Sustainable Development Goals (SDGs) are 17 ambitious goals developed to address social, economic and environmental challenges to drive growth within limits of the carrying capacity of Earth. As the Amazon burns and youth go on strike for climate change, it becomes imperative to assess impact of SDGs achieved using innovative solutions by organizations/institutions from different sectors. Although SDGs have immense potential, their implementation will largely depend on each country’s national circumstances such as income inequalities, governance and technological innovations. Therefore, it is important to create a platform through events such as GCNI’s Annual Innovative Practices Awards on SDGs to share diverse and successful case studies that present local challenges and opportunities.

The 3rd Innovative Practice Awards successfully created a unique platform that showcased how leading corporates, foundations and NGOs integrate SDGs into their initiatives. I would like to take this opportunity to express my sincere appreciation for remarkable work and leadership shown by participating organizations.

There was a total of 39 entries this year. These entries illustrate enthusiasm from leaders of industry, NGOs, corporate foundations and institutions of higher learning to act responsibly and work towards national development. Their work in areas of food security, poverty alleviation, clean water, sanitation, clean energy among others through partnerships and collaborations, is commendable and has fostered new insights and innovative solutions. My heartiest congratulations to all the winners!

I would also like to convey my appreciation to Award Process Partner TTC and the Jury members for their support. Keeping the mandate of GCNI in mind, I look forward to more such innovative platforms that will emphasize collaborative efforts of organizations to work together in order to prosper in a fair and sustainable way.

Mr. Shashi Shanker
President, GCNI & CMD, ONGC Limited
With only a decade remaining to achieve global goals, businesses have started demonstrating an urgency to operate responsibly by factoring in concerns of local communities and the environment. These goals aim to foster a poverty free society; fight inequality and injustice and tackle climate change by 2030. The end result will be a more inclusive and sustainable planet. Businesses are championing the cause of sustainability by making quantifiable and measurable sustainability commitments to their customers, shareholders and local communities. The private sector, being a major stakeholder in shaping SDGs, has an important role to play in achieving the goals. Organizations, irrespective of their sizes, must take the lead in finding scalable, reliable, innovative and long-term solutions pertaining to sustainability issues.

From across India, 39 leading corporates, foundations and NGO’s participated in our 3rd Innovative Practices Awards on “Sustainable Development Goals (SDGs) ‘ a Case Study Competition. The participants were judged on leadership, innovation and value creation demonstrated through their case study submission. Through responsible leadership and innovation, all entries showcased how they have created socio-economic value. The initial screening was conducted by our award process partner TTC, followed by a detailed and in depth-screening by our eminent jurors.

The top 11 case studies shortlisted were further analyzed to select five winners, namely, JK Tyres Ltd., Indian Oil Corporation Ltd., Aroh Foundation and TERI School of Advanced Studies. Hindustan Unilever was awarded a special recognition by the Jury for its outstanding work. Our heartiest congratulations to all of them!

The success of our 3rd Innovative Practices Awards could not have been possible without the support of our process partner TTC along with Jury Members Dr. Bhaskar Chatterjee, (Chairman of the Jury) Secretary General, Indian Steel Association, Ms. Ratna Vishwanathan , Senior Advisor Strategic Alliances, UNDP, Dr. K. Vijaya Lakshmi, Vice President & Head of Innovation Systems, Development Alternatives, Mr. Vinod Pandey, Head of Government Affairs, BMW Group India, Mr. SSC Parthiban, ED- Chief CSR, ONGC, Mr. Neeraj Bali, Director, Communications and Fundraising, Smile Train, Brig. Rajiv Williams, Corporate Head CSR, Jindal Stainless Limited Group, Mr. Chandan Bhavnani, Executive VP, Responsible Banking, Yes Bank, Mr. Swapnil Agarwal, Co-Founder, Dhwani, Mr. Dinesh Agarwal, former GM (CSR), NTPC & Dr. Bidisha Banerji, Associate Professor, IILM. We would like to express our sincere appreciation for their contribution throughout the award journey.

With warm regards,

Mr. Kamal Singh
Executive Director
What Jury said...

The jury consisted of Dr. Bhaskar Chatterjee (Chairman of the Jury), Secretary General, Indian Steel Association, Ms. Ratna Vishwanathan, Senior Advisor Strategic Alliances, UNDP, Dr. K. Vijaya Lakshmi, Vice President & Head of Innovation Systems, Development Alternatives, Mr. Vinod Pandey, Head of Government Affairs, BMW Group India, Mr. SSC Parthiban, ED - Chief CSR, ONGC, Mr. Neeraj Bali, Director, Communications and Fundraising, Smile Train, Brig. Rajiv Williams, Corporate Head CSR, Jindal Stainless Limited Group, Mr. Chandan Bhavnani, Executive VP, Responsible Banking, Yes Bank, Mr. Swapnil Agarwal, Co-Founder, Dhwani, Mr. Dinesh Agarwal, GM (CSR), NTPC & Dr. Bidisha Banerji, Associate Professor, IILM.

**DR. BHASKAR CHATTERJEE**
Secretary General, Indian Steel Association & Senior Director, IILM

Sustainable management has become the business paradigm of this century. As the world is gradually transitioning into a more inclusive growth path, businesses that lead in environmental, social and good governance practices can financially outperform their less sustainable peers. Hence, for companies, doing well and doing good should go hand in hand. In order to do this, they must align to the national as well as global development priorities and fuel global efforts towards achieving SDGs by 2030. The simultaneous achievement of sustainability and profitability can be witnessed through various case studies from leading companies. I would like to express my sincere thanks to Global Compact India for giving me the opportunity to Chair the jury for the Innovative Practices Award, 2019. Due to numerous entries, the process of selection was rigorous. In the upcoming decade, India will play a vital role in the achievement of SDGs. Therefore, these awards are a great source of inspiration to businesses and civil society organizations to keep working towards the 2030 Agenda.

My heartfelt compliments to the GCNI Secretariat who did a great work in collation, tabulation and conducting the presentations. With their help, we were able to make a truly unbiased and valuable selection.

**VINOD PANDEY**
Government and External Affairs, Sustainability Communications, CSR
BMW Group - India

Truly privileged to be a part of the Jury for the 3rd Innovative Practices Award on SDG. The awards offer an excellent platform for corporates, NGO partners and academic institutions to present their accomplishments in the area of sustainability and corporate social responsibility. My compliments to the finalists for the brilliant presentations. It was enriching to see the diversity and depth of projects resulting in strong, positive impact on the ground.

I thank UN GCNI team for its dedication in raising the bar higher every year. I am equally confident that these efforts will go a long way in mainstreaming SDGs.

**BRIG RAJIV WILLIAMS**
Corporate Head CSR,
Jindal Stainless Limited Group.

“The Innovative Practices Award on Sustainable development goals, instituted by Global Compact Network India, is a step toward creating a deep sense of commitment of stakeholders to contribute toward a better and a sustainable world. While the recognition of champions in this space is important, yet it is equally important and gratifying to see the increased numbers of participants each year for the announcement. Such a measure is but a reflection on the commitment of India Inc to accomplish the set targets of the UN SDGs by the year 2030.”
BiDiSHa BanErji
Associate Professor,
Area Chairs of Economics and Public Policy, Lead Coordinator for PRME (UNGC)- IILM

"The SDGs are many things to many people- they are goalposts; they are values; they are achievements; they are commitments and above all, they are a testament to our abiding faith and determination to improve uplift, improve and enhance humanity."

nEEraj Bali,
Director Communications and Fundraising, Smile Train India

“There is an ever-growing cognisance among various actors across the Corporate and Third sectors to align their activities and approach to the SDGs. The progress made in India will have a huge impact on global achievement of the Goals. UNGCNI has been providing an extremely effective and inclusive platform for enabling the achievement of the SDGs in the country. The Awards are a great medium for helping define and measure success of work done towards realising the Goals. It was an honour and a privilege to be invited to join the jury alongside some eminent personalities from India’s CSR universe. All the case studies we evaluated were most inspiring, rendering the decision-making difficult. I thank the UNGCNI Secretariat for the opportunity and wish it every success going forward.”

Dr. K. vijaya LaKshMi
Vice President of Development Alternatives

“SDG Index and Dash Boards in their latest global assessment ranked India at 95 among the 129 countries. Clearly there is grave need for innovative approaches in filling the performance gap. UN-GCNI’s 3rd consecutive effort to recognize outstanding achievements and innovative efforts of businesses, civil society organizations and academia through their “Innovative Practices Award on SDGs” is highly commendable and timely. Surpassing the expectations of the jury, most of the finalists have done commendable job, thus making the final winners selection process much challenging for the jury panel. Quite pleased to see such healthy competition which I believe will certainly inspire others as well as contribute to India reaching higher ranks sooner in its SDGs performance. Heartfelt congratulations to all the winners.”

DINeSH AGrawAL
Former General Manager
(R&R, CSR, Business Excellence & Sustainability), NTPC Ltd

“It was a great opportunity to be on the panel of jury for the unique UN GCNI innovative practices award - 2019 on SDG. It was highly encouraging to see how the companies and academic &Civil Society organizations are making a clear, measurable and positive impact on the canvass of the hinterland of India towards achieving the SDG. I congratulate UN GCNI for taking this initiative of acknowledging, encouraging and rewarding such initiatives through this award.”

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JK Tyre & Industries Ltd. has launched various water conservation initiatives in areas near all its manufacturing locations to enable local communities to become water-sufficient. Moreover, to ensure sustainability of the initiatives, we have inspired community ownership through engaging communities, women-empowerment, skill-building, adult literacy and self-help groups. Our program is aligned to the company’s commitment towards creating sustainable societal value and environmental stewardship in addition to generating wealth for its shareholders.

**Key objectives of the program are**

- Enhancing access to clean drinking water.
- Conserving water through construction or renovation of water tanks, check dams.
- Empowering women through formation of Self-Help Groups (SHG), skill development and adult literacy.
Stakeholders
Local community including women & youths, farmers, Panchayat & PRI members, Government of Rajasthan.

Environmental Stewardship
- Provided round the year sustainable drinking water solution to 13 bastis/ hamlets comprising more than 3000 people. More than 50% of the beneficiaries are of tribal and marginalised sections of community.
- Desilted 9 water tanks under Jal Swavlamban Abhiyan of Govt of Rajasthan bringing a large acreage under irrigation and benefiting around 4000 people from 6 villages.
- Constructed 10 check dams in 8 villages, benefiting more than 3000 people directly and indirectly through ground water recharge.
- Repaired 18 hand pumps, benefiting more than 500 people directly.

Women empowerment
- Formed 40 self-help groups comprising around 600 women. SHGs have saved more than Rs 8 lakhs.
- Skilled 94 women in specialised tailoring- patchwork. Around 90% of them are earning Rs 5,000/- 8,000/- per month.
- Around 250 women have been made literate through Adult Literacy program and later provided skill development training on tailoring.

Capacity building and employment
- Training on drinking water management, hand-pump repairing, water conservation, skill development, enterprise development, etc.

Collaborations:
- Revived/ formed more than 20 Gram Vikas Committees to take water and governance related decisions by themselves.
- Partnered with local communities, and grassroots-based trustworthy and reputed NGOs including Seva Mandir, Vision India Foundation.
- The water conservation activities have been selected as per the larger plan and directions of Mukhyamantri Jal Swavlamban Abhiyan (MJSA) to take ahead the Government’s development agenda and become partners in Government’s drought proofing and water conservation efforts.
Stakeholder testimonial – A quote from a beneficiary (recommended)

“Fetching water was a big time challenge for all the women of our community. The water sources are located in the area where upper cast Rajputs live. They don’t allow us to take water at the same time when they do. So only when they are done, we can go and fetch water from the hand pump. But now, we can anytime collect drinking water and that too clean and safe from newly constructed water facility in our area. This saves our time also which we may utilize for so many other productive purposes.”

Ms Radha, Village Dhayla, Kankroli
A quote from key CSR Team personnel

JK Tyre has always been committed towards upliftment of local communities. Our community development projects on reproductive & child health care- ‘Parivartan’ and prevention of HIV/ AIDS among truckers are around two decades old and still being implemented to help poor and marginal people.

This ‘Integrated drinking water project’ engaged local communities, built excellent drinking water infrastructure & empowered communities to ensure sustainability of the project. Recently conducted third party impact assessment study also recognises our efforts for ensuring availability of clean drinking water, water conservation and income enhancement opportunities in villages of Kankroli, Rajasthan.

MR. PRADYUMNA PANDEY
VP-HR, JK Tyre & Industries Ltd
INDIAN OIL

Project name: Skill Development Institute, Bhubaneswar (SDI-B)

With a 33,000-plus work-force, extensive refining, distribution & marketing infrastructure and advanced R&D facilities, IndianOil plays a significant role in fuelling the socio-economic development of the country. With a mandate to ensure India’s energy security and self-sufficiency in refining & marketing of petroleum products, IndianOil has in the past six decades provided energy access to millions of people across the length and breadth of the country through its ever-expanding network of over 47,800 customer touch-points.

Skill Development Institute, Bhubaneswar (SDI-B) was established on 9th May 2016 with an aim to provide opportunities for skilling and livelihood to the unemployed and underprivileged youth of Odisha and to provide skilled manpower to the industry. The pilot campus of SDI-B started operation in 2 trades viz. Industrial Electrician & Welder. However, with increasing demand of skilled manpower in the market, following new courses were added to SDI-B: Computer Data Application (only for girls), Fitter Fabrication, Instrumentation Technician, Pipe Fitter–CGD, Solar PV Installer, and LPG Mechanic.

Hon’ble President of India laid the foundation stone of the permanent campus on 18.03.2018. The campus located near Taraboi, Jatni, Odisha will be a mega-world-class model skill academy to be set up with technical support from National Skill Development Corporation (NSDC). The state-of-the-art facility will have high level of technical sophistication and innovative, green design. Once functional, the 60-acre permanent campus will have the bandwidth to train about 3,000 to 4,000 youth every year in 16 regular trades pertaining to the hydrocarbon sector and local industries. The objective is to train about 40,000 youth from Odisha and other States in next 10 years, imparting them with global employability skill sets.

Key objectives of the program are

The aim of SDI Bhubaneswar is to cater to unemployed youth across the nook and corner of the State of Odisha with special focus on far-flung and unreachable districts like KBK (Kandhamal, Bolangir & Koraput) along with other districts for selecting the youths and taking responsibility to build their capabilities to be job fit for the Industry.

At SDI, we are transforming the lives of underprivileged population of the State by making them skilled and employable thus improving their standards of life.
Stakeholders benefitted

Under-employed/unemployed youth of Odisha and their families.

As on date, about 240 students per batch are being skilled in 8 trade courses of 3 to 6 months duration each. Since inception, 810 unemployed and underprivileged youth were skilled and certified with over 85% placements. Details of trade-wise beneficiaries in last three years are as under:

<table>
<thead>
<tr>
<th>Trade / Workshop</th>
<th>Certified Beneficiaries (Nos)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016-17</td>
</tr>
<tr>
<td>Industrial Electrician (Oil &amp; Gas)</td>
<td>41</td>
</tr>
<tr>
<td>Industrial Welding (Oil &amp; Gas)</td>
<td>43</td>
</tr>
<tr>
<td>Computer Data Application</td>
<td>0</td>
</tr>
<tr>
<td>Fitter Fabrication</td>
<td>0</td>
</tr>
<tr>
<td>Technician Instrumentation</td>
<td>0</td>
</tr>
<tr>
<td>Pipe Fitter - CGD</td>
<td>0</td>
</tr>
<tr>
<td>LPG Mechanics</td>
<td>0</td>
</tr>
<tr>
<td>Solar PV Installer</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
</tr>
</tbody>
</table>
AROH FOUNDATION

Project Name: Parivartan- A holistic Rural Development Programme (HRDP), implemented by AROH Foundation with financial assistance from HDFC Bank under Parivartan, HDFC Bank’s CSR initiative.

The project adopts a participatory and enabling approach by building human capital and natural resource management so that villagers utilize available potential and resources in the most optimized methods, leading to their socio-economic transformation, enhanced income levels and reduced poverty.

The project aims at improvement of basic amenities like education, health and sanitation, village infrastructure, apart from facilitating livelihood opportunities, better agricultural practices, natural resources and general living conditions in the selected villages which eventually addressed to Sustainable Development Goals of the United Nations.

Pillars of Development at Project Parivartan

Components, Strategy and Vision for Change

<table>
<thead>
<tr>
<th>Pillars of Development</th>
<th>Key Strategies</th>
<th>Vision for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills &amp; Livelihoods</td>
<td>Participatory Planning</td>
<td>Raising Human Capital</td>
</tr>
<tr>
<td>Natural Resource</td>
<td>Women-centric activities</td>
<td>Raising Physical capital</td>
</tr>
<tr>
<td>Management</td>
<td>Building institutional mechanisms</td>
<td>Enhancing Environment capital</td>
</tr>
<tr>
<td>Education &amp; Health</td>
<td>Convergence with Govt. Schemes</td>
<td>Improving Social Capital</td>
</tr>
<tr>
<td>Health &amp; Sanitation</td>
<td>Close Working with line departments</td>
<td>Increasing Financial Capital</td>
</tr>
<tr>
<td>Financial Inclusion</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Skills & Livelihoods

Natural Resource Management

Education & School Infra

Health & Sanitation

Financial Inclusion
KEY ACHIEVEMENTS & IMPACTS

Skill Development & Livelihood
- 1200 farmers trained for better income
- 290 SHGs & 3000 women linked with Income Generation activities
- 1200 youth start own enterprise

Natural Resource Management
- 50 ponds rejuvenated to enhance capacity of 502665 cum water
- 7 check dams rebuilt to augment water management
- 47510 trees planted enhancing ecological balance
- 1090 households engaged in Backyard Farming ensuring healthy, organic farming and income generation
- 32 Bio Gas plants set up reducing hassles of cooking and reduced cutting trees
- 1537 Solar street lights installed
- 24 Solar Water pump installed to ensure safe water

Education & Social Change
50 government schools renovated and furnished with access to water, sanitation, swings & slides, well equipped labs, SMART classes & TLM, benefiting 4500+ enrolled students.

Health & Sanitation
- 1900 defunct toilets made functional to ensure health, safety and dignity
- 3000 children received direct health benefits
- All 24 villages declared ODF and experience better health & sanitation
Sustainability, Innovation & Partnering

- Through capacity building & trainings of the VDC, villagers and extensive awareness, sustainability is ensured.

- Pooling local resources, low cost interventions, setting linkages, and use of technology ensures sustainability.

- Third party audits, socio-economic assessment ensures credibility, impact & sustainability.

- Liaison with local bodies, government bodies and political wings for better & seamless support.

- Convergence with Government Schemes.
Case Study: Pond Rejuvenation (SDG- 1, 2, 3, 5, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17)

Bharari was a very small and interior village in Takhatpur Cluster of Bilaspur District with small population of 2098 people. During the baseline study, it was observed that the people in Bharari were mostly dependent on farms for their livelihood which was insufficient to meet their survival struggle. Under PARIVARTAN program, AROH noticed that Bharari was a water resourceful village and so experts thought of revamping these water bodies and Fish Farming in it could be an effective source of added income. Working towards the plan, a pond, of 1 acre, which was earlier unused and was considered a waste body was retreated and rejuvenated for Fish Rearing and developed into a major parallel livelihood source of villagers. Now it’s a mine sustaining many families through Fish Cultivation in this Pond.

Ms Bhuri Machhwar, 42 years, a member of Durga Fishey SHG says, “When we heard and saw the business of Satya Sava Committee, we requested AROH and HDFC official to replicate the same model for us females too. We were many females involved in individual small scale fishery business and the income was merely anything. But through Durga SHG, we are made into a group, more strategic working and training, bigger pond and biggest incomes ever was assured. And for this we thank AROH Foundation and HDFC for being able to identify the existing potential in a dead pond and making into such a big source of income for us. We ladies are also now earning same as men.”

The 17 Sustainable Development Goals (SDGs) lay out the plan of action for peace, prosperity, and environmental sustainability, which form the pillars of development. It is imperative that each one of us strives to turn the aspirations of SDGs into reality. AROH Foundation is guided by a vision of equal society where people have equal opportunities. Achieving the SDGs is the key to achieving inclusive, equitable societies, development and growth.

DR. NEELAM GUPTA
President, Aroh Foundation
TERI SCHOOL OF ADVANCED STUDIES

Project Name: “Sustainable livelihood activities on reclaimed open cast mines: a technology enabled integrated approach in Indian coal sector”

Threats and pressures of development often lead to degradation of land and in the recent past, restoring degraded ecosystems to restore the ecosystem services they provide has emerged as a global priority. Mining is one such developmental activity and with the support from Ministry of Coal, Govt of India, in May 2015, TERI School of Advanced studies (TERI SAS) joined hands Central Mine Planning and Design Institute Limited (CMPDI, Ranchi) and Bharat Coking Coal Limited (BCCL), Dhanbad, Jharkhand in their ongoing efforts in restoring reclaimed opencast mines. A 15 acre land was chosen for restoration at Muraidih, Barora, BCCL. TERI SAS not only attempted restoration through a plantation drive through species native to the region but also explored linking restoration to livelihood security to local communities in vicinity. TERI SAS being an institution of higher scientific learning engaged itself in the science of restoration and regenerated a forest, a micro-watershed and an agroecosystem.

Key objectives of the program were:

a. To assess, through application of systematic multi criteria evaluation framework, the suitability potential of post mining land use for ecologically beneficial and socioeconomically productive outcome.

b. To develop permanent green cover on over burden dumps/backfilled mined land area using mycorrhiza and various plant species of economic importance.

c. To develop entrepreneurship and vocational skill among members of the local Self Help Groups (SHGs) for community

with a focus on women and other weaker sections of the society.

The project has been a learning opportunity for the students of TERI SAS. The scholars at the institute have initiated long term ecological research on return of the ecosystem services. Soil health in terms of macro and micro nutrients and the dynamics, the microbes and biological diversity, the carbon sequestration of a regenerated forest, plant productivity, the physiological responses of a plants in stressed environment are some of the research that have been initiated. Using GIS and Remote sensing techniques assessment is being made on the restoration efforts undertaken by BCCL in the entire Jharia Coal basin. TERI-SAS’s endeavors to restore degraded landscapes and develop a deeper understanding of restoration and ecosystem health shall continue. The success story has the potential to be replicated and scaled up in other degraded landscapes at reclaimed Coal Mines.

Stakeholders benefitted:
Rural women, Local community, Rural youth, Research scholars at TERI SAS, BCCL Dhanbad & CMPDI Ranchi.

It’s time we focus on return of ecosystem services by restoring our degraded landscapes

- Dr. EVR Raju, HoD (Environment), BCCL
• Environmental stewardship:

- To commence with 6 species viz., Sal (*Shorea robusta*), Shisham (*Dalbergia sissoo*), Bel (*Aegle marmelos*), Arjun (*Terminalia arjuna*), Gamaru (*Gmelina arborea*) and Kachnar (*Phanera variegata*) could be raised at the site nursery followed by their plantation in around 5 acres of land during the monsoons of 2016 and 2017.

- 9000 saplings have been planted until date. The saplings were inoculated with mycorrhiza to impart strength and vigour to the plants. The local soil is being enriched with Mycorrhiza using Sorghum and Maize. Drip irrigation pipes watered the plants in the root zone.

- A micro-watershed development plan was initiated to create a manmade wetland ecosystem. A weather station had been installed to create a data set for research on micro-environment of restored forests.

• Capacity building and employment

- Need assessment and resource assessment survey in eight villages of Baghmara block was conducted for possible sustainable livelihoods. The purpose of the study was to capture the needs of the local people and also various livelihood opportunities. Along with this the capacity building activities and financial linkages were discussed with the villagers. Post completion to the need assessment survey, the expert team from TERI SAS initiated capacity building programmes for the local communities. The training programmes were held in various phases at Barora Vocational Training Centre, Muraidiah, the details of which are provided in Table 1.

- Each of these training programmes facilitated the participants about the market and financial linkages in the respective sector of work. Motivation from TERI SAS team helped them start their own enterprises for which initial hand-holding support was also provided.

- Apart from these trainings, about 40 Assistant managers and Nodal Officers of BCCL were provided training during the celebration of World Environment Day at BCCL, Manav Sansadan, HRD Department, Kalyan Bhavan, Dhanbad.

Figure: Environmental landscape restoration at Muradihi, TERI SAS site
Table 1: Details of workshop conducted by TERI SAS

<table>
<thead>
<tr>
<th>Themes/Topics of Training Program</th>
<th>Duration (Number of Days)</th>
<th>Training Dates</th>
<th>Number of Participants*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mushroom Cultivation</td>
<td>9</td>
<td>20&lt;sup&gt;th&lt;/sup&gt; - 25&lt;sup&gt;th&lt;/sup&gt; February, 2017</td>
<td>85</td>
</tr>
<tr>
<td>Fisheries</td>
<td>6</td>
<td>26&lt;sup&gt;th&lt;/sup&gt; - 28&lt;sup&gt;th&lt;/sup&gt; December, 2016</td>
<td>35</td>
</tr>
<tr>
<td>Cattle Farming</td>
<td>3</td>
<td>20&lt;sup&gt;th&lt;/sup&gt; - 25&lt;sup&gt;th&lt;/sup&gt; February, 2017</td>
<td>25</td>
</tr>
<tr>
<td>Goatery</td>
<td>3</td>
<td>21&lt;sup&gt;st&lt;/sup&gt; - 23&lt;sup&gt;rd&lt;/sup&gt; September, 2016</td>
<td>30</td>
</tr>
<tr>
<td>Poultry</td>
<td>6</td>
<td>21&lt;sup&gt;st&lt;/sup&gt; - 23&lt;sup&gt;rd&lt;/sup&gt; September, 2016</td>
<td>65</td>
</tr>
<tr>
<td>Computer Literacy Program</td>
<td>12</td>
<td>28&lt;sup&gt;th&lt;/sup&gt; April - 02&lt;sup&gt;nd&lt;/sup&gt; May, 2017</td>
<td>55</td>
</tr>
<tr>
<td>Integrated Farming</td>
<td>3</td>
<td>27-29&lt;sup&gt;th&lt;/sup&gt; April, 2017</td>
<td>52</td>
</tr>
<tr>
<td>Entrepreneurship Development</td>
<td>1</td>
<td>28&lt;sup&gt;th&lt;/sup&gt; April, 2017</td>
<td>20</td>
</tr>
<tr>
<td>Training of Trainers</td>
<td>4</td>
<td>6&lt;sup&gt;th&lt;/sup&gt; - 7&lt;sup&gt;th&lt;/sup&gt; June, 2017</td>
<td>80</td>
</tr>
<tr>
<td>Sewing/Embroidery</td>
<td>3</td>
<td>10&lt;sup&gt;th&lt;/sup&gt; - 13&lt;sup&gt;th&lt;/sup&gt; Oct, 2017</td>
<td>52</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td></td>
<td><strong>499</strong></td>
</tr>
</tbody>
</table>
• **Women empowerment**

The impact assessment of this training programme can be viewed through the success stories which came up after participants were successfully trained. Some of the participants have started their small scale enterprises in fisheries, poultry and mushroom cultivation. The details are stated below.

*Table: Success Stories of the women participants*

<table>
<thead>
<tr>
<th>Name</th>
<th>Trained in</th>
<th>Primary Job</th>
<th>Small Scale Enterprise Started</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suresh Ravani</td>
<td>Fisheries</td>
<td>Carpenter</td>
<td>Fisheries</td>
<td>After successfully trained in Fisheries. Suresh has started fish rearing at Kamalya Talab in his village. He is motivated and earning a good profit. He is motivating others to join him so that they can turn this profession into larger scale.</td>
</tr>
<tr>
<td>Jaggu Ravni</td>
<td>Poultry</td>
<td>Daily Wager</td>
<td>Poultry</td>
<td>After successfully trained in Poultry. Jaggu has started his own poultry farm with initial investment of INR 12,000 with a capacity of 200 animals and now looking further to expand to 500 animals by March 2018.</td>
</tr>
<tr>
<td>Rinku Devi</td>
<td>Mushroom Cultivation</td>
<td>Former Village Head</td>
<td>Mushroom</td>
<td>Rinku Devi, former Mukhiya (Village Head) has successfully got training in Mushroom cultivation. During training program, when the resource person practically demonstrated the cultivation practices, she got interest as it doesn’t require much space or land holding. She had a shed at his home and she utilized it for the mushroom cultivation. Her husband is a vegetable vendor and he was amused with this idea.</td>
</tr>
<tr>
<td>Rani Devi</td>
<td>Entrepreneurship Development</td>
<td>House Wife</td>
<td>PDS/ Cloth Shop</td>
<td>After successfully trained in Entrepreneurship Development. Rani Devi along with Thandu Devi started cloth shop and PDS at their village. They are earning good amount, along with them they have employed four more women.</td>
</tr>
<tr>
<td>Binod Mottli</td>
<td>Fisheries</td>
<td>Daily Wager</td>
<td>Fisheries</td>
<td>After successfully trained in Fisheries. Binod has started fish rearing in small pond in his village. He is motivated and earning a good profit.</td>
</tr>
</tbody>
</table>

• **Collaborations:**

- Partnered with local communities, and grassroots-based trustworthy and SARDA Group a reputed NGO.
- The landscape restoration and conservation activities have been delivered as per the larger plan and directions of BCCL and CMPDI, Dhanbad to take ahead the Government’s development agenda and become partners in Coal India Limited CSR initiatives at Mine land overburdens.
- Scientific Analysis and interventions were taken with collaborations from Jawaharlal Nehru University (JNU) and Indian Agricultural Research Institute (IARI).
"At a time when restoration of degraded ecosystems has emerged as a global priority, I feel happy that our researchers had the opportunity to have worked with the Ministry of Coal, Government of India for restoration of reclaimed open cast mines for return of ecosystem services and livelihood security."

DR. MANIPADMA DATTA
Acting Vice Chancellor,
TERI School of Advanced Studies

"TERI SAS- CMPDI _BCCL initiative emphasized the much needed research on science of forest restoration and linked the same to livelihood returns to local communities."

- Dr. EVR Raju, HoD (Environment), BCCL
As a responsible corporate committed to stewardship on development challenges, HUL set up the Hindustan Unilever Foundation (HUF) in 2010 to support and amplify scalable solutions that can help address India’s water challenges - specifically for rural communities that intersect with agriculture. In Eastern UP, Groundwater extraction through use of diesel pump-set is the dominant method of irrigation. Water adds significant costs to small farmers. The cost for irrigation is around 40% of the total input costs for paddy/wheat, and 20% for sugarcane farmers. The combination of increasing costs of extraction of water, high input costs, poor yields and poor price realisation for produce has adversely affected livelihoods of small farmers.

The project undertaken by Hindustan Unilever Foundation (HUF) in East and Central UP aims to catalyse large scale behaviour change in water use by demonstrating to farmers that by reducing their water footprint and their input application; by adopting innovative farm practices; they can both augment their yields and secure their earnings from agriculture. In a region where water availability has never been perceived as an issue by the farming community, making farmers understand the importance of conserving water for now and the future was a challenge.

Key Strategy Elements

- Audio-visual films are shot with farmers in their local dialect to spread awareness of water responsible agri practices. During farmer group meetings, these films are shown using PICO projectors. This visual tool stimulates discussions among farmers in the meeting and sparks their interest in adopting new practices.

- A trained cadre of rural women professionals as agriculture extension workers i.e. CRPs engage with farmers of their villages in group meetings and on their respective fields.

- The CRPs take action by demonstrating the benefits of adopting different agricultural practices to village farmers.

- The CRPs and farmers get recognition when there is a quantifiable increase in yield by a measurable reduction of water use and inputs.

The all women cadre of CRPs repeating this cycle multiple times with farmers, has been a key driver of behaviour change in program villages. 79% of all farmers in program villages have adopted water responsible agri practices.

Stakeholders Benefitted

Rural men and women farmers, Village level women professional cadre, Local government 30,406 unique farmer households in 126 villages have participated in this program of which over 75% of them were women farmers. Through the program, crops like arhar and sugarcane have seen an increase in yield of 142% and 56% respectively, while reducing the water required by 94% and 13%
respectively. Overall, the program has saved 35.1 billion litres of water. Overall, there has been an increase in agricultural production of over 31,341 tonnes. Majority farmers saw a growth of 15-80% in their incomes by using water efficient agri-practices. While it was important to ensure economic growth of farmers, it was essential to build social capital while ensuring environmental sustainability for the program’s sustenance:

SOCIAL STEWARDSHIP

- Over 95% of the farmers were small or marginal, with less than 2 hectares of agri-land.
- As women bear the brunt of agricultural and water responsibilities, the program focused on behavior change through women farmers (over 75%).
- An all women cadre of 51 trained rural professionals was instrumental in driving behavior change in villages.

ECONOMIC BENEFITS

- By adopting innovative water practices, 31,341 tons of additional agricultural and biomass production took place.
- Overall, 5.27 crores INR worth of fuel cost was saved.
- Majority farmers saw an increase of 15-80% in farmer incomes.

ENVIRONMENTAL IMPACT

- Over 35 Billion litres of water was saved due to program interventions (1 Billion litres of water meets the drinking water needs of 600 million adults for an entire year)
- 1500 tons of carbon emissions were reduced with the reduction in diesel required to pump water

COLLABORATIONS

- The program leveraged over 50% of the total program budget from the government and other private funding partnerships. This helped in assimilating a greater pool of resources to meet the program objectives.
- This program was implemented through a consortium of 10 regional NGOs in 10 different districts of Uttar Pradesh. The history of relationships that these 10 NGOs had with their communities drove rapid adoption of innovative agri-practices.
Stakeholder testimonial—“As a CRP, I was given extensive training on farming and water use practices. When I started, I wanted to focus on two issues: How could I improve the conditions of water and farming in my village and How could I empower women to become equal partners in decision-making? Today, more than 90% of my village now adopts water responsible agri-practices. The most important change is that now girls are free from their societal restrictions. Looking at my story, they are now looking forward to studies and professional career”
Neetu Singh

FASAL-2 PROJECT OUTREACH

To solve for India’s water crisis, we need to go beyond participatory inclusion of women in programmes. We need to consciously invest in helping women lead solutions in their villages, districts and states. A movement engaging a generation of women farmers, professionals, administrators, entrepreneurs is critical to achieve a water secure future and conflict-free society.

MS. RESHMA ANAND
Chief Executive Officer,
Hindustan Unilever Foundation
Project Name: Operation Sunshine

‘Operation Sunshine’ is a digital tracking system instituted under Tata Steel’s flagship programme on healthcare - Maternal & Newborn Survival Initiative (MANSI) - to closely monitor high risk cases and create a seamless channel of communication among 2400 government healthcare workers (Sahiyyas) in the villages under this project across Jharkhand and Odisha.

Maternal and Newborn Survival Initiative, more popular by its acronym MANSI, is a project (implemented in two phases) that intends to reduce neonatal (newborn of 0-28 days) and infant (child up to 1 year of age) mortality in remote rural areas of Jharkhand and Odisha. The core strategy of MANSI is to enhance the capacity of the village-based healthcare system (embedded in villages through government health volunteers called ASHAs or Sahiyyas in Jharkhand) by training them on parameters which would address the root causes and underlying reasons for neonate and infant mortality. Through capacity building of Sahiyyas and empowering them with Home Based Newborn Care, MANSI intends to address the core issues of lack of awareness on maternal health and necessary treatment infrastructure, traditional birth systems and superstitious practices as well as skills gap existing at the levels of Sahiyyas.

Key objectives of the Operation Sunshine are:

- To strategically enhance productivity of Sahiyyas to cover increased geographic spread.
- To keep up and even improve the level of monitoring of and attending to identified high-risk newborns or mothers and hence proactively check mortality among neo-nates and infants.
- Empower and encourage Sahiyyas to become digital-literate.
- Cut across social, notional, demographic and geographical barriers within the project area and reach out to the last child and mother.

Stakeholders benefitted

Expecting mothers, infants, neo-nates, Government and Sahiyyas.

Project implementation methodology

Unique aspects of Operation Sunshine

- Several organisations have developed different application for the community but those innovations primarily focus on knowledge management or service delivery etc.
- No application had been developed for tracking and addressing high risk cases of newborn or mothers on real-time basis.

Features of the Project

- An application software based on graphics and text.
- Interface of Hindi and English in which outreach level staff is well-versed.
- Each staff has been provided with one tablet with pre-loaded software.
- Staff has been trained on the functionality of software.
- Compiled data displayed at web portal at tatamansi.com.
Implication

- Village-level Sahiyyas and field staff of MANSI identify all cases including the high-risk ones.
- All data is entered into Operation Sunshine App.
- Follow-up dates are automatically calculated and set for each case based on criticality of issues.
- Outreach staff review filled up data and synchronise on the same day to mitigate error.
- Data and suggestion at the field level is reviewed project management team and senior management on real-time basis through Dashboard.
- A pop-up alert system triggers if a high-risk case needs immediate attention till the time a Sahiyya has attended and registered observation in the system.
- Individual case management report is generated.
- Relevant Management Information System is also generated on real-time basis.

Our engagement with our communities is built on a commitment to address issues in an equitable and comprehensive manner. We believe that technology has emerged as a huge enabler in breaking the access barrier which is a critical component of any social activity but only if done in a respectful and empathetic manner towards the communities. Operation Sunshine is a glowing example of this belief which has evolved not only as a monitoring tool but as a system that has empowered our Sahiyya didis across all social, demographic and geographical barriers. In the future, such digital progressions will help ensure that our communities are able to ascertain and address their concerns in a systematic and self-sufficient manner.
Impact

Operation Sunshine has been instituted and implemented by the Health team of CSR, Tata Steel since June 2018. In FY19, it covered 1686 villages and a population of 13,63,341. Results clearly depict the reduction in deaths before OS and after the introduction of OS.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Financial Year</th>
<th># of month</th>
<th>High Risk Cases Identified</th>
<th>Death</th>
<th>% Death</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before OS</td>
<td>17</td>
<td>5</td>
<td>158</td>
<td>14</td>
<td>8.9</td>
</tr>
<tr>
<td>Before OS</td>
<td>18</td>
<td>12</td>
<td>1180</td>
<td>80</td>
<td>7</td>
</tr>
<tr>
<td>Before OS</td>
<td>19</td>
<td>2</td>
<td>416</td>
<td>22</td>
<td>5.5</td>
</tr>
<tr>
<td>After OS</td>
<td>19</td>
<td>10 (Operation Sunshine)</td>
<td>1439</td>
<td>53</td>
<td>3.7</td>
</tr>
</tbody>
</table>

The first phase of MANSI (October 2009 - May 2015, covering one block in one district of Jharkhand) resulted in its key indicators - Neonatal Mortality Rate, Infant Mortality Rate and Child Mortality Rate - to come down from 40.7 to 15.8 i.e. by 61%, from 53.6 to 19.8, i.e. by 63% and from 67.5 to 30.4, i.e. by 55%, respectively. Subsequently, Phase#2 (June 2015 onwards till present, scaled up to cover 12 blocks across Jharkhand and Odisha) brought into its scope a total of 2400 Sahiyyas to cater to 2.2 lakh households.
The global sustainability development goal (SDG -3) for neonatal and child mortality represents a renewed commitment to the children to end preventable deaths of newborn and under 5 by the year 2030. This calls for a strategic alignment of existing government health systems and practices especially in the rural setup in order to address some of the crucial, yet treatable complications arising at the time of delivery. Maternal and Neonatal Child Survival Initiative (MANSI), emerging out a need to address this pressing challenge, was conceptualised to reduce mortalities among mother and child, by strengthening and capacity building of government healthcare workers across 12 blocks of Jharkhand and Odisha. In the last one decade of its journey, MANSI has become synonymous with trust, empowerment, and innovation with mortality rates coming down remarkably, healthcare reaching to some of the deepest pockets and women breaking all barriers through the smart use of technology.

Together with our partners - National Health Mission and American India Foundation - MANSI is now poised to move ahead with phase 3 covering a wider radius and ensuring our communities emerge healthier than ever before. We are thankful to our communities for reposing their faith in us and allowing us to be a part of their lives.

MR. SOURAV ROY,
Chief, Corporate Social Responsibility, Tata Steel.

Stakeholder testimonial

“Operation Sunshine has made tracking easier for us. We are able to attend to and save high risk babies from neighbouring villages. The network facilitates cross-learning from critical cases and enables us to be future-ready.”

Babita Mahato, Sahiyya, Block Seraikeila
L&T Technology Services Limited (LTTS) is a listed subsidiary of Larsen & Toubro Limited focused on Engineering and R&D (ER&D) services. We offer consultancy, design, development and testing services across the product and process development lifecycle. Our customer base includes 52 Fortune 500 companies and 51 of the world’s top ER&D companies, across industrial & consumer products, medical devices & life sciences, transportation, telecom and hi-tech and the plant engineering. Headquartered in India, we have over 15,000+ employees spread across 17 global design centres, 27 global sales offices and 48 innovation labs as of March 31, 2019.

### CSR budget and actual CSR spend over the last three years

<table>
<thead>
<tr>
<th>Year</th>
<th>CSR Budget</th>
<th>Actual Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>2,10,17,424</td>
<td>1,18,65,122</td>
</tr>
<tr>
<td>2016-17</td>
<td>5,20,00,000</td>
<td>3,60,00,000</td>
</tr>
<tr>
<td>2017-18</td>
<td>8,30,00,000</td>
<td>5,50,80,000</td>
</tr>
<tr>
<td>2018-19</td>
<td>10,00,000</td>
<td>10,00,000</td>
</tr>
</tbody>
</table>

**Major CSR Project**: Integrated Watershed Management Programme (IWPM).

**Goal of the project**: Holistically support rural communities in the Kolwadi region of Velhe Taluk, Pune District, Maharashtra to increase agricultural productivity and earn sustainable livelihood with dignity.

**Project objectives**: To promote integrated development of water starved villages with water management, conservation activities to improve water supply to crops, communities and augment crop yield.

**Approach**: An integrated watershed approach was adopted to support 622 households constituting 3064 below poverty, marginal farmers and landless communities from four villages of Kolwadi, Katavadi, Mangdari and Nidge of the Kolwadi watershed area by treating 1095.16 Hectare land area with various water and soil conservation measures through CSR project in the year 2017-18.

**Project Partnerships**: Adopting a participatory method of working L & T Technology Services partnered with National Agro Foundation (NAF) an experienced and reputed NGO in water and agriculture domain.

**Watershed villages**: Situated in the Velhe Taluka of Pune district, the Kolwadi watershed is located at 18.30381° latitude and 73.756733° longitude. Four villages Kolwadi, Katavadi, Mangdari and Nidge and a hamlet Ketkavane were selected for the project interventions. The total population of the four villages is 3064 persons from 622 households, with majority of them been small and marginal farmers.
As 75% of water is being consumed for irrigation, water scarcity would impact the livelihood of majority of small and marginal farm households. This also leads to competition for water between drinking and irrigation. Continuous drawing of water for irrigation over time without proper replenishment leads to scarcity of water for drinking. Of late, the agriculture productivity is on the declining trend with more area becoming unfit for cultivation. One of the main reasons is the loss of natural resources like soil, water and associated problem of declining soil fertility.

To prevent the loss of soil and water and to conserve and sustain the natural resources, watershed is being taken up. The basic essence of watershed is not only the conservation of natural resources but also the accrued benefits derived out of ground water increase, cropping intensity and improvement in farm productivity. This will not be effective unless the farmers are enriched with technological innovations to improve the use efficiency of conserved resources.

Water conservation project started with exposure to farmers, entry point activities construction of check dams, gabion structures, nalla plugs, farm, ponds, contour structures through participatory watershed approach covering four villages of Kolvadi panchayat in Pune district of Maharashtra.

**Observations and Achievements of the project**

- The main objective of the project is to reduce water scarcity and provide clean and portable water to all the stakeholders in the community for agriculture and household purposes. Stakeholders of the project are now educated to maintain and repair the water conservation structures as well as acquire a sense of ownership.

- In the year 2017-18, there has been a remarkable increase in number and storage capacity of water harvesting structures, which is linked directly to assured water availability for crops for at least two seasons.

- 160% increase in the cropping intensity and diversification could be achieved with the availability of water through various water conservation structures in 2017-18.

- More than 500 acres of fallow land was brought under cultivation due to the assured water availability.
Due to precarious water availability, farmers conventionally raised short duration crops of 105 days, but now have shifted to long duration crops of 120 days due to water availability, fetching better returns in the local market.

The ground water table has risen to 7 meters in open wells. In the year 2017-18 the total precipitation was 1800 mm. A remarkable improvement of the ground water level in the open well was seen within the first monsoon in the year 2017.

In the year 2017-2018 with the availability of water, farmers could grow vegetables which helped them to increase their income level by INR 20,000/- per acre in Rabi Season which was not practiced earlier.

- 50 families were supported with Income generating programs (IGP) in 2017-18 to earn extra income for their daily living.
- 12 check dams constructed.
- 63 farm ponds constructed.
- 207 Water absorption trenches constructed.
- 1 village pond constructed.
- 4 units of toilets constructed in 4 government schools, 150 children and 18 school teachers benefitted.
- 247 children & 31 village watershed committee (VWC) members benefitted from health camp.
- 25 farmers benefitted from vermi compost training organised for village watershed committee (VWC) members.
- 7336 horticulture & 2500 Agro forestry samplings distributed.
- 848 animals benefitted through veterinary camp.

Intervention In Natural Resource Management (NRM)

Watershed villages

Village Level Institution

- Water absorption trenches (WAT)
- Percollation Tank
- Gully Plugs (GP)
- Loose Bpider Structures (LBS)
- Form Pond (FP)
- Check Dam (CD)
CHARITIES AID FOUNDATION (CAF) INDIA

Project Name: Bringing children back to school - building a brighter future

**Project objective:** To promote the national agenda of free and compulsory elementary education by supporting out-of-school children, school drop-outs and children lagging behind learning levels through remedial education centres, making them school-ready and mainstreaming them back-to-school.

**Stakeholders benefitted:** Tribal and other underserved children from remote and backward districts of Madhya Pradesh and Rajasthan who are out-of-school or lagging behind in learning levels.

**Partnership approach to project design and implementation:**

- CAF India fostered multi-stakeholder partnerships between Membership-based organisations, Civil Society Organisations, Private Sector, Government departments, local communities and school authorities.

- This programme was implemented by CAF India in partnership with two local NGOs: Turn Your Concern Into Action (TYCIA) and Urmul Rural Health Research and Development Trust (Urmul Trust), along with MacMillan Publishers India Private Limited as a Knowledge Partner.

**Project Implementation Methodology**

- The project started with the identifying the children who are lagging in learning levels / drop-outs / never enrolled in schools.

- Remedial education centers were set-up either inside school premises or in proximity to the schools where children came to attend supplementary classes for nine months.

- Upon completion of their tenure in remedial centers these children were enrolled back to schools at classes appropriate to their learning levels.

- Thereon, a support mechanism was established for the next three months to monitor the continuity of the children in schools.

- The remedial education centers were run by local youth who were selected from the villages and trained in innovative and fun teaching methodologies, which also ensured greater community connect.

Bringing education in the most remote geographies
# Key Project Differentiators

- Accelerated the agenda of SDGs through CAF India’s pillars of programme delivery - Good governance, Compliance, Capacity building, Collaborations and Impact.
- Promoted parental mentoring, child education, empowering local youth as educators to balance the teacher-student ratio and build innovative teaching methodologies - all in one string.
- Demonstrated working on the most challenging social agenda i.e. changing mindsets of communities and breaking the social barriers to send children back to schools in the most remote geographies (eg, through pagdandi yatras or village awareness marches, bal melas or children’s fairs).
- Used web-based data management for tracking beneficiaries (authenticating identities, baseline assessments for screening, monitoring academic progress).
- Initiated teaching in native language in addition to Hindi, to make teaching-learning more effective.
- Designed a low cost result-based payment model: the initiative is run at a nominal cost of Rs. 2,500 (or $35) per child per year for remedial education followed by formal enrolment and continued support for retention in schools.

## Impacts (in 2017-18)

- High success rate with 78% of the out-of-school children from the remedial centres enrolled back to schools. Success rate has increased from 78% to 93% in 2018-19.
- Remedial education provided to over 3,000 children.
- Enhanced the quality of education of children from 99 schools.
- Enhanced communities’ awareness about the importance of education in **65 villages**.

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## Programme Log Frame

<table>
<thead>
<tr>
<th>PROJECT SET-UP</th>
<th>Local implementing partner selection and due diligence</th>
<th>Governance and M&amp;E mechanisms</th>
<th>Capacity building of partners</th>
<th>Collaborations</th>
</tr>
</thead>
<tbody>
<tr>
<td>ON-GROUND ACTIVITIES</td>
<td>Teacher identification 60 youth</td>
<td>Setting up remedial education centres 75 centres</td>
<td>Engagement with communities, school authorities 65 villages, 99 schools</td>
<td>Child screening criteria + Identification</td>
</tr>
<tr>
<td>OUTPUTS</td>
<td>Remedial teachers equipped in modern teaching methods 60 youth trained as teachers</td>
<td>Children learning at remedial centres 3075 children enrolled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OUTCOMES</td>
<td>Children mainstreamed to schools 2400 children (78% of remedial centre enrollees)</td>
<td>Unintended outcome: Generating livelihoods for local youth 15 youth become guest teachers in schools, receive fellowships</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Learning is fun in remedial centres!
• Two projects districts (Khandwa and Jaisalmer) are backward districts identified by the Government of India, falling under its flagship initiative of ‘Transformation of Aspirational Districts’.

Beneficiary Testimonials

Teachers become role models for children

“I will study till my parents will send me to school; 7-8th standard”. We asked her: “Don’t you want to study further?” She said, “Yes, I will study till 12th standard. I want to become a teacher. I want to teach ABCD… 1 2 3… and a table of two” - Nikki, 10 years old, Karwani village, Madhya Pradesh.

Children speak about the joyful learning methods introduced in schools through this programme

Sheetal, a eight year old, studying in class 3 and lives in village Aulia, Khalwa block, Madhya Pradesh. She has started weaving her dreams and express them through words. In her tender age, she see herself living her dreams. She wants to become a "Madam" (teacher).

Project Reach

• 65 remote villages in Madhya Pradesh and Rajasthan.

• Covered one district in Madhya Pradesh (Khandwa) and five districts in Rajasthan (Bikaner, Churu, Jodhpur, Jaisalmer, Nagaur).

• 75 remedial education centers setup within schools or in proximity to schools (with appropriate teacher-student ratio maintained at the centres to ensure quality education).

• 60 local youth trained as educators.

• Following their training and work as remedial teachers in this programme, 15 local youth educators were selected to become guest teachers in government schools.

• Youth educators received fellowships to continue working as remedial education teachers.

A testimony to success of our programme and the high quality education delivered at the remedial education centres was a high demand to study at these centres coming from families and children who were not formally part of this programme.

Project Reach

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• Covered one district in Madhya Pradesh (Khandwa) and five districts in Rajasthan (Bikaner, Churu, Jodhpur, Jaisalmer, Nagaur).
we, at Charities Aid Foundation (CAF) India, promote the culture of giving. we believe that every individual and organisation can contribute towards a social cause. As a global signatory to United Nations Global Compact and lifetime member of local GCNI network and the UN Sustainable Development Solutions Network (SDSN), we are committed to contribute towards achievement of the SDGs in India by working on the development priorities and challenges. Having worked in the philanthropic sector for past 21 years, we are equally focused in exhibiting successful model of inclusive partnership and connect the grant differentiators, implementers and beneficiaries in a collaborative manner for attainment of specific development objectives."

Ms. Meenakshi Batra
Chief Executive Officer,
Charities Aid Foundation (CAF) India

She is very confident and speaks her heart out without hesitating. Her teacher says that she ensures that her friends are also coming to school with her. Sheetal wants to complete her schooling. On being asked why she loves coming to school, she said “naye khel khelne ko milta hai” (I get to play new games).

Youth educator speaks about the benefits of innovative teaching methodologies under this programme

“Senior teachers of my school seem to be very pleased with this project. They borrow the teaching-learning material which we got from [CAF India and TYCIA] to teach their students as well.” - Rajkumar from Aulia village, Madhya Pradesh.
‘Management’ has been traditionally associated with business only. Most of the courses, curriculum, content, pedagogy aimed to achieve the goal of preparing business managers and leaders. Management is also required for Government and unattended but large development sector.

India has always had a large and influential voluntary sector that has come to be regarded for the integrity with which it can serve, educate and challenge. As India’s economy grows, as more corporates commit to spends and come within the purview of Sec.135 of the Companies Act and as government expands its programmes to reach the remotest areas, the need for management professionals in the sector can only grow.

SPJIMR’s PGPDM programme stands out as the only innovative initiative of its kind designed to build managerial and leadership capacities in the voluntary sector. A professional MBA-equivalent education, tailored to the specific needs of the sector, has helped build a pool of managers who are equipped to operate at scale, deliver results and create impact.

All social sector organisations like NPO/NGO/CSO/Social Enterprises and CSR (Community Services) and Government work towards reducing inequalities and work for holistic development of the State/Country at a given point of time.

United Nation Sustainable Development Goals adopted in 2016 are the collective target for all the countries for making the world a better place to live for all.

PGPDM GENESIS:

In 1992, the former Dean, Late Dr. M. L Shrikant prepared a paper on how to accelerate rural development. It was presented to the Prime Minister P. V. Narasimha Rao. In 2010, the sample of 25 organisations studied in 1992 was revisited. In its role as a management institution in influencing practice, it has been proactively influencing the implementation for greater SROI.

Rapidly changing environment calls for innovations and adaptations within the Institution.

NGOs work with limited resources. Skills and expertise is important to effectively utilise the scarce resources without affecting the passion and ethos of the Institution.

The recent CSR policy bill for corporates has increased the need of skilled professionals in the sector.

Objectives of the Programme:

- Contextualising management principles to the development sector to create a larger impact on the society.
- Develop the next line of leadership in the Social Sectors.
- Create a cadre of development professionals with exceptional capabilities.
- Combining the best practices of field exposure to the relevant management practices for systematic improvement.
Enhancing capacity and skills of the mid-level managers in development organisations.

Affect individual impact, and influence and strengthen organisation’s function.

**Salient Features**

- Blended Learning Programme which enables participants to continue working and apply the learnings to the organisations.
- Mentor guidance to the sponsoring organisation.
- Regular Interface with the experts from the field.
- Classroom sessions offer a unique opportunity for Peer learning.
- Off-Campus applications to make knowledge relevant.
- Special emphasis on Development Management Research.
- Field visit to learn from good practices of other NGOs/CSRs.
- Innovative subjects with latest Tools and Infrastructure.
- Enhance Managerial and Leadership Competencies.
- A significantly subsidised course fees.

**PEDAGOGY**

- Each participant has a mentor from his own organisation to help contextualise the learnings. Classroom sessions include 1/3rd of group work and case studies from Development sector.
- An Application exercise per subject, per contact.
- Development Management Research with faculty guide from the institute.
- Mahir Milan - A regular interface with Experts from the field.
- Guided Field Visits to renowned development sector organisations for hands-on learning.
- Manthan - Book reading & review of important development reports.
- Mentors Meet.

**Linking learning to SDGs:**

SDGs were introduced in PGPDM in November 2017 from Batch 13 as a part of Perspective in Development and General Management course in Semester 1. From Batch 14, SDGs, a 1.5 credit course is introduced as an Elective. The course attempts to get into the detailed planning process, partnerships and collaborative implementing plans with clear milestones of every 3-4 years for India. It involves setting priorities, learning of successful case studies and measuring impacts. It aims to guide all the development organisations NGO/NPO/CSR professionals and Social Entreprises to align and deploy their
resources in achieving the targets setup by NitiAayog, Government of India. It is aimed to supplement Government efforts and develop partnerships to attain milestones.

**Stakeholders benefitted:**
PGPDM is a catalyst of change for effective implementation of SDGs. Inaugurated in 2011, the centre conducts two batches annually. With fifteen batches, totalling 384 professionals, representing 292 organisations, belonging to the development sector, NGO/NPO/CSR professionals and Social Enterprises have registered and benefitted. PGPDM participants come from 18 states and 2 union territories. Most of the organisations carry out their implementation in multiple states and locations to have PAN India impact. 20 percent of the organisations sending their participants for the programme were returning organisations. All organisations are working towards sustainable developed goals, impacting specific targets relevant to India.

There are about 31 Lakh NGOs working in India. They all can align their efforts to achieve the SDG targets. PGPDM is an effort by a management school to influence the entire eco-system of social development through enhancing their efficiency and effectiveness using management tools and techniques. The participants through their work in respective organisations, influence achievement of nearly all Sustainable Development Goals (SDGs) 2030 set up by the United Nations (UN). It is a unique attempt by the management school to influence the working of the organisation’s top and senior management through executive education, influencing its systems and processes, creating teams and by developing individual competencies among NGO/NPO/CSR professionals and Social Enterprises.

**JOURNEY SO FAR**

Participation from organizations representing NGOs, Social Entrepreneurs and Corporate CSR’s across India

- **Participants’ Qualification:**
  - MA, MSW, MBBS & Veterinary Dr., MSC, LLB, B.Ed, BA.B.Com., Agricultural Engineer, HRM, B-Tech Environmentalist etc.

- **Participation’ Profile:**
  - Trustees, Director, Executive Director, manager, Deputy Manager CSR, State-In-charge, Sr.Programme, Officer Project Manager, Program Co-ordinator, Fund raisers, Consultant, Social Entrepreneur etc.

- **Average age:** 33 years
- **Average Experience:** 13+
- **About 25% female participants**

Creating Social Change Leaders of Tomorrow

- **Achiever (100)**
- **from Runner (65-99)**
- **Performer (50-64)**
- **Aspirant (-49)**

Note: No state is an achiever
PGPDM participants come from 18 states and 2 union territories. Most of the organisations carry out their implementation in multiple states and locations to have PAN India impact. 20 percent of the organisations sending their participants for the programme were returning organisations.

The following table indicates participants representing different organisations working for specific goals especially specific targets.

A paper written by Dr. Tulsi Jaya Kumar and Prof. Rukaiya Joshi, Faculty SPJIMR has won the Literati ‘2018 Highly Commended Award’ for the paper: ‘Rethinking the role of management education in developing a “new” locus of CSR responsibility’ in the Journal of Work Applied Management by Emerald Publishing Limited. It is a case study of PGPDM.

**Learning from Best Practices of Leading Organisations**

- Ms Bharati Singh working for SDG 3 (Mental Health) received SPJIMR's alumni award for social impact in 2016.
- Ms. Ritu Pandey working for SDG 4 got the SPJIMR's Alumni Award for the social sector in 2017.
- Mr. Debasis Nayak - Aditya Birla Group working on SDG 8 won People-First - HR Excellence Award 2019.
- Mr. Harish Dari, Department Head - CSR - Grasim Industries limited working on SDG 8 won.
- 6th Annual Manufacturing Today Award in the category of Excellence in Corporate Social Responsibility 2017 and 4th EKDKN Exceed Award 2018 for outstanding achievement in CSR in Manufacturing Sector.
- Mr. Rupen Pattnaik - Ultratech Cement working on SDG 3 won ETNOWS - CSR Leadership Award- Concern for Health.
- Mr. Abhay Bhagat working on SDG 3 was presented an award by Care India by District Health Administration for support in improving of facility planning and health indicators.

Meeting Smt. Ela Bhat - Batch 1&2
SEWA works for SDG 5: Gender Equality

Meeting Dr. Bunker Roy, Barefoot College, Tilonia - Batch 11
SDG 7: Affordable and clean energy
All PGPDM participants and their organizations relentlessly work on attending one or more Sustainable Development Goals and Targets. SPJIMR acts as catalyst in helping them to increase their efficiency and effectiveness.

Website: http://www.spjimr.org/pgpdm

Facebook: SPJIMR.PGPDM

PGPDM - an attempt to strengthen the means of implementation and revitalising the agencies implementing SDGs in India through the vehicle of capacity building.

SPJIMR continues to strive to help attain development organisations to attain SDGs through PGPDM Education, Management Development Programmes (MDP) and Consultancy in partnership with other agencies.
All the agencies of social development sector need to work together to achieve 169 targets of Sustainable Development Goals (SDGs) in less than 5000 days left. PGPDM attempts to create management capabilities of the agencies for greater social impact.

DR. RUHAIYA JOSHI
Professor & Chairperson – CEdSS, SPJIMR

Stakeholder testimonial – A quote from a beneficiary (recommended)

“PGPDM is a valuable programme for me as a development sector professional. After this course an immense deepening came that organisation requires sustainable strategy then only it could see the big achievement and picture of the organisation.”

- RITU PANDEY - FACE, SECRETARY CUM DIRECTOR

“The course has helped me in lot of ways. When I started the course initially CSR space was evolving what were the new rules and regulations coming into force. It helped me understand better, on how to bridge the gap between the NGOs and the corporates.”

- PANKAJ ARORA, ASSET CSR TEAM (ACT), ENTREPRENEUR

“All the agencies of social development sector need to work together to achieve 169 targets of Sustainable Development Goals (SDGs) in less than 5000 days left. PGPDM attempts to create management capabilities of the agencies for greater social impact.”
JALDHAARA FOUNDATION (Non-Government Organization)

Project: Safe and affordable drinking water access to urban slums in Delhi

Project: As per an estimate, nearly 1.8 million people live in the Delhi slums, which makes it the second largest settlement of urban poor in India. Many of the resettlements where the urban poor resides lack access to basic amenities like electricity, clean drinking water and good hygienic conditions. In over 85% of the Delhi slums, the major source of drinking water is either a public tap or hand pump. The existing infrastructure does not have the capacity to meet the growing demand of these slums. Besides which, the quality of water available in these slums does not meet drinking water standards and is unsafe. It leads to the spread of water borne diseases that impose high cost on healthcare on the poorest people in the city.

To overcome the issue, JalDhaar Foundation (JF) is running a program in partnership [SDG17 addressed] with Water Health India [Technical Partner], Delhi Jal Board [Public Partner] and Yes Bank [Corporate Social Responsibility (CSR) Partner] to provide safe, affordable and clean drinking water access [SDGs 1, 3, 6, 9 and 11 addressed] to eight (8) identified marginalized communities in Delhi at an affordable price through installation of Decentralized Community Water System (DCWS) and Water Dispensation Units (WDUs) [SDG9 addressed].

Key Objectives

a) Installation of 8 DCWS and 8 WDUs across identified slums.

b) Providing safe and clean, WHO quality, drinking water access to 1.4 lakh people at an affordable price.

c) Running Water Sanitation and Hygiene (WASH) awareness campaigns, from time to time, in the identified slums [SDGs 4 and 10 addressed].

d) Employment generation for twenty-seven (27) people including 14 direct manpower (Executives responsible for managing plant operations, quality and performance and 13 indirect manpower towards facilitating home delivery) [SDG 8 addressed].

While in the longer run, the program will result in improved WASH awareness amongst the identified slums and reduction in instances of water borne diseases/annual medical expenditures/drudgery amongst the people consuming drinking water from DCWS and WDUs, due to availability of reliable drinking water source at an affordable distance.

Stakeholders

The program implementation resulted in safe, reliable and affordable drinking water distribution system access to 1.4 lakh people living in the identified marginalized communities (Khayla, Narela, Janakpuri, Nairaina C Block, Azadpur, Sungarpur, Pul Prahladpur and Garhi) in Delhi. These people were dependent on water tankers or other unreliable water sources. As per an estimate, 5,800 households¹ have benefitted from the program which translates to 29,000 people² living in these slums.

1. The household count is derived by assuming that each household consumes 20 litres of purified water every alternate day and only one member from each household visits the DCWS/WDUs to collect purified water. The water volume dispensed by DCWS/WDUs across these eight (8) sites between April 2018 and March 2019 is used including extrapolated data for the eighth site. This overall water volume dispensed is then used to estimate the household count.

2. It is assumed that each household has five (5) members and all the members consume the drinking water from the same source.
Implementation

J Fruns the project to optimally utilize the resources. JF lays out the projects cope to list down the project goals, deliverable etc. The team further estimates the manpower required to implement the project and lays down the roles and responsibilities including their key result areas. The team provisions the manpower for the smooth execution of the project.

Pre-launch-Site Selection and Construction: A detailed feasibility study is conducted to shortlist the suitable communities based on the Need Potential and Technical (NPT) frame work. Once the site qualifies NPT parameters, JF’s technical partner WHIN signs a Community Water System (CWS) Agreement with the Governing body and initiates the construction to install DCWS/WDU sat the identified locations based on Build Operate Transfer Model (BOT) model. while in parallel JF solicits CSR grants from various partners/donors to construct the plant(s).

Post Launch-Social Awareness Campaigns: Post the construction of DCWS, JF conducts various social awareness campaigns to implement Water Sanitation and Hygiene (WASH) interventions that lead to increased adoption of safe and clean drinking water and good hygiene practices. At the same time, some of the awareness campaigns conducted through Anganwadi meetings and Self-Help Group Meetings are specifically designed for women to ensure gender equality. JF also partners with local institutions and key opinion leaders to drive community engagement and patron age programs. The Foundation also involves key community influencers like doctors and teachers to spread the message of safe drinking water with in the community. By the end of FY’19, JF reached over 10,000 beneficiaries through various WASH awareness campaigns as listed in the table given below.

S.No. | Awareness Campaigns | Activity Count | Beneficiaries Covered | SDGs 4 and 10 Addressed
--- | --- | --- | --- | 
1 | Door Knocks | 8,490 | >8,490 | 
2 | Group Meetings (Community) | 31 | 792 | 
3 | Menand Youth Meetings | 15 | 328 | 
4 | School Sessions | 14 | 468 | 
5 | Anganwadi Meetings | 10 | 121 | 
**Total** | **8,560** | **>10,199** | 

Some of the photographs of the above-mentioned WASH awareness campaigns conducted by JF are below:

DCWS Maintenance and Operations: JF’s technical partner WHIN manages the DCWS and WDUs operations as per the concession term. JF has defined standard operating procedures to manage the plant operations that are easy to replicate across multiple locations with a minimal is tic training requirement. The plant operators are recruited locally from within the community to easily manage the DCWS / WDUs operations.
IT Innovation: JF has developed innovative suite of applications in partnership with WHIN and also uses outsourced applications to manage, review, monitor, evaluate the operations so that informed decisions are made by the Management. Some of the in house applications used to manage the operations include,

- a) ‘Central Operations Review and Evaluation’ (CORE) to keep track of various DCWS / WDUs,
- b) ‘Vector’ for mapping organisation wide strategic and operational objectives with detailed tasks,
- c) ‘Universal Mobile Business Review and Evaluation Application’ (UMBRELLA) used by Field team to register new beneficiaries, offer them schemes, keep track of volumes dispensed by DCWS / WDUs etc.

In addition, JF uses outsourced application like Dynamics CRM [developed by Microsoft Corporation] to manage the break down and preventive maintenance and Kaizala mobile application [developed by Microsoft Corporation] to manage the plant operator’s information.

Program Monitoring: With the help of these applications, JF conducts periodic reviews to monitor the project plan and to identify the associated challenges/issues so that adequate remedies can be deployed to overcome impediments. JF also conducts the impact study to measure the efficacy of the implemented intervention. While at the end of the concession term, the DCWS and WDUs are transferred to the Community, as applicable. The communities also have an option to extend the concession term in favour of JF and WHIN for an equal or a lesser tenure.

JF has been able to report the following impact (achievements) for the current project³.

- 1.35 lakh people with safe drinking water access (SDG 1, 3, 6 and 11)*.
- 1.62 crore litre dispensed in FY’19 (SDG 1, 3, 6 and 11)*.
- 29,100 direct beneficiaries (SDG 6)*.
- 5,800 consumer households below poverty line DCWS (SDG 1, 3, 6 and 11)*.
- 4,930 consumer households below poverty line (SDG 1).
- 14,670 days saved annually in fetching water.
- 65% reduction in women fetching water from DCWS (SDG 10).
- Women 1.6 time more likely to engage in economically productive activities due to reduction in drudgery (SDG 10).
Impact

**Health**
- 21% reduction in water-borne diseases vis-a-vis non DCWS community households (SDG 3).
- 22% reduction in diarrheal diseases vis-a-vis non DCWS community households (SDG 3).

**Economics**
- 9 plant operators and 5 support resource recruited to manage plant operations, quality performance (SDG 4 and 8).
- 8 Delivery Services providers recruited in the communities along with 5 additional support manpower (SDG 4 and 8).
- >400 man-hours of training provided to recruited manpower (SDG 4).
- ₹1.04 crores annual gain [Monetized] in workdays due to lower incidence of illness amongst DCWS households cumulatively (SDG 8).
- ₹0.06 crores annual reduction in medical expenses vis-a-vis DCWS households cumulatively.

**Environmental**
- 59 tones reduction in CO₂ emissions annually.

- ₹1.13 crores increase in annual income of female members amongst DCWS households cumulatively (SDG 8 and 10).
- ₹0.4 crores annual opportunity cost for time saved on fetching water.
- ₹2.73 crores annual saving amongst DCWS households cumulatively.

3 The impact assessment numbers indicated in the image above are based on the impact study conducted by JF’s technical partner i.e. Water Health through Sambodhi [one of the accredited research agencies in India] to assess the impact of decentralized water purification systems. In addition, there are a few cases marked as *in the image above wherein the numbers are based on calculations or recorded information collated by the Foundation.
JF implemented the program across 8 identified communities in Delhi which include Khyala, Narela, Janakpuri, Nairaina C Block, Azadpur, Sungarpur, Pul Prahladpur and Garhi.

JF has planned to replicate the following project in other geographies as well. The project will be implemented with other CSR partners who are interested in implementing CSR initiative under the WASH program. For the current fiscal year (i.e. FY’20), the plan is to expand JF’s footprint in Maharashtra, Rajasthan and Tamil Nadu.

Beneficiary Testimonial

We are living in DDA colony, Khayala. My husband is a private retired employee and we are 7 family members, we stay together along with my 2 sons and daughters in law. We are dependent on our children as my husband does not receive pension. We face severe water contamination in our area during rainy season. Earlier we were dependent on water supplied by Delhi Jal Board but it does not taste good and we used to suffer severe stomach ache and joint pains very frequently. We started consuming water from DCWS since few months, the water taste and quality is also good. We feel healthy by consuming this water and recommend others to take water from these plants.

- Jabir Kaur, DDA Colony (Khayala)
We stay in a rented house in MCD Colony, Azadpur. My husband is a security guard who earns Rs. 10,000 per month. We have 3 children; one child works in garment shop and other 2 are studying. I earn around 7000–8000 from tailoring.

Earlier we used to consume local piped line water supplied and my kids faced lot of health problems due to contaminated water. We used to spend lot of money on medicines and consultation fees. We came to know from our friends that DCWS has been installed in our community which is providing drinking water at affordable rate and tastes good. After that we started consuming water from DCWS, the water really tastes good and is affordable for common people like us. We would be happy if similar plants are installed, that can serve more slums and vulnerable people in Delhi.

- Leena, MCD Colony (Azadpur)

Provision of clean and hygienic drinking water to urban slums has been a major casualty of urban migration. JF, in a humble way, attempted to address this issue by setting up 8 DCWS across slums in New Delhi. This project was sponsored by ‘Yes Bank’ as part of their CSR initiatives. These installations have been in operation since the last ~2 years and together with our implementation partner, Water Health we have so far impacted the lives of ~1.4 lakh people who have hitherto had no access to drinking water. The success of this small initiative has given us the impetus to take this initiative forward and we are currently expanding this programme across Delhi and other urban areas. In our own limited way, we are contributing to the achievement of the SDGs and will continue in our endeavour to positively impact the lives in the under served communities.

MR. B. RAMANAND
Director, Jaldhaara Foundation
Managing Team

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About Global Compact Network India (GCNI)

Global Compact Network India (GCNI), is the local arm of the UN Global Compact, New York. It is the first Local Network in the world to be established with full legal recognition. GCNI also serves as a country level platform for businesses, civil society organisations, public and private sector. As a local arm of UNGC, Global Compact Network India (GCNI) New York has been acting as a country level platform in providing a robust platform for Indian businesses, academic institutions and civil society organizations to join hands for strengthening responsible business practices and aids in aligning stakeholders’ responsible practices towards the Ten Universally Accepted Principles of UNGC in the areas of Human Rights, Labour, Environment and Anti-corruption, broad UN goals including Sustainable Development Goals and other key sister initiatives of the United Nations and its systems. At present, the India Network is the leading Network among all the Local Networks in the world. It has also emerged as the largest corporate sustainability initiative in India and globally with a pan India membership of over 500 leading businesses and non-businesses participants and signatories, strengthening their commitment to the UN Global Compact Principles by becoming proud members of the Local Network in India.

For more details, please visit: www.globalcompact.in