Mehta, Advisor - Viraf led Partners in Change between 2002 and 2010, before rejoining the team as advisor. A social anthropologist by training, he has been at the forefront of corporate social responsibility in India since 1988. He is instrumental in making different policy shifts, including that of National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. He was earlier with Tata Group between 1986-2000, and has served on several International and National Committees, including the Bureau of Indian Standards, the Indian Institute of Corporate Affairs and the erstwhile Planning Commission. He is one of India's leading voices for a national business and human rights framework.

Pradeep Narayanan, Director - Pradeep has been leading Partners in Change since June 2014. He has been guiding PiC to continue to be an organization that works on integrating human rights in business operations – especially the supply chain. As principal investigator for the India Business Responsibility Index, he supports the organisation's research into public disclosures on responsible business.

Pragya Shah, Programme Assistant - Pragya Shah, a lawyer, has been working with Partners in Change since February 2017. She has contributed to projects related to the pharmaceutical sector; gender and decent work; and corporate responsibility. She is currently looking at safe migration among Sabar communities and issues of labour rights and practices.

Ravi Prakash, Advisor - Ravi, a child rights specialist with more than 14 years of experience, working on issues like child protection and right to education, is an advisor to Partners in Change. He brings to the organisation his skills of strong rapport-building and networking with civil society organisations; project implementation; liaisoning with the government, policy advocacy and campaigning.

Rohan Preece, Project Manager - Rohan has been with Partners in Change since 2015. His work has

included analyses of corporate responsibility, and supporting studies and programmatic work on Business and Human Rights, rural livelihoods and responsible banking and finance. He also engages with academic institutions in order to promote learning on Business and Human Rights.

Rohan Mukerjee, Consultant- Rohan has a passion for promoting community-based environmental protection and management; and sustainable and equitable development of marginalized communities.

Manoj Kumar, Office Assistant - Manoj supports the administration and finance team as an office assistant in their day-to-day activities. He looks after office logistics. His key interest area is in issues of disaster management, especially in the context of hill communities.

Governing Body

Name	Gender	Position	Professional Engagement
Javid Chowdhury	Male	President	Social Service and Former Civil Servant
Jyotsna Bhatnagar	Female	Secretary	UN World Food, Private Sector Partnerships Programme
Nicole Menezes	Female	Member	Co-Founder and Director, Leher
Pramod John	Male	Member	Executive Director, Prakruthi
Ravi Narayanan	Male	Member	Chair of the Asia Pacific Water Forum
T.V. Ramanathan	Male	Member	Professor and Head, Department of Statistics, Savitribhai Phule Pune University
Pradeep Narayanan	Male	Ex-Officio Member	Director, PIC

None of the governing board members are related. The minutes of the meetings of the governing board have been documented and circulated. The governing board approves programmes, budgets, the annual activity report and audited financial statements. A board rotation policy exists and is being practiced. The governing board ensures the organisation's compliance with existing laws and regulations.

Governance

Human Resources Policy

PiC has a clear and well-structured Human Resources Policy which informs team members about their rights and obligations. The HR policy documents current organisational practices and norms in a standardized format for user-friendly reference. It contains the key policies, goals, benefits and expectations of PiC. The document is seen as evolving and dynamic and is open to additions and amendments according to the changing needs of the organisation and its staff. The HR policy also included specific policies such as:

- a. Diversity Policy (Affirmative Action/Disabilities/HIV-AIDS)
- b. Anti-Sexual Harassment Policy
- c. Grievance Redressal System
- d. Whistleblower Policy

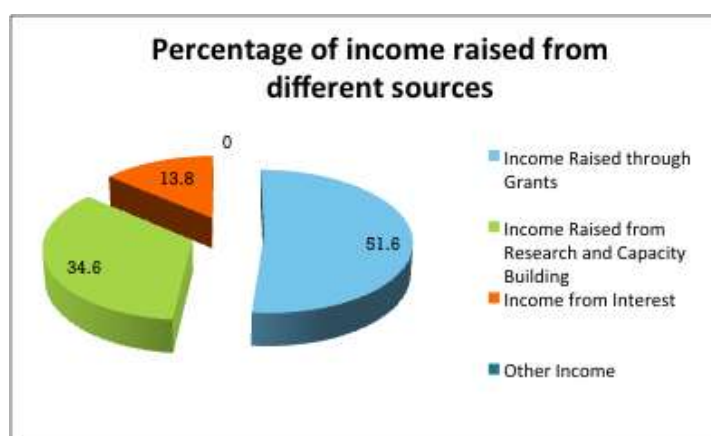
Compliance with Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redresser) Act 2013 – An update

As part of compliance with the Prevention of Sexual Harassment Act 2014, an orientation workshop on the subject was facilitated for staff members in March 2018. In the orientation, various aspects of harassment were deliberated upon. The team members discussed perspectives on what constituted sexual harassment, including direct as well as indirect behaviour, both verbal and physical. The team members were also informed about the internal and external members of the ASH committee and the mechanisms in place to record a complaint.

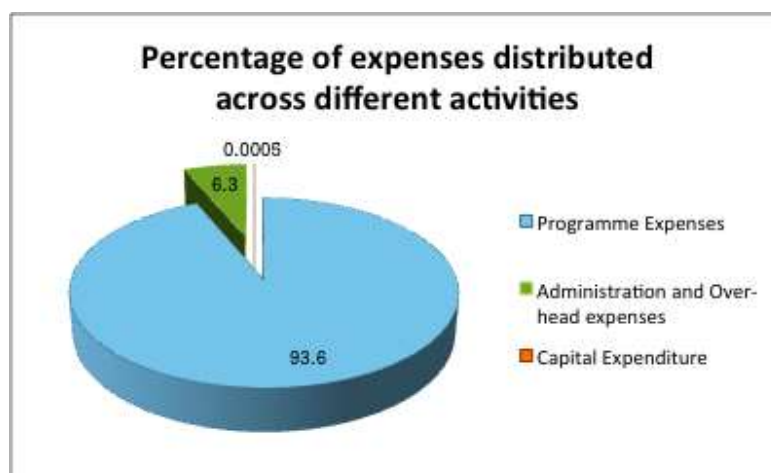
There have been no incidents of sexual harassment reported in this time period.

Financial Statement

Sources of Funding 2017-2018 (figures in Rs 000's)			
Items	Sources of funding	2017-18	Percentage
1	Income Raised through Grants	1354	51.6
2	Income Raised from Research and Capacity Building	908	34.6
3	Income from Interest	362	13.8
4	Other Income	0	0
5	Grand Total	2624	100



Distribution of Expenditure 2017-2018 (figures in Rs. 000's)			
Items	Activity	2017-18	Percentage
1	Programme Expenses	4795	93.6
2	Administration and Over- head expenses	325	6.3
3	Capital Expenditure	3	0.0005
4	Grand Total	5123	100



Partners and collaborators

Civil society organizations, not-for profits and government agencies (alphabetic order)

Advocates for International Development
Breakthrough
Development Alternatives
Ethical Trading Initiative
Freedom Fund
Indian Institute of Corporate Affairs
National Foundation for India
Oxfam India
Oxfam Novib
C&A Foundation
Paschim Bangal Kheria Sabar Samiti
Praxis-Institute for Participatory Practices
Profundo
Taabar

Coalitions

Corporate Responsibility Watch
Fair Finance Guide International
India Responsible Business Forum
National Alliance Group of Nomadic, Semi Nomadic and Denotified Tribes

Academic institutions

Birla Institute of Management and Technology
International Management Institute, Delhi
Indian Institute of Management, Bangalore
India International Centre, Delhi
Indian Institute of Technology, Delhi
SP Jain Institute of Management and Research, Mumbai



About Partners in Change

Partners in Change (PiC), a Society registered in 1995 under the Societies Act (1860) to promote responsible business in India, aims to build partnerships with businesses, communities and governments to co-construct policies, practices and narratives that advance responsible financing, sustainable production and consumption and decent work.

OUR VISION

We envision a world where improving the quality of life of disadvantaged people, communities and the environment is recognized and practiced as an essential part of doing business

OUR MISSION

We partner with business communities and those impacted by business to enable responsible business practices and to remove the obstacles that limit sustainability and inclusive growth in the society.

OUR VALUES

We have condensed our organizational drivers into four key elements: ethics, empathy, entrepreneurship and excellence

ETHICS

We will continue to maintain and promote high standards of ethical behavior in our interactions with all our stakeholders, internal and external

EMPATHY

We will always promote empathic participation of all our stakeholders in equitable and sustainable development, be it business, government or civil society

ENTREPRENEURSHIP

We will strive to help partners in developing innovative solutions for implementing responsible business practices

EXCELLENCE

We will promote an organizational culture that internalizes excellence through continuous learning and knowledge sharing

For more information, please visit: www.picindia.org or Contact

Address: BB-5, Annex-I, Greater Kailash Enclave II, New Delhi, Delhi -110048

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