PUBLIC-PRIVATE PARTNERSHIPS IN CSR IN INDIA

TEN DEMONSTRATIVE CASE STUDIES

Confederation of Indian Industry

CII-ITC Centre of Excellence for Sustainable Development

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Public-Private Partnerships in CSR in India: Ten Demonstrative Case Studies

Credits

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PREFACE

In recent years CSR has been gaining momentum in India. For business, it is no longer an optional activity, but one it must engage in. The responsibility of development of the country is no longer the sole responsibility of the government and its agencies. Business too has to step up and take the onus, be responsible to the society, to the country, and to the planet. Given the kind of financial resources and expertise they possess, their potential to have a positive effect on development is considerable.

Having realised this, companies in India have been making commendable initiatives to tackle the myriad development issues the country grapples with. CSR is no longer just philanthropic gestures but active engagement with the community and the environment.

In this report we showcase the CSR activities of companies that have worked along with government agencies to implement development initiatives. During the course of our research we found that such public-private partnerships are a very effective way to address challenges of health, education, livelihoods, natural resource management, infrastructure, community development, women's empowerment, clean energy, to name a few.

We hope that companies and government agencies find this report valuable and the insights from the case studies encourage joint action towards the development of the country.

With best wishes,

Seema Arora
Executive Director
CII-ITC Centre of Excellent for Sustainable Development

Content

Introduction

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

CSR is becoming an integral part of every business portfolio in India, and companies have made significant contributions in the development of the country through various initiatives in areas such as education, healthcare, water and sanitation, infrastructure, livelihoods, rural development, and urban development.

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

The government recognises the role of business in inclusive growth through sustainable development efforts. In recent years, the Ministry of Corporate Affairs has increased efforts to put in place a policy on corporate social responsibility that will provide an enabling environment for business to conduct CSR activities. Policies have been introduced that require Indian business to become more responsible. Primary amongst these are the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities, 2011, and the Companies Act, 2013.

Clause 135 of the Companies Act, 2013, addresses Principle 8 of the NVGs, that of inclusive growth and equitable development. It mandates companies with a certain net worth, turnover or profits to spend 2 per cent of their profit after taxes (PAT) on CSR activities. Given the developmental challenges India faces, companies have myriad opportunity areas to invest in and address these challenges.

Though significant contributions have been made by the corporate sector in the country, there is still considerable that needs to be achieved.

Over the years, the Centre through its advisory, consulting and policy work has seen first-hand, the progress that companies have made, and has studied and disseminated information on various

CSR projects and practices. While companies do carry out CSR work independently, many also work in collaboration with the government in public-private partnership mode. This report seeks to highlight the benefits of public-private collaborations as a way to deliver services and uplift the underprivileged and disadvantaged. It presents cases of companies as examples proving that such collaboration works and in some instances can be a preferred and more efficient and effective way of addressing developmental challenges. Other companies and government agencies can look to these companies and consider emulating some of the models of interventions.

In 2012, the Centre identified companies which were carrying out their CSR activities through corporate foundations. Writing to these companies for more details, companies were shortlisted for further consideration if they were collaborating with the government. The final ten companies were selected based on geographical location and the sector they were working in. Of the ten companies selected, eight have corporate foundations, the CSR arms that carry out the companies' development initiatives. While the objective was to showcase the work of those with foundations, the other two were included as examples of companies that work directly with the government.

In 2013 the Centre visited the CSR locations of the companies to get a better understanding of how they carry out their interventions with the government and what its impact on the community is. Data was gathered through interactions with company representatives, government representatives and relevant stakeholders.

The ten companies whose interventions have been highlighted in the report are - Ambuja Cements Limited, Hindustan Construction Company, Bajaj Hindusthan, Bharti Enterprises, Piramal Enterprises, ITC Limited, GVK, Tata Chemicals Limited, Biocon, and TVS – addressing issues of healthcare, livelihoods, education, natural resource management, infrastructure, community development, and clean energy, while collaborating with the government.

These companies are examples of some of the best practices of CSR in India. While some initiatives are localised to the needs and conditions of certain regions, there are some that are being scaled at the national level. There are three types of collaborations:

1. Where the public partner or the government funds the intervention completely

2. Where the government funds most of the intervention and the private player fills in the gaps

3. Where both share costs

While in some cases a private player initiates a project and the government then takes it up, in other cases the companies leverage an existing public scheme or intervention.

In the course of studying and analyzing the CSR interventions of these companies, the Centre found that there are definite advantages in public-private collaborations. Public-private collaborations work well because of what each partner brings to the table. While the government has the capacity to pump in considerable financial resources and provide scale, the private sector, aside from funds also provides expertise in management, delivery and technology, and is responsible for the day-to-day management and running of the interventions. Private players are in a better position to do the ground work and can mobilise personnel easily. The government on the other hand faces several bureaucratic problems working on the ground and

often finds it difficult to manage interventions. When executed right, such collaborations make any intervention more effective.

In all ten cases there is evidence of the community being positively impacted. The nature and intensity of the interventions varied from case to case depending on several factors such – the kind of intervention, sector, geography, socio-demographic profile, duration of the intervention, and resources. What seemed evident was, and both companies and the government representatives agree, that greater impact can be achieved by combining resources and capacities through a public-private collaboration. However, all models of a public-private undertaking, especially those delivering a public service, should be created such that it can withstand change, be it in management, government, or change in service provider. This requires foresight and planning so that the service on which millions of citizens depend remains unhampered.

This not to say that all public-private collaborations will always be successful, and there is some skepticism both partners have for the other. While there will be teething issues as the public and private start working together these can be overcome over time. Both the companies and the governments realize and acknowledge the financial and non-financial resources and capabilities of the other and also the potential of public-private partnerships. They believe that working together in the development sector would achieve the best results and have the greatest impact.

TEN DEMONSTRATIVE CASE STUDIES

Biocon

Biocon is India's largest biotech company that aims to reduce therapy costs of chronic diseases like diabetes, cancer and autoimmune diseases by leveraging India's cost advantage to deliver affordable healthcare solutions to patients, partners and healthcare systems. Today it is a biopharma enterprise, serving partners and customers in over 75 countries. [1]

Biocon Foundation, Biocon's CSR arm, has interventions in the areas of health, education and infrastructure. The Foundation claims that 'by establishing primary healthcare centres (PHCs), actively creating awareness about disease prevention, public health and sanitation, infrastructure building and initiating programs in education, we aim to empower under-served communities towards self-help, improved health and in good time, a better standard of living.' [2]

In 2009, responding to the disaster Karnataka was facing as a result of heavy rains and subsequent flooding, the Foundation built a village to rehabilitate and relocate those who had lost their homes.

Community Rehabilitation and Development

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

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

[1] http://www.biocon.com/biocon_aboutus.asp
[2] http://www.bioconfoundation.org/bfound-aboutus.asp

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

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

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

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

The new village has been built about a kilometer away from the old one, so the community has not needed to relocate a great distance away. Biocon Foundation has built 411 houses, which were allotted in December 2012, with ownership given to the new residents.

Ambuja Cements Limited

Ambuja Cements, formerly known as Gujarat Cements, is a cement manufacturing company in India. It began operations in 1980s letting cement major Holcim take management control in 2006 with over 50 per cent equity. ACL is believed to be one of the most efficient cement manufacturers in the world. The organisation is driven by the philosophy that empowerment and responsibility go hand in hand. [3]

Ambuja Cement Foundation (ACF), the social development arm of Ambuja Cements Ltd, was established in 1993. Focusing on rural development, it has interventions in water resource management, agro and skill-based livelihood generation, health, education, women's empowerment, and rural infrastructure. ACF initiatives are centered around the social and economic development of the community in and around the company's manufacturing plant locations and is active in 21 locations of 12 states.

Two initiatives – the Skill & Entrepreneurship Development Institutes and the watershed project – are described below represent two locations of ACF, Darlaghat in Himachal Pradesh and Bhatapara, Chhatisgarh.

Skill & Entrepreneurship Development Institute

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

Himachal Pradesh

SEDI was established by ACF in partnership with Punjab National Bank (PNB) in 2005 in Darlaghat, HP, with courses beginning in 2007. The Foundation identifies unqualified and unemployed students with little employment opportunities with the objective of training them to capacitate them with employable and marketable skills so that they can earn a livelihood.

10-15 trades, both engineering and non-engineering, are offered at the institute. The engineering trades include electronics, automobile, carpentry, plumbing, fabrication, computer applications (basic & advanced), computer hardware,

[3] Ambuja Cements ltd website: https://www.ambujacement.com/

and motor driving while the non-engineering trades mostly pursued by women include beauty culture, cutting & tailoring with embroidery, hosiery and in the pipeline are food & beverage and cooking. Other soft-skill courses like elementary computer applications, basic mathematics, English along with art of living for personality development are also conducted to build confidence. The curriculum, made available by DGET (Directorate General of Employment and Training), is modified and customised as per the requirement of the trades.

The eligibility criterion is not very stringent and students who have passed class X/XII can apply for the engineering trades while there are no qualifications required for non-engineering trades. The institute charges a nominal security deposit of Rs 150 from the students to create an onus for pursual and PNB offers to open a no frills account with Rs 500 for future use. Initially only the local youth were encouraged to join the institute, but now even outsiders are accommodated and are provided with hostel accommodation, uniforms and cooking equipment for which they are charged Rs 150 per month per student. Other facilities include a sports ground, library, computer lab and students are also encouraged to take part in cultural activities and compete with other local institutes. The mode of training is both practical and theory with industrial exposure visits as well as visits to ITIs. Duration of the courses vary from 6 months to 1 year. Some short duration courses of 45 days are also offered. All students are assisted with placements. They are placed as per their trades and are expected to complete a year with the first organisation supported by the institute, post which only they are issued the mark-sheet and certificate. Average remuneration may range from Rs 4000 to Rs 7000 per month depending upon the trade and expertise.

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

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

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

Chhattisgarh

SEDI in Bhatapara, Chattisgarh was established by ACF and certain skill training courses are taken up in partnership with the Department of Labour, Government of Chhattisgarh. The initiative took off in 2010-11 as SEDI was registered with the government as an official Vocational Training Partner

(VTP) and covers a total of 35 villages in Baloda Bazaar, Bhatapara. The various trades being offered are masonry, electrician, welding, carpentry, driving, and beautician and these courses are approved as per the Modular Employability Scheme (MES) norms along with 85 other courses for this SEDI.

An exclusive Driving Excellence Academy was established after seeing the huge demand for drivers in the market. Training was provided for LMV, HMV and LCVin partnership with TATA Motors, who provided the knowledge and technical support.

As in Darlaghat, training consists of both practical and theory along with exposure visits and inputs on basic computer skills, functional knowledge of English and other soft skills. SEDI is also collaborating with a few CRPF camps, where youth from areas with heavy naxalite presence and influence are brought and trained in the various trades. This is to provide them with opportunities for livelihoods and to steer them away from getting involved in the naxal movement.

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

Through SEDI, the Foundation has given those with little formal education, and consequently little scope for stable employment, a chance for a means of livelihood. For the industry on the other hand they are providing the required skilled labour.

Dhundan Watershed Development Project

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

Several trenches, check dams, irrigation channels, gabions structures and contour bunds were constructed to channel and harvest water. Livelihood related interventions were also made, both agricultural and non-agricultural, to create income generation options. There are a number of activities being carried out to enable the grass-root institutions to maintain and manage the various assets created.

With the objective of ensuring that the intervention be participatory in nature, a village watershed committee was constituted with representatives

from all the villages, and was the interface between the community and the Foundation. It was also responsible for implementing and carrying out all of the activities under the watershed project. The committee ensured that all information pertaining to the watershed project was communicated to the community, and could address grievances if any.

Through this project, covering over 700 hectares, 500 homes across 16 villages have benefitted. With greater availability of water for irrigation, agricultural productivity increased significantly. The agricultural inputs alongside augmented incomes of farmers other than the primary activity along with better pasture lands for better livestock management.

Skill development and water resource management are just two of the many areas they intervene in. Both have shown considerable impact, and have made significant changes in the lives and livelihoods of the community.

Tata Chemicals Limited

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

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

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

Vocational Training under NPEGEL

TCSRD has been working in the area of vocational training for some time and has also established a training institute. The government had been considering starting its own vocational training programme for school girls. Babrala's district magistrate with knowledge of TCSRD s experience in this field had suggested a partnership. This joint initiative provides vocational training to girls in the age group of 12-14, that is, from class VI to VIII, with the objective of creating an extra-curricular activity

that would act as an incentive to attend school and also equip them with skills that could, in the future, become a livelihood option. After two years of planning, it was launched in January 2013.

The five trades offered are tailoring, beautician, Bandhej or tie & dye, vegetable nursery and incense stick making. These were chosen based on availability of instructors, proximity to schools and market demand of these skills.

The curriculum for these courses was designed by TCSRD based on their existing vocational training format. The duration of the course is 100 hours over 50 days with classes held three times a week. All students are provided with customised kits that contains all the material that would be required during the course. The students are assessed through a mid-term exam and a final exam which they have to pass to receive a certificate of appreciation. Quality of the products made by students during the courses are closely supervised and rectified to match certain specifications of TCSRD as they are displayed in and sold at exhibitions/haats/melas. Money earned from these sales are utilised to reward the best students, instructors and also for school development. This proves to be a motivation for instructors to continue working and for students to enrol in the programme which would result in less absenteeism.

Currently, 152 schools are being covered under this initiative, benefitting 7500 students. The primary objective of vocational training was to encourage girls to attend school and provide them a potential means of livelihood. Lack of interest in academics and also the lack of importance that parents give to girls' education are some of the reasons for low attendance. When introducing the vocational courses, their importance and long term benefits such as employment, entrepreneurship, and alternative income source for homemakers, were communicated. At the time of the study, the first batches were undergoing training and had already reported an increase in attendance. Some students would attend the course even if they were absent from school. These skills also build the confidence of the girls who display their creativity in class. The community has appreciated this initiative and are responding well to the mobilising programmes.

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

This initiative is extremely valuable, reducing absenteeism of females student giving them employable skills that will hold them in good stead in the future.

GVK

GVK is an Indian conglomerate with diversified interests across various sectors including energy, resources, airports, transportation, hospitality and life sciences. [4]

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

GVK EMRI Emergency Response System

Before embarking on the project, GVK EMRI, along with McKinsey conducted a study on the status of the emergency response system in India. They found that there were at least 75,000 emergencies that were occurring every day. Of the deaths, 80 per cent of the people died in the 'golden hour', the first hour after the accident where if medical care is provided

the chances of survival are greater. Medical intervention in this critical hour was missing. Most of the people requiring emergency medical services belonged to the economically weaker sections of the population with no access to any transport or medical facilities, and very often any form of communication either. Almost 4 million deaths occur every year due to cardiac attacks, road accidents, suicide attempts, maternal/child deaths during childbirth, etc. GVK EMRI identified 4 reasons for this; one, absence of a universal toll free number; two, no availability of life saving ambulances that can respond and transport the patient to the nearest hospital as quickly as possible; three, lack of trained paramedics who can provide immediate care; and four, inability of citizens to afford

[4] http://www.gvk.com/aboutus/overview.aspx

medical/ambulance services. GVK EMRI came to be to address these issues with the objective of providing emergency care to all citizens. Their vision is to respond to 30 million emergencies and save 1 million lives annually.

In 2005, GVK EMRI, completely at its own cost, began emergency services in Hyderabad, and then a few more cities, with 70 ambulances. On seeing its success and the response it received, the Government of Andhra Pradesh, came forward and offered and proposed a partnership. Following their example several state governments have partnered with GVK EMRI.

GVK EMRI

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

GVK EMRI has trained around 114,000 professionals in addition to the staff of GVK EMRI which is around 30,000. Government and private sectors doctors and

other paramedical sfaff have also been trained to equip them to handle emergency situations more proficiently. GVK EMRI has partnered with various globally renowned organisations for the transfer of knowledge and technology in this field.

108 Emergency Response Service

Operational in 13 states – Rajasthan (as of June 2013), Andhra Pradesh, Gujarat, Uttarakhand, Goa, Karnataka, Tamil Nadu, Madhya Pradesh, Meghalaya, Assam, Chhattisgarh, Himachal Pradesh, Uttar Pradesh, - and 2 union territories – Daman and Diu and Dadra and Nagar Haveli - those in need of emergency services can dial 108 toll free. Details of all callers are recorded by the responder, logged in the system, along with a unique ID that is generated for each caller. The call centre system is equipped

with GPS and GIS technologies to locate the victim as well as the nearest ambulance and hospital. Once the ambulance is identified, the responder at the call centre connects the EMT with the victim via conference call. This takes about 3 minutes from the time the call is received. After coordinating with the victim, the ambulance is dispatched. Typically the response time in urban areas is 15 minutes and 25 minutes in rural areas. 98 per cent of the calls are responded to in 2 rings.

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

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

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

108 is available in 13 states and 2 union territories covering a population of 700 million with a fleet of 5000 ambulances. Since its inception, GVK EMRI has responded to 2 crore emergencies (17,000 per day) and has saved 646,680 lives. A life is considered saved if the patient was in a life threatening situation and where without the medical intervention of the EMT, the patient would not have survived the next 48 hours. Currently there is 1 emergency per 8

seconds, 1 life saved per 8 minutes, and 468 lives saved per day.

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

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

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

Through its primary intervention, the emergency response system, GVK EMRI has provided a free, and completely integrated end-to-end service from responding to the emergency call, pre-hospital care, transport and admission to hospitals, right to tracking the case, ensuring that emergency medical care reaches those who need it most.

Piramal Enterprises

Piramal Enterprises is an Indian conglomerate which has its business lines in in pharma solutions, critical care, consumer products, drug discovery and development, lab diagnostics, bio-orthopedics, imaging division, and healthcare management. It is number one amongst all Indian pharmaceuticals.[5]

Piramal Foundation is the CSR arm of the company. According to its mission statement the Foundation's "method is based on a belief that talented young people, challenged to address some of our country's most common development issues, will find innovative solutions that are relevant, cost – effective, and applicable to the nation at large".[6]

The various CSR initiatives focus on health, education, water, and livelihoods.

Piramal Swasthya, the initiative on health, and Piramal Foundation for Education Leadership, which focuses on education, are described below.

Piramal Swasthya

Piramal Swasthya (earlier known as Health Management and Research Institute - HMRI), is a

unique intervention built on the belief of 'healthcare for all' and aims at addressing the problems of Accessibility, Availability, and Affordability. 190 million people benefit from the services offered by Piramal Swasthya - health information helpline, mobile health services and telemedicine services - across 8 states. In collaboration with the state governments, it runs the 104 helpline that provides medical advice in Assam, Rajasthan, Maharashtra, Chhattisgarh, Karnataka and Jharkhand. 104 is a toll free number that was reserved for the health helpline by Piramal Swasthya with the Department of Telecom. Piramal Swasthya offers services covering remote training, Mobile Health Units (MHUs) and telemedicine facilities. It is an easily accessible digital health platform integrating

[5] The UN Conference on Trade and Development's World Investment Report
[6] http://www.piramal.org.in/

medical advice hotline, a mobile medical outreach component and telemedicine solutions. The work carried out in Assam, Rajasthan and Maharashtra is in agreement with the respective state governments under the National Rural Health Mission (NRHM).

104 call centre is a virtual clinic 24X7, 365 days a year, which gives first level assistance. The aim of the model is to reduce the minor ailment load on the public health system and eliminate the hassles of physical visit to health centres for trivial issues. Any citizen can avail medical information and advice,counseling services, request directory information, or lodge a service complaint against any public health facility.

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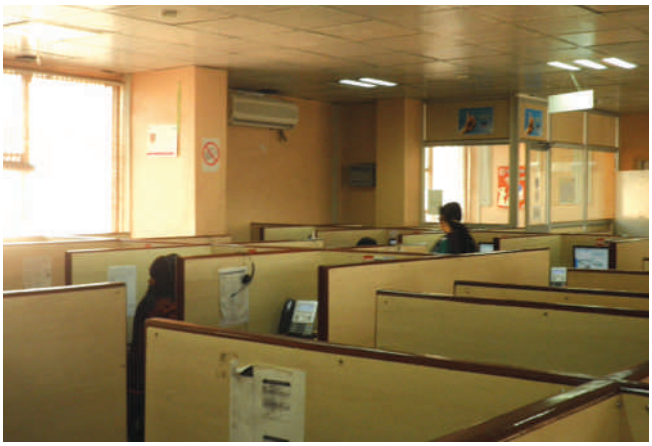
Piramal Swasthya began its operations in Assam in February 2011. Assam is a hilly state with severe shortage of Community Health Centres and medical personnel. The average distance to the nearest public health facility is 20 kms. The rugged and hilly terrain, makes access to healthcare difficult. Assam's key health indicators like Maternal Mortality Rate and Infant Mortality Rate fall significantly short of Indian national averages.

Piramal Swasthya's 104 call centre, located in Guwahati, is known as Sarathi. Currently a 50 seater call centre, it comprises of paramedical students, counselors, physiotherapists, and retired doctors, and operates round the clock with staff working in 3 shifts. Common ailments such as cough, colds, vomiting, stomach infections, insect bites, etc, are handled on the phone while for any serious symptoms callers are advised to go to a health centre or hospital. The advice given is a combination



of home remedies and allopathic medicines. 104 centres follow a list of DGCI (Drug Control Directorate) medicine guidelines which have been specifically categorised as telemedical services and can be prescribed telephonically. Additionally, prescriptions can be sent in the form of an SMS to the callers who can show it to their pharmacist and get the required medicines. The record of every caller is saved and in case of a repeat caller, patient history and information is readily available. The calls are first received by the health advisory officers, that is, the paramedics, the counselors and the physiotherapists. Calls are directed to the doctors in case of more serious cases.

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

Complaints can also be lodged at 104 against any malpracticing health service providers in the public health system and cases of infant and maternal mortality can also be reported. Piramal Swasthya collects the details of these reports and passes them on to the Health Ministry which then takes the necessary action.

Sarathi, since its inception has received 29,14,205 calls and currently gets around 6000 calls per day.

Piramal Swasthya also operates in Rajasthan, a vast state and the largest in the country. With a population of 69 million Rajasthan is the eighth largest state in India by population. Its geography – sand dunes, rocky terrain, wetlands, etc. – poses a challenge for healthcare delivery. The state falls short on key health indicators (total fertility rate is 3.3, maternal mortality ratio is 388 and infant mortality rate is 63[7]), and faces a shortage of medical facilities.

Piramal Swasthya began it operations in October 2012. The 104 call centre is located in the premises of the Ministry of Health in Jaipur. A 20 seater centre, the staff comprises nurses, doctors, and counselors, working in 3 shifts. The functioning of the call centre is the same as in Assam.

It is also the nodal point for requesting the Janani Express Van. The Janani Express Van is provided under the Janani Suraksha Yojana Scheme, where pregnant mothers can request for transport to their PHC, CHC, or hospital at the time of delivery and also get a drop back post-delivery. 400 vans have been deployed across the state to encourage institutional delivery and neonatal care.

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

Mobile Health Service

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

Assam has 5 zones. Each zone has around 5 districts and each district has three vans assigned to it. Currently there are 78 vans that organise medical camps. Each van has a route calendar and it visits the allocated villages once every month. The vans

[7] http://www.hmri.in/wherewework-rajasthan.html

comprise a pilot, a registration officer, an ANM, a pharmacist and a lab technician.

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

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

1st March 2011 – 20th February 2013	
Total visits	12,08,509
Total registrations	7,34,499
Patients Screened with Chronic diseases in the past 2 years	1,66,142
Disease Management (managing patients who have been detected with chronic disease)	44,000

There are also plans to converge the database of Sanjeevani and Sarathi. If any patient who was serviced by the van was to call 104, the medical officer attending the call would already have the patient history.

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

by assistants who help with registrations, simple lab tests, and dispensing medicines. Piramal Swasthya is provided with generic medicines that patients are given free of cost.

Piramal Foundation for Education Leadership

In India, while there is significant investment in the education sector, a lot of it is at the operational level. The problem the public education system faces in India is that of quality of education and that of leadership. The former is to a great extent dependent on the latter. In government schools the headmasters are the leaders. In most cases, it is teachers, who having spent a considerable amount of time teaching, that are promoted to headmaster. However, the skills required of a headmaster and those of a teacher are very different. Without the

requisite leadership skills, their actions can often be counterproductive. Piramal Foundation for Education Leadership (PFEL) believes that the headmasters require capacity building and a shift in mindset, in order to positively impact the quality of education in schools. School leadership must focus on components required for a child to learn effectively, create a vision for schools, manage stakeholders and solve problems, effectively conduct reviews and assessments, to see any positive changes in student performance.

To this end, PFEL runs two parallel programs:

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

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

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

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

Forum training: The program comprises of 12-day training workshops every year. The workshops are participatory and activity-based to help participants internalise the newly learnt techniques and ways of thinking through an interactive and supportive learning environment. Experiential activities, art, sports and music as mediums are used to initiate the mind shifts and help the headmasters open for new learning and experiences.

Field Support: During the program, all headmasters are supported by PFEL in their work to implement learning and insights from the workshop and undertake 'live' projects in their own areas of responsibility and start to have an immediate impact on quality of education in schools. Participants also review their progress and growth, discuss internal conflicts and reflect on their changing thinking and behavior. The overall progress of these 'live' projects is used by the PFEL team to identify further training needs of participants, and design the next training workshop accordingly. The onsite coaching is supported through Self Learning Material (SLM), Teaching-Learning Material (TLM), which is made available to them as ready reference material during their day to-day work.

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

As part of the Piramal Fellowship, fellows first undergo training for two years. These fellows are usually from universities and colleges located in cities. They undergo what is known as 'village

immersion' where they go to the village, where no one is told they are coming, and have to fend for themselves, find accommodation and food. One fellow described how he stayed in a temple for two days, as the villagers were suspicious of him, before someone offered him a place to stay, and food to eat. They approach the headmasters, encourage them to attend PLDP, work with them directly, and help them implement new leadership techniques. Each fellow works with 5 schools.

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

On visiting some of the government schools in Jhunjhunu, the change taking place was evident. Recounting his experience of PLDP, a headmaster admitted how he has abandoned the 'danda system' of teaching. Headmaster since 2007 and amongst the first batches to be trained, the changes he has brought about are evident. The change in his attitude towards teaching and learning has percolated down to the teachers as well. Teachers have become as enthusiastic about teaching as students have become about learning. New, interactive methods of teaching have been employed that keeps the students engaged and willing to learn. A direct consequence of this is that students' performance has improved. Additionally, the enrollment of girls has increased. The Piramal fellows play a significant role in this transformation, working actively and closely with headmasters, teachers and students.

Through these two initiatives, Piramal Foundation has identified and is successfully addressing the gaps that the health and education sectors are facing.

ITC Limited

ITC is an Indian multi-business conglomerate with businesses spanning Fast Moving Consumer Goods, Hotels, Paperboards and Packaging, Agri Business and Information Technology. Recognising that business enterprises are economic organs of society and draw heavily on societal resources, it is ITC's belief that a company's performance must be measured by its Triple Bottom Line contribution to building economic, social and environmental capital for society. Companies must therefore be measured in terms of the total value they create for society, especially in India where the challenge of ensuring inclusive and sustainable growth is particularly complex given its size and diversity, compounded by alarming levels of environmental degradation and social imbalance.[8]

ITC's overarching aspiration to create large scale societal value is manifest in ITC's Social Investments Programmes which include – integrated watershed development, afforestation, sustainable agricultural practices, livestock & dairy development, women's empowerment and primary education. Largely targeting rural communities, they are currently operational across 10 states and, together with ITC's businesses and associated value chains, generate livelihoods for over 5,000,000 people.

An example of ITC's transformational social development programmes is the watershed project in Kalyanpura which is unique of its kind for natural resource management and has been implemented in partnership with the government.

Kalyanpura Watershed Project

Project Area Profile: One of India's largest agri-businesses, ITC engages extensively with agricultural communities across India, who form the bedrock of its value chains. The majority of them operate in rain-fed conditions in severely moisture-stressed regions. Livelihood security for small/marginal farmers in these regions, like Kalyanpura, continues to be jeopardised by inherently fragile agriculture

[8] http://www.itcportal.com/

(compounded by critical topsoil erosion and groundwater depletion levels) and limited off-farm employment options combined with endemic poverty. These conditions are likely to worsen with the adverse effects of climate change, thereby intensifying the vulnerability of these communities.

The watershed project covered an area of 5,000 ha. The project area was Kalyanpura, in the Mandalgarh tehsil of district Bhilwara covering 18 villages and 5 gram panchayats with a population of 5,674 (Census 2001). The community consisted of considerable OBC population engaged in agriculture as the primary occupation (apart from animal husbandry and wage labour) along with a large population of small animals and cattle, creating need for large pasture/grazing lands. The area is characterised by a depleting water table, degraded commons,

subsistence agriculture and high migration levels. Major types of land include revenue wastelands, forest-lands, pasture lands and personal farms/kitchen gardens. The average land holding size is 0.2 ha and farmers depend mostly on the cultivation of Kharif crops (727.48 ha.) like maize, black gram, soybean, sesame, groundnut, etc. The Rabi crop area was small with low productivity of the two major crops, wheat (2.2 tons/ha) and barley (1.8 tons/ha.).

The Kalyanpura watershed project is a unique watershed development PPP in India, mobilising a 4-way partnership between village communities, a specialist NGO (Foundation of Ecological Security), the Rajasthan Government and a private sector organisation – ITC. Initiated in 2007, the Kalyanpura project was part of the government's Integrated Watershed Development Programme (IWDP) and was to be a pilot project and a model for similar interventions in other areas.

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

- Reinforce the agricultural production base through soil conservation and augmentation of water resources, to raise productivity and enable crop diversification.

- Increase biomass cover in commons/wastelands/pastures thus reducing soil erosion, recharging groundwater, and meeting energy/fodder needs.

- Promote sustainable agricultural practices to optimise the gains from water resource development.

- Implement all interventions through dynamic Village Institutions which would be empowered to evolve mechanisms to regulate and manage their resources and ultimately emerge as self-reliant community organisations that are the catalysts of change and development.

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

The watershed project aimed to augment water availability for critical irrigation, increase soil moisture, recharge groundwater, promote pasture-land development translating into better off-farm activities like animal husbandry, facilitate the establishment of a biogas plant along with community awareness and training programmes. This is expected to counter the adverse effects of rainfall variability on crops and livestock production, and increase livelihood stability. It also aims to strengthen the capacity of Village Institutions and panchayats to implement and support watershed development schemes. This intervention ensures better management of natural resources by Village Institutions in order to enhance biomass and biodiversity of common lands and increase availability of surface as well as ground water.

The area also falls under the 'National Livelihood Mission' campaign and labour for physical works is recruited from the village community. As part of the project, these labourers are trained in the requisite skills.

Project Interventions: The key elements in the strategy included selecting and putting in place the most appropriate physical interventions and empowering the community to define, plan, implement and monitor all activities through processes that augmented and efficiently utilised resources of all stakeholders. Physical interventions undertaken throughout the project included soil &

moisture conservation measures, drainage line treatment, building water-harvesting structures and regenerating the commons and pastures. The majority of these are low-cost, use simple technology, traditional knowledge and locally available materials, and yield tangible productivity benefits for farmers in a relatively short time-span. These are complemented by other productivity enhancing solutions – sprinkler sets, organic composting, biogas systems – supporting a ready buy-in to the project.

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

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

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

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

Key Impacts: As a result of project activities, 77 major and minor water-harvesting structures were built,

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

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

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

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

The Kalyanpura Watershed Project has had a significant impact, increasing the incomes of farmers substantially, ensuring livelihood security and prosperity.

Hindustan Construction Company

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

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

HCC is committed to adopting practices that deliver 'Responsible Infrastructure'. It endeavours to implement activities that serve the well-being of the community, both in the immediate vicinity of its work operations and also beyond.

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

Sahyog and Ujjivana are carried out in collaboration with government agencies.

Sahyog

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

One of the activities that MCGM carries out is the Integrated Maternal and Child Health Programme, through Auxiliary Nurse Midwives (ANMs), Community Health Volunteers (CHVs) and Medical Counselors (MCs). These frontline workers directly communicate with the women in various slum wards of Mumbai. MCGM trains these workers in communication skills but felt that the level of training was inadequate as the response from the beneficiaries was not satisfactory. Aimed at creating awareness about and encouraging uptake of health

[9] Sahyog Project Report 2011-2012

care, the expected behavioural changes could not be seen. It was identified that these health workers needed to be trained to deliver health messages more effectively and also improve on follow up techniques. The challenge that MCGM was facing was the lack of interest from the urban slum dwellers towards the health messages being delivered. The project was implemented in the L and M wards of Mumbai which is home to 80 per cent of the city's slum population and was carried out between April 2011 and March 2012.

The primary objectives of the programme were to create awareness about mother and child health, gynaecological health, prevention of HIV/AIDS, and prevention of parent to child transmissions of HIV (PPTCT), and also to create demand for healthcare services. During the training sessions the health workers were taught outreach techniques, methodologies and tools for effective interpersonal communication, usage of different communication material, how to maintain records and follow up techniques. The ANMs, CHVs and the MPWs were also provided training on ante-natal care, post-natal care, importance of institutional deliveries, safe feeding practices, PPCPT, and child care.

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

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

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

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

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

In the slum community, as the health care messages are being effectively delivered, slum dwellers are

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

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

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

Ujjivana

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

Solid Waste Management (SWM): HCC was looking to implement a SWM system with the community with integrated mechanisms for solid waste collection, waste segregation, and scientific method of disposal. It employed the services of the NGO, Stree Mukti Sanghatana and Pratham Infotech to collect the information on – the status of SWM, role of different stakeholders, facilities provide for tourist, statistical reports about the village and villagers. As a strategic approach towards implementation, HCC

partnered with CEE – Centre for Environment and Education, the national institution supported by MoeF, to implement the SWM system, in partnership with the Kihim Gram Panchayat.

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

Poly loom: In a unique intervention, a poly bag weaving unit was set up to manage plastic waste. The plastic weaving concept is based on the fact that plastic bags which are thin and flimsy (20µ or less) have an average life time of 2 to 3 hours after which they are discarded. They are responsible for clogging, choking, flooding, asphyxiation, and destruction. Developed by CEE, the poly loom is a plastic weaving handloom that helps reuse and

recycling of discarded plastic bags. The discarded plastic bags are washed, cleaned, dried, and cut into strips and woven into the basic plastic textile fabric, which can then be stitched into various products like mats, folders, hand bags and purses. Plastic waste then becomes more manageable and less destructive. The poly loom, which will also start weaving jute, has also provided employment to the local women.

Rain Water Harvesting: As Kihim receives ample rain during the monsoons, HCC introduced the concept of rain water harvesting (RWH) to the community. It installed one in the Ujjivana office as a demo model to begin with. Several schools and households have installed the rain water harvesting system since. The amount of water captured depends on the size of the roof. The cost of the system is also calculated accordingly and varies from Rs 10,000 to Rs 40,000. HCC provides the technical expertise and supervision of the installed RWH units. All those who install the system are also trained on its proper maintenance.

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

- Quantity of water recharged through bore wells - 69.80 m3
- Quantity of water recharged through open well -122.67 m3

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

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

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

While the uptake is an important indicator of the success of the project, it would not have been possible without the community realising the importance of and instilling the values of conservation, hygiene and environment protection.

Both the interventions by HCC have had a significant impact by introducing solutions and promoting their uptake.

TVS Group

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

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

In Padavedu, Thiruvannamalai in Tamil Nadu, some of SSTs interventions include the watershed development project and livelihood related activities.

Irumbuli Watershed Development

The last ten years has seen significant loss of forest cover, poor rainfall and depletion of soil and water resources in the country's arid regions. This has adversely impacted the populations dependent on agriculture and cattle rearing. To address these issues in Padavedu, SST along with NABARD initiated the Irumbuli Watershed Development project in 2007. The objectives of this watershed is to ensure soil and water conservation in order to improve groundwater; control of land degradation; change of crops and cropping patterns; conversion of dry land to cultivable land; increasing vegetative covers through farm forestry and dry land horticulture; and training and providing assistance to the landless and women for sustainable livelihoods. The watershed project covers 6 villages - Irumbuli, Kuppam, Kolathur, Kattukanallur, Kalasamudram, Kalkuppam.

The various watershed structures created by SST are:

Field bunding	28900 Rm
Continuous contour trenches	23330 Rm
Water absorption trenches	1955
Percolation pond	1
Farm ponds	19
Sunken ponds	4
Loose rock check dam	134
Loose boulder check dam	35
Masonry check weir	10

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

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

The details of the watershed are as follows:

Total area of watershed	2482 Ha
Area taken for treatment	954 Ha
Total households	967
Total population	4933
Landless families	31%

This has led to the following impact:

S.No.	Measurable Changes	
1	Increase of ground water table	10 ft –18 ft
2	Dry land converted to wet land	121 Ac
3	Change of crop intensity	230 Ac

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

Including the Irumbuli watershed project, SST has six watershed projects with NABARD in Tamil Nadu, covering 11,000 hectares and benefiting 8065 families.

Livelihood Generation Activities

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

One of the livelihood activities that has been given a boost is honey collection with the intervention of SST and TRIFED

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

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

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

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

The livelihoods of the people have seen considerable improvement as a result of SSTs interventions.

Bajaj Group

The Bajaj Group was founded about 80 years ago with a sugar factory, which came to be known as Bajaj Hindusthan Limited, the group's flagship company, in Lakhimpur Kheri in Uttar Pradesh. Today it is Asia's number one sugar company and among the top four in the world. Bajaj Group has businesses in the sectors of sugar, power, coal mining, and real estate. In addition to Bajaj Hindusthan Limited, the other companies in the group are Bajaj Corp Limited, Bajaj Energy Private Limited, Lalitpur Power Generation Company Ld, Bajaj Power Generation Private Limited, and Bajaj Infrastructure Development Company Limited.

Kamalnayan Jamnalal Bajaj Foundation (KJBF) has been working towards the "integrated development of the society through participatory approaches that sets benchmarks and standards for others to emulate for sustainable development". KJBF was established by Bajaj Group in 2003 and began working in Wardha in July 2009.

The epicentre of KJBFs interventions is Wardha, Maharashtra, the hometown of renowned freedom fighter, philanthropist and industrialist Jamnalal Bajaj, whom Mahatma Gandhi adopted as his fifth son. KJBF has initiated a number of development interventions in 500 villages of Wardha district from July 2009. Major emphasis is on integrated water resource development and management, agriculture development, livestock development, women empowerment and training and capacity building through participatory approaches.

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

KJBF initiates interventions in the identified areas by means of comprehensive need assessment studies including scientific field studies understanding reports, maps and demography coupled with ground realities identified through Participatory Rural Appraisal (PRA), group discussions with the panchayat and community. Village Volunteers (VV), Village Development Committees (VDC) and 'Motivators' further assist all operations at various levels as an effective last mile interface.

KJBF has intervened in approximately 500 villages covering 8 blocks in Wardha. Two of their

interventions in Wardha are the biogas plants and the Wadi Project.

Biogas Plant

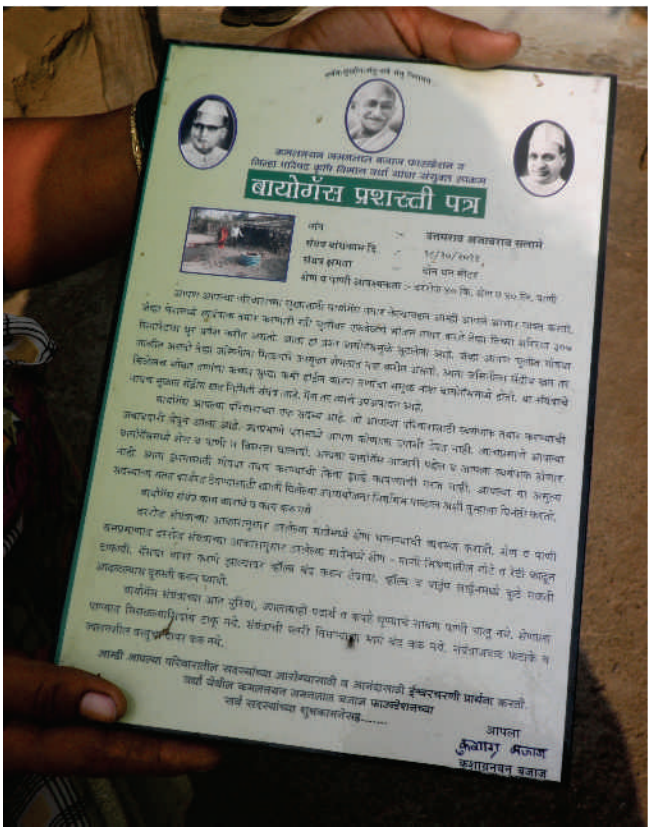
The government had been running a biogas scheme for several years, but had met with little success. While popular initially, it soon ran into problems of improper maintenance, mechanical faults, and the lack of know-how of repairing and maintaining it. If maintained properly, a biogas plant has a life of 25-30 years. However, all the plants were soon defunct as the cost of revival were high which neither the owners nor the government were willing to bear. The district panchayat was looking for potential partners so as to be able to offer the community a better scheme. The community was initially reluctant to install biogas plants in their home. Realising the need to gain the trust of the community, KJBF installed 50 plants in Wardha during 2009-10, with 25 per cent contribution from the beneficiaries, to demonstrate how their model and operation was different from the earlier scheme. Several awareness programs and workshops were conducted demonstrating the benefits of biogas plants and sensitising the community to adopt them. Following the success of this pilot, KJBF approached the district government agency.

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

A typical biogas plant is a cylindrical digester chamber in the ground with a volume of 2 or 3 cubic metres. Biogas plants of this size are sufficient for a family of about 5-10 members for two meals a day. It also supports some minor electric appliances like bulbs. The digester chamber is fed with a mixture of fresh cow dung (1MT) and water in the same ratio. Afterwards daily feeding is done with a mixture of fresh cow dung (40 Kg) and water in the same ratio. The resulting slurry is then allowed to settle at the bed of the digester chamber, which releases biogas, a primary component of which is methane (Ch4). In Wardha, KJBF along with the government provides households with biogas plants. As these require animal dung, installing a plant is only feasible for

those with minimum 4 to 5 cattle. The cost of the biogas plant is shared by KJBF and the government, and by the community who pays in kind and cash, usually in the form of labour required for digging the pit and constructing the plant. All those installing the biogas plant were further taught how to maintain them and receive constant support and help from the Foundation in case of any problems they face. The beneficiaries were awarded a certificate of appreciation for adopting the biogas system as an incentive to value and maintain the plants and to practice smoke-free healthy cooking.

In poor households the major source of fuel is firewood. Not only is it harmful to the health of people and a source of pollution, it is a reason for deforestation. Installing the biogas plant has made a qualitative change to the community's lives. It has given them a cleaner, equally effective, if not more,



fuel to cook food with, and has eliminated a major health risk. Since its inception, the community has come to appreciate the value and benefits of biogas. Currently 760 households have biogas plants in 8 blocks in Wardha, while 25 are in the pipeline. Now that the scheme has proved itself, there is great demand for it by the community who are more than willing to contribute their share.

Wadi Project

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

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

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

The Wadi farmer groups were provided with irrigation support to construct a group well through grants for the government and KJBF along with the farmers own contribution. Lifting devices (diesel engine and pipes) were procured and provided to Wadi farmer groups for lifting water from group wells and carrying it to individual Wadis for irrigation purposes.

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

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

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

These interventions, shifting from traditional cropping pattern to demand driven, market oriented cropping pattern and environment friendly non-conventional energy sources like biogas have been very successful and have made a qualitative difference in the lives of the community, in terms of health, income and livelihoods.

Bharti Enterprises

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

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

In 2006, during the inauguration of the Bharti School of Telecommunication Technology and Management at IIT Delhi, the Hon'ble Prime Minister of India, Dr. Manmohan Singh invited the corporate sector to join hands with the government in ensuring access to primary education for the underprivileged, especially in the rural parts of the country, in line

with the millennium development goals. The Satya Bharti School Programme was conceptualized as a response to this call. [10]

Launched with the objective of providing free education to the rural poor and underprivileged, with special focus on the girl child, the Foundation has set up primary, elementary and senior secondary schools. Presently it is catering to the states of Punjab, Haryana, Uttar Pradesh, Rajasthan, Tamil Nadu and West Bengal. At present there are 186 primary, 63 elementary and five senior secondary schools, reaching out to approximately 39,000 children of which 49 per cent are girls and 75 per cent belong to the disadvantaged communities such

[10] Bharti Foundation Annual Report 2011-12

as Scheduled Castes, Scheduled Tribes and Other Backward Classes.

Bharti Foundation, through the Satya Bharti Senior Secondary School initiative under the Adarsh School Scheme of Punjab Government, is operating five schools in the districts of Amritsar, Ludhiana and Sangrur.

The Satya Bharti Senior Secondary School Programme

Bharti Foundation has set up senior secondary schools under the public-private partnership model with the Punjab Government's Adarsh School Scheme and these schools are known as the Satya Bharti Adarsh Senior Secondary Schools. In 2010 the first Satya Bharti Adarsh Senior Secondary School was set up in Chogawan, Amritsar. Later on, four more schools were made operational in Amritsar, Ludhiana and Sangrur. The defining feature of these schools is that they provide quality education - which is otherwise difficult for the rural poor and underprivileged to access. Further, it is entirely free of cost and students are facilitated with textbooks, notebooks, stationary, uniforms, mid-day meals etc.

Located in the village of Rauni, Ludhiana, the school visited by the team, caters to 19 feeder villages from where students come to attend classes. On an average the distance to the school is 5 km, with the closest village being 2 km and the farthest at 15 km. At the time of the study, the building was equipped for 1000 students and plans were underway to expand it to accommodate another 1000 (there is a capacity of 2000 students in these schools as mandated by the government). The land on which the school is built has been donated to the government by the Panchayat of Rauni, which in turn has been allotted to Bharti Foundation on a 99 year lease.

The school currently caters to students up to Class VII and will keep adding one higher class each subsequent year, up till Class XII. In the 2013 session the number of enrolled students will be 450. With a total of 12 teachers in the school, the student-teacher ratio is 30:1. Education of the girl child is a major focus area for the Foundation agenda and is evident in the schools gender ratio. The Satya Bharti Adarsh Senior Secondary School has a ratio of 51:49, with the ultimate aim of making it 50:50.

The first Satya Bharti Adarsh Senior Secondary School in Amritsar has already been affiliated to the Central Board of Secondary Education (CBSE) while the remaining four schools are also in the pipeline for affiliation. However, the focus of the school is not only on academic learning but equally on the holistic development of students. Interactive and activity-based teaching methods are used to engage students. The school has a fully functional computer lab with a dedicated syllabus for the subject. Plans to initiate an interactive classroom room in collaboration with NIIT are also underway. There are also separate labs for Chemistry, Biology and Physics. Focusing on the importance of physical education, the school is equipped with space and infrastructure

for a 400m race track, a football and hockey field, basketball, volleyball, kabaddi and kho-kho courts, and other indoor games. In future, the school plans to introduce an NCC wing for both boys and girls. The school in Rauni, like other schools, has very good facilities, with large and well equipped class rooms, clean and hygienically maintained toilets, with separate toilets for girls, and provision of food under the mid-day meal scheme.

Given that the success of such schools is greatly dependent on the teachers, a rigorous recruitment process is followed with a screening test, a subject-specific written test, an interview and a demo class. The minimum qualification required for applying is a B.Ed degree. All teachers are locally recruited.

Going a step further, the school is also going to introduce vocational training from Class IX onwards, offering market-oriented certificate courses in vocational skills, which should facilitate placement of students in neighboring organizations. [11]

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

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

The positive effects of the education system at the Satya Bharti School are very apparent amongst the students. Their enthusiasm for learning is clearly evident from the progress they have made in academics and the improvements in their learning levels. The teaching methodology keeps them engaged and motivates them to learn and excel. Additionally, the infrastructure and facilities such as, nutritious mid-day meal, clean drinking water, electricity and last but not the least clean and separate toilets, make the Satya Bharti Schools a comfortable and welcoming place for students. With the schools focus on holistic development, sports and extracurricular activities form a key component

[11] Bharti Foundation Annual Report 2011-12

of the education process. Students have started to participate in inter-school competitions. All these factors boost their morale and increase their willingness to learn.

Community members and parents of Satya Bharti students are satisfied with the school's performance. Being an interior village, Rauni so far has had very few options of quality education providing schools. This was one of the reasons that the community welcomed a school promising to give them all that, and that too at no cost, and with good quality management and teachers.

Within a year, parents were able to see the transformation in their children. They are optimistic about their future, with the quality education being imparted; they will be able to get better jobs. Additionally they feel that their children's education will also help in agriculture, the primary means of livelihood in the area.

While not denying that a strong incentive to enroll their children in the Satya Bharti School was the fact that it was free, parents say that they could not have been able to afford that kind of quality education otherwise. They feel that even private schools are not as good as the Satya Bharti School. It is evident that the Satya Bharti School has been successful and has also come to be greatly valued by the community.

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