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Sustaining Social Solutions

CSR *Mandate*

इराणी इन्वीट

Unleashing Waves of Transformation

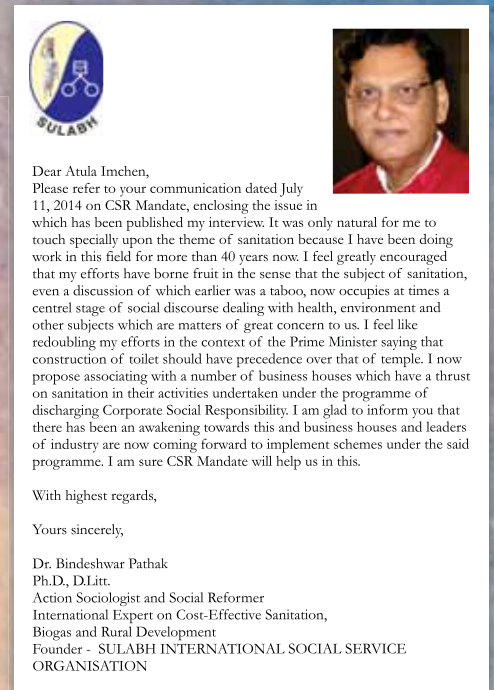
Recognition

The role and contributions of CSR Mandate in bringing to the fore the initiatives of Corporate India and NGOs has resulted in the magazine being awarded the

**ICE Awards 2016 and
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Accolades



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Dear Readers,

After the Swachh Bharat initiative, Skill India programme has become an important mission for the current government. The government outlay for the aspirational PMKK is raised to Rs.3,400 Crore in 2018-19. This will lend continuation to the earlier apprenticeship training programme mentioned in the 2016 Budget of 50 lakh youngsters by 2019-20.

At least 10 million young people enter the country's workforce every year, but job creation in India has not kept pace with this influx, making rising unemployment a major challenge for the government.

Growth of an economy is reflected in the growing number of well-paid jobs in a country. Consequently, any policy that stimulates the economy to grow has an impact on job creation and the overall employability of the country's workforce. India finds itself short of the required skills when it comes to retaining and moving forward in jobs. To make the most of the demographic dividend, it is critical to improve the employability of the youth. For this, the newly set up Ministry of Skill Development and Entrepreneurship had taken up the task of coordinating all skill development efforts across the country. This includes the removal of the disconnect between demand and supply of skilled manpower, building a vocational and technical training framework, building new skills and innovative thinking not only for existing jobs, but also jobs that are to be created.

However, recent reports on the much-touted skilling scheme, the Pradhan Mantri Kaushal Vikas Yojana (PMKVY), indicates that policy is still far from achieving its intended result. A data revealed that of the 30.67 lakh candidates who had been trained or were undergoing training across the country in June 2017, only 2.9 lakh had received placement offers.

What can be done? Though skill training in the country has improved in recent years, the absence of job linkages is only aggravating the problem of unemployment. According to the Minister for Skill Development and Entrepreneurship, Dharmendra Pradhan, India has to think big; a lot of technologies are coming, conventional jobs are squeezed, new verticals are emerging, and these need to be introduced to employable youths so that they are able to link their training meaningfully.

Skill development starts with identifying future job prospects and segmenting it according to the need, feasibility and potential of training candidates. The PPP model of operation of Sector Skill councils presents a great chance of bringing best practices in the industry on the learning table through relevant training modules. Private players can use technology to automate, improve and scale training and certification approach of skill-based training. Creating better linkages between the stakeholders in the process, and establishing key deliverables and a clear chain of accountability would help make such training programmes more effective. Working towards increasing their accessibility should also be looked at. A recently proposed move of making such training more district-centric is a step towards that direction.

Best Wishes,

A handwritten signature in black ink, appearing to read 'Kamaljit Swaroop'.

Kamaljit Swaroop
Vice Chairperson



Dear Readers,

It is said that skills and knowledge are the driving forces of economic growth and social development in a country. Unlike most developed countries, where the percentage of skilled workforce is between 60 and 90 percent of the total workforce, India records a low five percent of workforce (20-24 years) with formal vocational skills. While education is one part of skilling an individual, it is the non-academic, but professionally-skilled people who contribute to almost 65 to 70 percent of their country's economy. This is more required for a country where production is the key source of income, whether through agriculture or through machines. At the grassroots level, even for a good quality, large scale agricultural yield and good industrial level, skilling is required. The same can be said for sectors such as cottage industry, textile industry, art and craft industry, travel and tourism; apart from big scale factory-oriented manufacturing and service sectors.

Another problem that India faces is the inefficient management of physically and mentally challenged individuals whose potential energy and skills are wasted because of lack of infrastructure and meaningful training to bring them in the mainstream of the socio-economic structure. While many progressive countries have successfully brought them under the ambit of economically productive workforce, India lags behind in turning them into resourceful individuals, because of lack of understanding and care.

Realising the importance of skilling and the lacunae, more than 20 Ministries/Departments run 70 plus schemes for skill development in the country. The National Skill Development Mission launched by the Ministry of Skill Development and Entrepreneurship on July 15, 2015, aims to create convergence across sectors and States in terms of skill training activities. Besides consolidating and coordinating skilling efforts, it also aims to expedite decision making across sectors to achieve skilling at scale with speed and standards. Seven sub-missions have been proposed initially to act as building blocks for achieving overall objectives of the Mission: Institutional Training, Infrastructure, Convergence, Trainers, Overseas Employment, Sustainable Livelihoods, and Leveraging Public Infrastructure.

While it is implemented through a streamlined institutional mechanism driven by the Ministry of Skill Development and Entrepreneurship (MSDE), the key institutional mechanisms for achieving the objectives of the Mission have been divided into three tiers: a Governing Council for policy guidance at the apex level, a Steering Committee, and a Mission Directorate (along with an Executive Committee) as the executive arm of the Mission: Mission Directorate. They are supported by three other institutions: National Skill Development Agency (NSDA), National Skill Development Corporation (NSDC), and Directorate General of Training (DGT) – all of which will have horizontal linkages with the Mission Directorate to facilitate the smooth functioning of the national institutional mechanism.

While the PSUs are involved in spreading the programmes, the private sector and non-governmental agencies are also doing their bit in taking the programme to the bottom of the pyramid. The mission has just begun, and there is a long way to go. But the work is in progress and good success is expected in the next five years.

Warm Regards,

A handwritten signature in black ink, appearing to read 'Archana Sinha', written in a cursive style.

Archana Sinha
Editor

Business with a Purpose

Developing the Spirit of Giving for the Larger Good of Society



Rajashree Birla

Today, we see a tectonic shift in the very notion of the business of business. The time is long past, when the sole purpose of business, was to make money, grow in revenues and earnings, and fundamentally reward shareholders. Today as well, profitability is of paramount importance and an entrepreneurial necessity. Only when an organisation makes profit in a values-led manner can it sustain and grow its businesses. Profits are important to reward shareholders and employees. Profits are important to plough back into product innovations and research, so that the customer can say, “wah, wah”.

Today, progressive business houses run businesses with a much larger purpose. Business understands that it cannot operate in isolation; that business has to work in the larger good of society. The quality of life of a people and the interest of corporations are interlinked. Only in healthy societies with a reasonable amount of disposable income can an organisation ensure its own future, sustainably. Of course, besides this, organisations are increasingly mindful and conscious of their image.

The quality of life of people, the larger good of society, developing healthy societies that can stand on their own feet, is part of the purpose of business. I want to address this issue, on a two-pronged strategy:

- First, of proactively addressing social challenges
- Second, of building sustainable businesses that can thrive long into the future through responsible stewardship programmes

Moving on to the first issue of social challenges, there is a heartening



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Social investment is gaining traction. There is the ecosystem of investors, entrepreneurs, and enablers; all of whom are significantly engaged in social impact initiatives

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change. In the recent decade, and across geographies, we see an increasing trend in business. Business houses recognise that they need to help those who are less privileged. We see the institutionalisation of giving.

The Harvard Kennedy Schools, The Hanser Institute for Civil Society's report on *Global Giving* by Paul Johnson reveals that there are 260,000 Foundations in 39 countries. Over 60 percent of these are in Europe, and 35 percent in North America. Their assets exceed US \$ 1.5 trillion. They plough their money into humanitarian, welfare-driven measures. Over 10 percent of the people globally live on less than two dollars a day. And this includes nearly 20 percent of India's population.

Emerging economies face pressing challenges in healthcare, water sanitation and education. These include India, Cambodia, Myanmar, Indonesia, Philippines and Vietnam. Developed economies of the West, Europe, and countries like Japan, South Korea, Taiwan, to cite a few, have ageing problems, gender issues, declining workforce and so on.

In all these cases, business houses feel that these social issues which foster inclusiveness and equity are as much their concerns. In my view, business must rightfully make it their purpose as well. So it is very encouraging that countries have subscribed to the UN Sustainable Development Goals



articulated in 2015. The SDGs are a bold universal agreement to end poverty every which way. Its laudable vision is also to craft an equal, fair and secure world for people, the planet, and prosperity by 2030. These were adopted by 193 Member States at the UN General Assembly Summit. The SDGs came into effect on January 1, 2016.

Business is the index, by and large, of a nation's well-being. I see a definite connect between the SDGs and business objectives on the aspect of inclusiveness and a more equitable society.

Our Government has accepted the goals and based the structure and focus of our nation's social investment on the SDGs as well. The SDGs outline 17 clear goals; all of which are universally relevant, such as Goal No. 3: Good Health and Well-Being; Goal No. 4: Education; Goal No. 8: Decent Work and Economic Growth. These are challenges that we in India are also facing. We firmly believe that these cannot be resolved just by the Government or philanthropists.

Business must help overcome them and make it their purpose. Let me share some facts:

- 360 million Indians live below the poverty line as mentioned in the Economic Survey of India 2018.
- 175 million suffer from malnutrition, again the source, is the Economic Survey of India 2018.
- 32 million children in India, between ages 6 to 13, have never attended school, as mentioned in 2011 India Census.
- 63 million Indians do not have access to clean water. (Water Aid India's Annual Report 2017)

The India story is always one of the glass being half empty or half full. The Government has done enormous work, but we have to do more. Fortunately, social investment is gaining traction. There is the ecosystem of investors, entrepreneurs, and enablers; all of whom are significantly engaged in social impact initiatives. India is in the midst of a historic transformation. There is the

promise of the end to poverty by 2022 by providing a decent roof over every individual's head and a life of dignity through sustainable livelihood and reducing inequality. That is why businesses must make it their purpose to achieve this vision in step with the Government.

Businesses have a very critical part to play and to proactively address issues. Having said that, businesses would do well by aligning their priorities with the Government's agenda of poverty alleviation. Pursuing the SDGs is one of the ways to fast forward those engagements with the government and other Corporates. This will have maximum impact and achieve scale with minimum re-invention of the wheel. The Government's two percent CSR mandate in 2013 has led to more than 20,000 companies contributing and elevating their business purposefully. Families such as ours, the Bajajs, the Tatas, and the Godrej, to name a few, have always and will continue to conduct business with a purpose.

Service to society is at the heart of our value system. It all began with my grandfather-in-law Shri G. D. Birla. Dadoji, as we affectionately called my grandfather-in-law, was greatly influenced by the Father of our Nation, Mahatma Gandhi. They developed a special bond; a bond that united them in the pursuit of a common cause, that

is, working towards our country's independence. The relationship evolved, and there was a large measure of affection between the two. Gandhiji would say, "God has given me mentors, and I regard you as one of them." And Dadoji would say that he was the Mahatma's follower. In fact, when he wrote his memoirs, he titled them as: "In the Shadow of the Mahatma". Dadoji supported Gandhiji every which way. He felt very deeply that his wealth was to be used to assist Gandhiji in the struggle for the country's freedom. For more than 25 years, he supported Gandhiji's nationalism with his financial strength.

In Gandhiji, he found a leader who only thought of the needs of others, and not of himself. Dadoji's giving was for a cause, and for the man he looked upon as an icon. So within the Birla family, Dadoji embedded the trusteeship concept which entailed caring and giving to those in need. This kind of became a legacy, bequeathed to all of us in the family. We live by it. My husband, Adityaji, rigorously practiced it. He reached out to communities, sending out a clear message that business is not an end in itself, but rather a means to an end. He believed that as a Group, we would be failing if we did not provide the poor the support and the means to break out of their poverty. He also embedded the

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Corporates will need to subscribe to responsible stewardship and have a sustainability framework that conforms to the best world standards. Natural resources are feeling enormous strain. Most of us are well aware that India, and in fact, a large part of the world stands, on a precipice

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concept of sustainable livelihood into it. He ensured that all of our Group companies were involved in meaningful welfare-driven initiatives that distinctly impacted the quality of lives of the weaker sections of society. He felt that inclusive growth was a responsibility to be carried forward, generation after generation.

With my son, Kumar Mangalam, we embarked on the path of a transformative journey, hinged on restoring the dignity of the underprivileged. Kumar Mangalam institutionalised the process with the setting up of the Aditya Birla Centre for Community Initiatives and Rural Development, which I am privileged to lead, assisted by Dr. Pragnya Ram. It is a fully professional setup. Kumar Mangalam feels that the Centre should run like a parallel organisation.

Today, we work in 5,000 villages reaching out to 7.5 million people pan India. We have a very holistic approach. Our focus areas are education, healthcare, sustainable livelihood, infrastructure development and social reform. Our vision is to actively contribute to the social and economic development of the underserved communities, lifting



the burden of poverty and helping bring in inclusive growth. In so doing, build a better, sustainable way of life for the weaker sections of society, and raise the country's Human Development Index.

Our social vision is part of the business vision. We have a one year plan and a three year rolling plan. We have targeted goals in every area. We have measurement metrics. We have audits by reputed external parties; so it is run very much like a business. We have an ROI which is the turnaround of villages, the upliftment of people from below the poverty line to a life of confidence and self-esteem. I am sure many of the Corporates would have similar processes and do run their business with a purpose.

The biggest factor driving growth is our population. We are one of the youngest countries in the world with a median age of 27.3, which means half the population, or about 650 million, are below this age. Most other major economies are ageing rapidly, with sharply declining numbers in the working-age group, but with a growing number of older people who tend to drag economic growth.

The potential demographic dividend that India will reap will be one of the factors contributing to rapid economic growth over the next quarter century.

We in business will need to gear up collectively to ensure that they are productively deployed. It will be worthwhile to focus on setting up vocational training centres. This will ensure honing of appropriate skill sets and employability. In this context, we provide vocational training to over 100,000 people pan India at our Group companies. Furthermore, under the aegis of the Aditya Birla Skills Foundation two years ago, more than 2,000 youngsters have been specially trained in different industry-needed skill sets. Over 80 percent of the people trained by us have secured jobs. The rest have set up their own ventures.

Let me also focus on some of the environment issues. Around the year 2050, the earth's population is estimated to reach nine billion people. Corporates will need to subscribe to responsible stewardship and have a sustainability framework that conforms to the best world standards. Natural resources are feeling enormous strain. Most of us are well aware that India, and in fact, a large part of the world stands, on a precipice.

Climate change, water scarcity, stress plus pollution and an overload of wastes is already happening. The purpose of business is to pursue responsible growth otherwise we will

set the planet on perhaps an irreversible course to unsustainability.

Sustainable development and responsible growth mean one and the same. Organisations with a purpose have increasingly begun synergising growth with responsibility. They are veering away from the development paradigm of the earlier times which compromised the interest of the environment in the pursuit of profitable growth. Environment has to be an important constituent of the business portfolio. Business needs to accelerate the pace.

In this context, let me quote Kumar Mangalam's philosophy: "Our business model is built on responsible stewardship which is premised on sustainable business practices and on it hinges a sustainable world. This entails that we ensure the right balance between society, environment and economy. In this context, our constant endeavour is to enhance our environment conservation measures, continue to be profitable and sensitive towards societal well-being. Our vision is to become the leading Indian conglomerate for sustainable business practices across our global operations. This is the overarching sustainability vision, and each company is committed to it. It is embedded in the business framework."

In essence, when we talk of business with purpose, it entails prioritising attention to social concerns, environmental sensitivity, sustainable business practices that unrelentingly create stakeholder value.

Let me conclude with the words of business magnate, Sir Richard Branson of Virgin Group: "I think if the people who work for a business are proud of the business they work for, they'll work that much harder, and therefore, I think, turning your business into a real force for good is good business sense as well." ■

Mrs. Rajashree Birla is the Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development



Corporate Accountability: Bridging Disparity Between Rich and Poor

Engaging in socially responsible, humanitarian and religious activities for the benefit of the community as well as the larger society has been embedded in the Indian business tradition for a very long time. But such expenditures were willful, shortsighted, and non-mandatory. However, with the imposition of CSR (Policy) Rules (the Act) from April 2014 onwards, it has become a sort of mandatory affair for Indian organisations with a minimum net worth of Rs. 500 Crore, or a turnover of up to Rs. 1,000 Crore or those earning a net profit of at least Rs. Five Crore, to spend two percent of their average net profit during the last three years towards CSR activities. Although Section 135 of the Companies Act, 2013 and Companies (Corporate Social Responsibility Policy) Rules, 2014 has been able to garner overwhelming response from the corporate sector and boosted corporate spending on socially responsible activities, yet CSR spend is still low in India.



Dr. Ishwar Kumar

By passing the Act, India has no doubt emerged as one of the leading nations to make CSR a mandatory expenditure for the corporate sector, though the criteria set by the rule does compartmentalise and filter out many profit-making companies which may be earlier involved in such activities voluntarily. Though there is a considerable improvement in the corporate response toward social responsibility in the last couple of years since 2014, the industry still has a long way to go in achieving the ultimate goal of CSR, i.e. doing good for the society by doing well in business.

During the course of its journey from a small enterprise or a start-up to becoming a big conglomerate, a typical company has to deal, partner or engage with various stakeholders including government, employees, vendors, suppliers, investors, shareholders, customers, other firms, and even the society at large. Society is a part of the business ecosystem, and until the enforcement of CSR Act, they were not given their due importance by the corporate sector despite the fact that the growth of any industry is not possible without active support from society. Therefore, the objective of the Government while passing the law was to ensure that corporate sector

partners with the public sector in solving India's complex social development issues. So far, it seems good as the general reaction of media, business and the society at large is positive about CSR, and all believe that the impact of CSR is quite encouraging.


However, despite all praiseworthiness, some people feel that the impacts are overstated in absence of any appropriate metric that can connect the dots between CSR expenditures and outcomes. The outcome of these CSR expenditure is very important for the country as it is taxable two percent net profit of select

firms which the government has notified them spend on activities mentioned under Schedule VII of the Act, which in a way has pushed the boundaries of tax liability for the corporates. So it should not be just seen as a mere exchange and sharing of responsibilities and liabilities between government and corporate sector to enforce corporate spending in activities that lead to direct or indirect benefit of the society. Rather, CSR could be a tool for fulfilling developmental goals and priorities of the country. But the way CSR projects and activities are undertaken, it seems the corporate sector still believes that CSR spending is more of a liability to them, rather than a responsibility.

According to a recent study, Indian companies have spent around Rs. 9,000 Crore towards CSR activities, primarily focused on education, skill development, healthcare, and environment sustainability. Most companies that undertake such activities do it as a onetime project, which is then shelved up only to be resumed next year again for the reason of abiding the law. This implies several limitations of the law. The CSR law is vague and open to interpretations by managers and corporate leaders. So whatever fits into the strategic priority of the company and scheme of thought of the managers is what gets implemented through the CSR schemes. This could have serious limitations in achieving the development goals and priorities because the allocation of overall funds are highly skewed towards education, skill development, healthcare, and environment sustainability, and implementation focus in those States which are already better in terms of human and development indicators. Thus, it not just poses a threat to geographical equity, but may also promote inequality, which was one of the reasons why the policy makers would have thought of engaging corporates in the process of development via the CSR route.

In India, there are very few companies having a dedicated team of people working for CSR and approach towards taking up CSR as a separate business unit that is active round the year working for the cause they believe in. In fact, few companies have also made it mandatory to involve CSR team in any new project they take up to ensure it is not only profitable but also sustainable. For e.g. a company taking up use of recycled water in the production of the product it manufactures; or a company that uses alternative raw materials thereby reducing environment pollution or a company that uses scrap as a packing material. These companies are perfect example of businesses that have considered advancement of surrounding communities as their responsibility and have accordingly invested with long-term sustainable results.

There could be prioritisation issues, i.e. the amalgamation of strategic priorities of the companies and the development goals of the country can have serious implications for achieving India's development goals through CSR. Therefore, there is a need to put in place proper standard practices and procedures for CSR implementation as the domain is largely left upon corporates to define what it means to be a responsible business entity. This flexibility often misleads companies seeking convenience and pacification for engaging in socially irresponsible businesses, either directly or through surrogate entities. These companies operate in very fragile settings often in conflict with the larger interests of the society. The CSR implementing companies need to have a dedicated team for conceptualisation and design of CSR activities, which has the top management vision support; otherwise it may suffer due to lack of top management support, finances, human resources, or due to strategic intent of meeting bottom line and creating brand image. Thus, CSR



The transformation of any economy depends on how public and private sector collaborates to effectively find solutions for the critical issues faced by the people at the bottom of the pyramid to make a meaningful impact in their lives

should not be left to corporate convenience; rather accountability should be put in to so that the companies do not take it casually or divert from desired societal outcomes.

The transformation of any economy depends on how public and private sector collaborates to effectively find solutions for the critical issues faced by the people at the bottom of the pyramid to make a meaningful impact in their lives. In Indian context, this is possible if State governments also partner with private sector enterprises in accelerating development of backward regions and reducing disparity between rich and poor by establishing mechanisms which can act as enablers to bring different stakeholders on a single platform.

As far as Indian economy is concerned, over the course of the next few years, social responsibility will have to be enterprising, rather than pure philanthropy. The broad spectrum of creating economic value for the community will have to take centrestage for the corporate world to ensure that the purpose of doing community good as envisaged under the CSR Act is fulfilled. ■

Dr. Ishwar Kumar is Assistant Faculty at Entrepreneurship Development Institute of India (EDII)

The Holy Grail of CSR: Planet, People and Profits

Usually, practitioners and scholars alike emphasise the ideal impact of Corporate Social Responsibility (CSR) on all three stakeholders: People, Planet and Profits. But the authors of this article would like to prioritise the impact as: Planet, People and Profits. This re-ordering is not mere play of words. It is significant given the accelerating pace of climate change and the ecological footprint that economic growth has on the environment i.e. the planet - the only option as yet of habitat for life

on earth. We argue that this re-ordering of putting first the environment (Planet), then society (People) which depends on the environment for resources, and finally, leveraging the economic engine (Profits), which could both support growth and sustain the natural resources, is especially significant for Indian CSR. Let us examine the facts and a story that support such an argument.



Amit Lahiri



Samridhi Puri

The Indian Interpretation: Companies Act, 2013

India is the first and only country in history to have established a mandatory framework for CSR by imposing a statutory obligation on companies to take up CSR projects towards social welfare activities.¹ The Indian interpretation of CSR is a fresh change from its traditional philanthropic approach of the past. The Companies Act, 2013, is the governing act of CSR in India since

April 1, 2014. However, the Act was passed by both Houses of Parliament and approved by the President of India on August 29, 2013.² The rules as per Section 135 of the Companies Act make CSR applicable to Corporates with an annual turnover of 1000 Crore INR and more, or a net worth of 500 Crore INR and more, or a net profit of Five Crore INR and more. Eligible companies must spend a minimum of two percent of their average net profit of the previous three financial years on CSR programmes (calculated as per

Section 198 of the Act). Additionally, as per regulation, companies are also required to formulate a CSR Committee appointed by their board members with at least one independent director.³ The CSR activities under the ambit of the Act are enlisted under Schedule VII which range from supporting education, women empowerment, environment and healthcare, making businesses to partner in answering complex development and economic problems in India.

1. <https://csr.gov.in/CSR/>

2. <https://www.pwc.in/assets/pdfs/publications/2013/handbook-on-corporate-social-responsibility-in-india.pdf>

3. <http://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf>

CSR and the Environmental Concern: An Unequal Spread

As per the Ministry of External Affairs, the total expenditure in CSR for the financial year 2016-17 has been a sum of 4,719 Crore INR, a sharp dip from the whopping 13,827.86 INR in 2015-16. What seems like the usual trend in spending is the elaborate expenditure on Health and Education with a growing gap amongst other sectors of availability. One such sector being Environmental Sustainability, which includes varied aspects of global concern of common pool resources.

CSR Expenditure (In Rs. Crores)				
Sl. No.	Sectors	2014-15	2015-16	2016-17
1.	Health/ Eradicating Hunger/ Poverty and malnutrition/ Safe drinking water / Sanitation	2,382.27	4,330.21	1,201.37
2.	Education/ Differently Abled/ Livelihood	3,021.47	4,689.81	1,605.05
3.	Rural development	1,031.02	1,327.57	628.56
4.	Environment, Animal Welfare, Conservation Of Resources	812.31	901.80	306.68
5.	Swachh Bharat Kosh	94.52	323.24	89.35
6.	Any Other Funds	272.58	322.63	137.70
7.	Gender equality / Women empowerment / Old age homes / Reducing inequalities	172.63	331.50	122.60
8.	Prime Minister's National Relief Fund	211.04	206.08	109.81
9.	Encouraging Sports	53.36	134.76	51.73
10.	Heritage Art and Culture	113.62	114.90	49.64
11.	Slum Area Development	101.07	13.60	1.97
12.	Clean Ganga Fund	4.64	32.52	22.97
13.	Other Sectors (Technology Incubator And Benefits To Armed Forces, Admin Overheads and others*)	1,294.24	1,099.24	391.57
Total Amount (in Rs. Crore)		9,564.77	13,827.86	4,719.00

* not specified

Data Source: <http://www.mca.gov.in/Ministry>



CSR and SDGs:

Sustainable Development Goals (SDGs) are a set of global goals set by the United Nations to transform the world and ensure growth of each through the new sustainable development agenda. The 17 global goals range from ending poverty to climate change and have 169 targets which need to be achieved by the year 2030. The Indian CSR approach is similar in perspective; providing areas of CSR activities where the country would use some monetary support.

⁴http://www.mca.gov.in/Ministry/pdf/General_Circular_21_2014.pdf

Area #4 of Environment Sustainability and Global Goals

Areas under the purview of Environmental Sustainability:

- Protection of flora and fauna
- Animal welfare and agro forestry
- Conservation of natural resources
- Ecological balance: maintaining quality of soil, air and water
- Contribution made to clean Ganga Fund
- Capacity building for farmers covering best sustainable farm management practices
- Doing own research on the field for individual crops to find out the most cost-optimum and agro-ecological sustainable farm practice with focus on water management
- Renewable energy projects
- To do product life cycle analysis from soil conservation point of view

Areas directly related to the Sustainable Development Goals:

- Goal 6: Clean Water and Sanitation
- Goal 7: Affordable and Clean Energy
- Goal 9: Industry, Innovation and Infrastructure
- Goal 11: Sustainable Cities and Communities
- Goal 12: Responsible Consumption and Production
- Goal 13: Climate Action
- Goal 14: Life Below Water
- Goal 15: Life on Land

Since the 17 SDGs provide defined targets of measurement and universal comparability amongst nations, the overlapping nature of CSR activities⁴ and SDGs provide the perfect measure of activity outcome. India is one of the 193 countries that have signed the Declaration on 2030 Agenda for



People utilising the scarce resources of the planet for their businesses must invest and reinvest in environmentally-conscious projects to support the society built by people who are again vital elements of the planet



Sustainable Development on September 25, 2015⁵. However, evaluation of CSR in terms of SDGs gives us an idea of an unequated, unmet requirement of expenditure on the wholesome need of environment management which is one of the key elements of sustainable growth. Environmental sustainability gets the fourth position and amounts to about seven percent of the total CSR spending. Though Environmental Sustainability coincides with seven SDGs, yet it is not one of the top priorities of the industry when it comes to CSR spending. It is noticeable that companies wish to spend in preferably better-judged brand building spending spheres of education and health, which unlike the environment, do not lead to non-market reciprocation, although essential components of inclusive development.

Top 5 Companies Spending in 2016-17	Total CSR Spending (INR Cr.)
Reliance Industries Limited	760.58
ONGC Limited	495.23
Infosys Limited	239.54
BHEL	239.11
TCS Limited	218.42

Data Source: <https://csr.gov.in/CSR/>

Company CSR spending for FY 2015-16 with respect to spending in Environment Sustainability

Company Name	Total CSR Spending (INR)	Dominant Sectors of Spending (in no particular order)	Spending in Environment Sustainability (INR)
Reliance Industries Limited	5,577,800,000.00	Education Promotion, Health Care, Rural Area Development	8,500,000.00
ONGC Limited	4,090,060,000.00	Rural Area Development, Education Promotion, Health Care, Other Central Government Funds	29,200,000.00
Infosys Limited	2,023,000,000.00	Rural Area Development, Education Promotion, Healthcare	Nil
BHEL	1,101,000,000.00	Rural Area Development, Healthcare, Education Promotion	Nil
TCS Limited	3,600,000,000.00	Other Central Government Funds, Healthcare, Education Promotion	6,00,000.00

Data Source: <https://csr.gov.in/CSR/>

The top five spending companies in the FY 2016-17 and a comparison of their spending in FY 2015-16, alongwith their share of spending in environment sustainability show clearly how environmental concerns are not prioritised amongst leading names of the corporate world. This problem needs quick address in order for India to live up to its potential in achieving SDGs in a timely manner. While there is also disparity in spheres of spending, there is also visible troublesome discrepancy where most CSR expenditure is implemented, exacerbating uneven development in the country.

10 States of CSR Spending

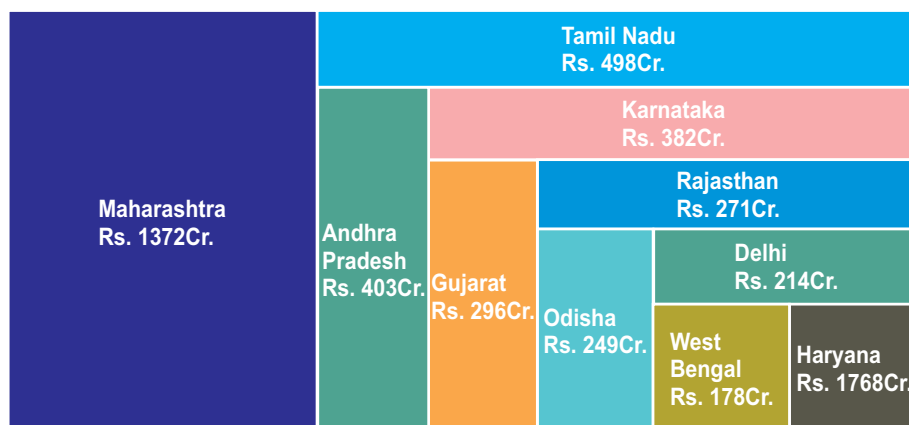
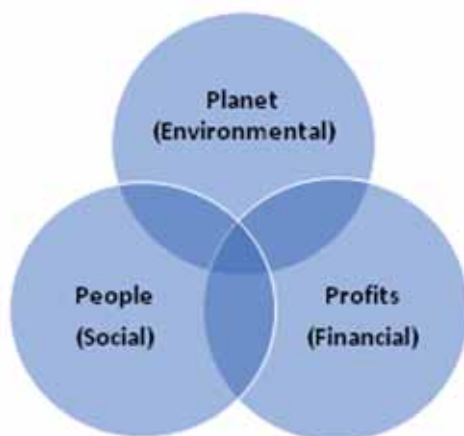


Image Source: <https://csr.gov.in/CSR/>

⁵<http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>

The Cycle of Sustainability: The Triple Bottom Line



While irresponsible business conduct can be harmful, either directly or indirectly, the triple bottom line approach of the three P's if considered properly as an integral part of all business operations, reassures both companies and their customers a sustainable future.⁶ Hence, the phrase of 'The Triple Bottom Line' was coined by John Elkington in 1994 as an argument for companies to be preparing three separate accounts for measuring

their financial, social and environmental performance in every business cycle. But when ordered as Planet, People and Profits, the triple bottom-line could significantly alter both corporate and public policy.⁷ People utilising the scarce resources of the planet for their businesses must invest and reinvest in environmentally-conscious projects to support the society built by people who are again vital elements of the planet.

Conservation and Livelihood: A Case Study

One of the best ways of studying the importance of putting the planet first and understanding the connect of people with their environment via livelihood can be through the study of the Western Ghats and the work of Applied Environmental Research Foundation (AERF), a registered NGO-based in Pune in operation for more than twenty years.

Planet (Environment): Western Ghats and its rich variety of resources

People (Social): The indigenous communities within the Western Ghats

Profits (Financial): AERF connecting the community to conservation via sustainable livelihood generation by creating links between people and markets.

Why Western Ghats?

The Western Ghats are not only home to a myriad of rivers but are also the centre of evolution of economically significant domestic plant species such as



Image Source: AERF India

mango and cardamom. It is one of the few globally recognised hotspots of biological diversity. The importance of Western Ghats can be substantiated by its significance in the sequestration of atmospheric CO₂. Varied parts of Western Ghats are also included in the UNESCO World Natural Heritage List. The Western Ghats are not only biologically rich, but also biographically one of a kind.⁸

But what was startling was the lack of awareness of its inhabitants of the economic vitality of their surroundings. The population was fast moving to urban spaces in search of jobs and mostly troubled by lack of choice. While measures for its conservation were a definite requirement, what was also necessary was an environment-friendly and socially inclusive development. Societies who could be provided a livelihood through the preservation region would be a potential



⁶<https://www.snhu.edu/about-us/news-and-events/2016/11/people-planet-profit-satisfying-the-triple-bottom-line>

⁷<https://www.economist.com/news/2009/11/17/triple-bottom-line>

⁸http://www.moef.nic.in/sites/default/files/GOI_MoEF_order_RE-2.pdf



Image Source: AERF India

asset for future conservation of biodiversity and showpieces of exemplary interdependence between the social and environment.

Why AERF?

AERF acts as an excellent exemplar of on-ground community-based conservation providing the often missing piece of *Profit* from the two other *Ps*. AERF believes in natural resource management models that are community interactive and inclusive in the larger cause of environment protection.⁹ The planet being a priority, the organisation uses people as a facilitator and protector of the planet and its resources through consensual conservation agreements. These agreements are made possible when communities are not only taught about the economic benefits of their habitat, but also made to perhaps appreciate their surroundings by empowering them to make a living from their environment through careful sustainable harvesting. Certification partners like FairWild work together to train, educate and provide the branding, attracting market premiums from herbal products demanding customers of Pukka Herbs Inc. of the UK, which since recently has been acquired by the

global MNC, Unilever Ltd. The company both creates the demand for the fruits of endangered trees to be sustainably harvested (as ingredients of the ancient Ayurvedic *Triphala* – a remedy for gastrointestinal disorders), and supplies the market with its needs for a nature-based remedy.

Some of the ways of conservation on the ground are ecological restoration of sacred groves by making potential possibilities to adjust to environmental change and to develop sustainable livelihood choices to the local communities, utilisation of alternate energy sources like solar, wind and so on, at the local level, and making energy awareness among partners/stakeholders. Research is used to build the capacity of communities participating in conservation action and connect with organisations in a significant way to generate awareness and capital for the reason for biodiversity conservation.¹⁰ AERF is building a market chain such that indigenous communities could now have their own means of survival; they can create their own schools, colleges and development of roads.

Biodiversity Conservation: A National Priority

The beauty of the resource-rich Western Ghats is its biggest threat. With exploitation at its peak, measures of conservation and awareness should also be raised accordingly. Habitat loss and fragmentation of forests, besides the global skin market (*tigers and leopards are hunted for their skin and for traditional Chinese medicine as they have the highest value on the market*) are the key issues of environment concern in the Western Ghats. Loss of habitat is also loss of a species which affect other carnivores or other affiliated species sensitive to ecosystem changes.¹¹ This makes biodiversity conservation exceptionally fundamental as a national matter of alarm. While the Conservation International (CI) designates Western Ghats as one of its biodiversity hotspots, it is shameful how few are aware of the same. Around the world, 35 areas qualify as hotspots. They represent just 2.3 percent of the earth's land surface, but they support more than half of the world's plant species as endemics — i.e., species found no place else and nearly 43 percent of bird, mammal, reptile and amphibian species as endemics.

People must realise that the planet and they are not segregated entities but just the smaller picture in a larger frame. The planet and its people are priorities in profit creation of business, as without the planet, neither would there be people nor any profit without people. Businesses can sustain themselves in the long term only if run in conjunction with conservation of biodiversity, preservation of the planet and feeding the needs of the society. Here, the planet plays a front runner where business must put their best foot forward to protect their own economic growth prospects, changing the order of the *Ps*, with planet, people and profits.

Corporate Social Responsibility could thus become an essential agency of a nation to ensure that businesses invest a part of their profits to repair and sustain the planet to build mutually beneficial relations. This principle could be illustrated with just one of the aspects enshrined under the provisions in Environmental Sustainability in Indian CSR, namely, conservation of biodiversity. With the right partnerships, CSR in India could lead to a balanced maintenance of genetic diversity, species diversity and ecosystem diversity which is the source of food and water security in a climate challenged planet particularly affecting the economically vulnerable nations of the world, such as India. ■

Amit Lahiri is Chief Sustainability Officer, Jindal Global University, Delhi NCR. Samridhi Puri is pursuing her 2nd Year Masters Degree in Public Policy at Jindal Global University.

⁹<http://www.aerfindia.org/about.html>

¹⁰<http://www.aerfindia.org/>

¹¹<http://carnivores.org/western-ghats-india-conserving-biodiversity-hotspot-2/>

Skill India Salvaging the Demographic Dividends

India is now one of the world's quickest growing economies, and is forecasted to grow at 7.7 percent by 2019-20. This has resulted in the demand for labour increasing tenfold. This is good news, but it also underlines the real issue we are faced with in skilling India. It is not a lack of jobs, but a lack of skilled talent that can keep pace with the expanding and changing needs of the industry. This situation is as frustrating for students who cannot find jobs as it is for organisations who are finding it increasingly hard to fill vacancies.

India's education curriculum has also not kept pace with the new business realities flooding the market. The country's diversified system of education does not guarantee quality and standards that are recognised internationally; the curriculum content is outdated and not at pace with recent developments in each field. In today's digital age, employment requirements have changed vastly.

For India to truly leverage its demographic dividend and catch up with other nations in a quickly evolving landscape, we must scale up skill training to meet employers' demands and fuel our own economic progress. If skilled correctly, this young workforce could fill the upcoming deficit projected in the developed

world. The government notes that India faces the dual challenge of a severe dearth of trained, quality labour, coupled with large unemployable sections of the educated workforce, who possess little or no job skills. The situation gets further compounded when we regard the fact that about 93 percent of the workforce is in the informal sector, making it difficult to quantify their skills and impart the required training to them. India thus needs to equip its workforce with the skills and knowledge they need in order to perform their jobs proficiently and add value to the organisation.

According to the Confederation of Indian Industry's (CII) *India Skills Report 2018*, this year's employability



Pallavi Jha

score suggests that five out of ten graduates are employable and ready to assume job roles. This score is reflective of the efforts undertaken by various stakeholders, including the government, to provide more employable resources to the economy. However, for the skill development ecosystem to truly flourish, it becomes increasingly important that corporates and businesses adopt an integrated approach, and work in alignment with national skilling goals. By way of CSR initiatives, organisations can make targeted interventions to address gaps in skilling that can prove to be catalytic

both for the industry as well as the workforce at large. The National Skill Development Corporation (NSDC) has identified over 24 high growth sectors for which people need to be skilled. Of these, manufacturing, textile, construction, automotive, retail, healthcare and transportation are expected to see the maximum movement. Additionally, companies operating within these sectors stand to gain from investing in skill development as they may strategically align to train workers with skills that are needed in their very own sector. To connect the country's 2020 demographic surplus and move closer to our goal, multiple stakeholders across the network need to make great effort – within which corporations will have to play the leading part.

However, we can be positive in our outlook. As markets have opened up and technologies – particularly communication and transport – have advanced, the global reach, influence and wealth of businesses have grown, creating a new public awareness and pressure for greater business responsibility. Political liberalisation, a driver for market liberalisation and privatisation, has also prompted the creation of a more politically-aware, more organised and more vocal civil society. Education and skill development are fast emerging as the preferred choice for CSR initiatives in India. All aspects of skilling ought to be considered, from the aspirations of people before training, to counselling and follow-ups with beneficiaries during their professional engagement. Adopting a lifecycle approach to the problem is the only way to ensure a meaningful, long-term impact. Skill

development programmes conducted in this manner will ensure that the training received has an impact on livelihoods, and contributes to the economic well-being of smaller communities. This trend suggests that the dialogue on CSR in India is progressively more about the part corporates can play in ushering in positive change in human development and social inclusion. It also recognises that CSR is about working hand in hand with the government, civil society, and the community to improve lives by creating inclusive development.

There is a critical need to bridge the gap between head count and talent, with efforts seeking to significantly reduce the soft skills deficit. There is a need for CSR initiatives to specifically target skill development and employability training to economically weaker sections. By partnering with educational institutions, NGOs, Sector Skill Councils (SSCs), vocational training providers and Corporates, we can enhance the level of employability for countless aspiring individuals in the Indian workforce.

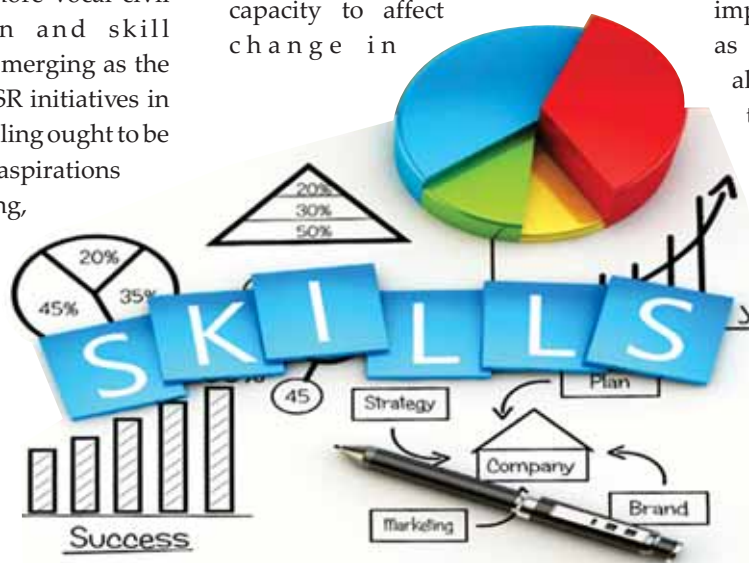
India has watched CSR come a long way. Corporations have emerged as frontrunners in demonstrating their capacity to affect change in

society and improve the overall quality of life for countless of the nation's needy. With great partnerships between foundations, industries, NGOs and the government, India's social development is poised to fast-track in the years to come. While these are creditable initial strides by the corporate sector, suffice it to say a lot more ought to be done.

As CSR initiatives focus on improving the educational output, and deliver on the national skilling priorities, we need to also align with the UN Sustainable Development Goals which in itself is a major task to accomplish. This will require collaboration with various government departments and schemes. Despite all the challenges, the momentum gathered by Indian organisations willingly increasing their CSR spending in skill development and livelihoods is a welcome one.

India is in the unique position of being able to tell a story of inclusive economical growth and verbalise a worldwide narrative on social responsibility by leading with example. Now that we can see a clear framework and set of guidelines, the government and corporate leaders must combine their resources to improve the lives of millions of youth as contributing citizens of India. We also need to work together towards the vision of building the soft infrastructure of our country to support employability and entrepreneurship, thereby unleashing its people potential. Without this, India's aspiration of becoming an economic superpower cannot materialise. ■

Pallavi Jha is Chairperson and Managing Director, Dale Carnegie of India and India Futures



Unleashing Waves of Transformation

Don Bosco Tech Building Skills of Youth for Livelihood Generation

Against a backdrop of economic development and a huge skill-based job market, employment-age youth from India hardly get a chance to be a part of this new economy due to lack of job-specific basic skills that industry requires. To empower this section of the rural mass, Don Bosco Tech made an effort to facilitate the development and upgrading of the skills of the growing rural workforce through the Bosco Academy for Skills & Employment (BASE) programme.

Youth from rural India, particularly from remote villages and small cities are hardly benefitting from the vast employment opportunities in this region of India. They face problems related to employment, education and future prospects. Armed with a sub-standard education, limited social skills, and restricted information, these youngsters face the globalised

world. Since India's independence, millions of people have travelled from rural India to urban locations in search of work and a better life. However, lack of skills, higher living costs in urban areas, and low income/easier opportunities in the unorganised sector have forced these people to live in sub-standard conditions.

Evolving demographics



Devi Prasad Mahapatra

unambiguously point out that India will remain a young nation and the largest contributor to the global workforce over the next few decades. This young mass is India's

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Our vision is to emerge as a leader who harnesses the power of skills to transform the future of our youth and power the economic progress of the nation. We will do this by empowering the youth with pride and proficiency in their job that enables them to be successful at work and life, and makes them an asset to the nation.

Fr. A M Jose,
Executive Director,
Don Bosco Tech

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demographic dividend. It gives India the potential to become a global production hub as well as a large consumer of goods and services. It is time to become more concerned about the ability of the youth of age group 18-35 years old to succeed in the labour market. Young people across this age

spectrum are struggling to prepare themselves for quality jobs and careers. The effort from all spheres is now being made to address various aspects of this critical issue but these efforts remain in most cases piecemeal. Now it is high time for the corporate houses to take it up as a corporate citizenship commitment through innovative models, process and passion to empower the thumb generation.

To achieve the mission of Skilling India, we partner with all like-minded organisations and individuals who want to extend their hand for achieving India's skilling mission.

Aligning with Skill India mission

The need for skill-based training for the disadvantaged youth is always felt by the Salesians of Don Bosco. A forum was created to strengthen the vocational training programme in India which was approved by the Salesian Provincial Conference of South Asia (SPCSA), the apex body of the Don Bosco in India. Don Bosco Tech was set up in 2006 with an objective to provide quality vocational training to the disadvantaged youth. We provide employment-linked, market-driven vocational courses of short and long duration to the

economically and socially marginalised youth. A network of 441 skill training centres, we are arguably the largest spread across 28 States of India.

Don Bosco Tech at a Glance

441 Centres	▶ 7 Engineering and Diploma Training Centres
	▶ 32 ITC (Formal Skill Training Centres)
	▶ 257 Short Term Skill Training Centres
	▶ 145 schools implementing NSQF programme

We attempt to bridge this widening divide between those who have access to opportunities and those who are increasingly being marginalised from the *new economy* jobs. We address this endemic problem with a market-based approach that is sensitive to the socio-economic needs of youth in the 18-35 years age group. We are an example of synchronous social action of various stakeholders, which is aimed at mainstreaming and ensuring economic security for youth who could be victimised by poverty. To enable them to gain a foothold in the competitive job market, we help them acquire the required livelihood and soft skills in an environment of



learning and mentoring that is responsive to the individual's emotional and developmental needs.

Routes to Skilling India

Unlike inflexible, conventional training courses that do not keep pace with the ever changing job markets, we go beyond rigid curriculum-based learning and adopts flexible, market-oriented learning modules, which are administered by appropriate trainers. The trainers encourage the students to develop their inherent capabilities, identify and articulate their strengths and constraints, and develop solutions to solve them in a self-directed manner. Engaging in one-to-one dialogue with the students, the trainers guide them to learn from their life experiences and take responsibility for their own advancement, as well as that of their families and communities.

The training programmes run by us are marked by several distinctive features that set them apart from other vocational courses:

- A typical training programme comprises three months' classroom training covering academic inputs, theoretical concepts and subject knowledge. The curriculum is

constantly upgraded and improved with feedback and inputs from industry professionals, in tune with actual industry requirements.

- To reinforce the students' learning further, classroom teaching is supplemented with practical training, for which we provide excellent infrastructural support, in the form of state-of-the-art equipment and teaching software.
- As communication is essential to becoming work-ready, trainees are put through intensive spoken English and work-readiness modules which help them understand the pulse of the industry they are getting into, exhorting them to constantly strive for advanced learning opportunities.
- The classroom training is followed up with on-the-job apprentice training, which confers a two-fold benefit – the students gain useful work experience by honing their untapped potential/skills, while the employers can mould the trainees to their organisational job requirements before absorption.
- We facilitate self-exploration by the trainee of his/her inner potential, by

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Unlike inflexible, conventional training courses that do not keep pace with the ever changing job markets, we go beyond rigid curriculum based learning and adopts flexible, market-oriented learning modules, which are administered by appropriate trainers. The trainers encourage the students to develop their inherent capabilities, identify and articulate their strengths and constraints, and develop solutions to solve them in a self-directed manner

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devoting exclusive life-skill sessions that include self-evaluation exercises and group/industry interactions that are aimed at better equipping the trainees to face life's practical aspects.



RISING STARS:

RASHMI

Nineteen-year-old Rashmi is the youngest among her siblings. Her father is a daily labourer while her mother is a homemaker who works hard to take care of her family.

One day when the trainers were on a mobilisation drive, Rashmi was introduced to the BASE programme which offers three months livelihood training in the Hospitality domain. The trainers explained that the programme is specially designed to enhance the deprived and disadvantaged youth. It also assists them in getting an entry level opportunity in the industry. The very next day, she visited the training centre with her mother and was selected for the training. During the training period, the trainers observed how attentive and sincere Rashmi was during the entire process. She is blessed with an amazing grasping power which she utilises carefully while learning new things.

Rashmi was in need of an employment opportunity so she could support her family financially. Hence, she approached Don Bosco Tech. On the day of counselling, Rashmi shared all her problems with the trainers. Her attitude towards learning and imparting skills is really worth appreciating. The trainers agreed to induct her in the organisation. She

joined with the hope of earning basic livelihood, gain experience and work her way up the career ladder with Don Bosco Tech's help. She indeed proved to be an asset. She is now working as a front office executive at Hotel V, Visakhapatnam, earning Rs.11,000/- per month, plus other benefits like free food and accommodation. Her parents are very happy with her success. Rashmi is grateful for the open door that Don Bosco Tech has led her to. She is very happy to be working in the hospitality industry.

SHAISTA HAMID

Shaista Hamid and her family of eight live in Baramulla (J&K). Her father is a daily wage labourer. Being one of the older children, she understands her responsibility and thus wants to do contribute financially to provide a better living to the family. But all her attempts fell flat for some reason or the other.

One day, as she was trying to look for some source of income for the family, she met a staff member of DB Tech (Baramulla) who was doing some mobilisation work at her village. It was then that she came to know about the free three months' Himayat Training Programme along with placement post training being offered by DB Tech in partnership with MoRD. Her happiness knew no bounds. She was very excited to join the programme right away. After completing all formalities, she was inducted into the

training. She took it seriously, was always punctual and completed her assignments on time. It was of no surprise that she completed her training with very good scores.

Don Bosco Tech arranged for a job interview for her at the Nokia Care Centre at Baramulla. As per everyone's expectations, she cleared the interview and was offered the post of a Customer Care Executive, earning Rs. 5500 per month. Shaista stated happily, "I am really happy today. Had I not taken this training, I would have been sitting idle at home and be of no use to my family. I thank Don Bosco Tech for giving me the real life." Her parents are ecstatic with the positive turn of events. Her father added, "This is the happiest day of my life ever. I am proud of my daughter. Credit goes to MoRD for launching such a programme for the poor and marginalised youth of Jammu & Kashmir."

RAMENDRA

It was during one of DB Tech's mobilisation activities in Marui village in Mohanlalganj Tahesil, Lucknow, U.P. that one of the staff members noticed a young boy continuously looking at them with curiosity and zeal in his eyes. This young boy politely invited the entire team to his house. After packing up for the day, the team went to his house and received the biggest shock upon seeing the miserable living condition of the family. They came to know that his



father is a poor farmer who cannot afford to educate his son much further. This young boy, Ramendra, had just passed his intermediate examination but had to discontinue his studies owing to the poor financial condition of the family. The team even learned about Ramendra's desire to work so he could support the family. This is when they informed him about the three-month vocational job-oriented training programme conducted by Ministry of Rural Development of India in conjunction with DB Tech.

On the day of counselling, Ramendra confidently filled up the interest inventory that will determine if he can be admitted to the Sales & Retail domain. The Retail trainers made him aware of the challenges one faces while working in the sector. Work pressure, long shifts and meeting targets are enough to be a deterrent, but one needs to be determined. As he was ready to accept these challenges, Ramendra started with his training. He was very consistent, sincere and disciplined throughout that he drew in appreciation from his trainers.

Ramendra's hard work and devotion landed him a job as a Retail Executive at BATA Pvt. Ltd., Delhi. After five months at the Delhi outlet, he was recently transferred to Hazratganj, Lucknow. What is impressive about Ramendra is his attitude towards working, even during adversity; he never gave up and would always strive to overcome his shortcomings. He is now supporting his father and continuing his studies. He says, "DB Tech has changed my life and enlightened my life. I am not what I was a few months ago. I would like to advise village youths everywhere to join DB Tech if they really want to change their life and be successful. I am deeply thankful to my trainers and everyone at DB Tech society." His father says, "My son has now become matured. He not only understands his responsibilities but also works to fulfill all of them, thanks to DB Tech." His

mother adds, "Ramendra has now learnt the lesson of life. DB Tech has made him strong and capable enough to face reality."

Imparting Skills for Empowerment

As a leader in skills development since its inception, we at Don Bosco Tech reach out to underprivileged and poor youth and provide an opportunity with a life changing and empowering skill training programme. We not only provide skills training programme in market-driven short-term courses, but also give the trainees placement opportunity that ensures a job with a suitably good pay package and other arrangements, creating a sustainable livelihood.

We have partnered with a number of Government and Corporates houses who share the same mission and vision of imparting skill training to the needy and poor youth across India. Till date, 390,848 youths have received skill training and a total of 68 percent of them have been placed in many known and renowned establishments in different industrial sectors across India. Progressive steps have nudged us towards the goal that was set up to train underprivileged and economically-backward youth of India.

We have placed these youngsters in a spectrum of 812 organisations in manufacturing and service sectors with a salary range of Rs. 4,700 - Rs. 25,000. The quality training that we impart to our trainees not only provides them an entry level opportunity but also give them a new lease of life. We have become the preferred organisation for 118 leading companies who always look forward to employ candidates from BASE for their different facilities. We always involve industry leaders in every step of operation; starting from choosing the right curriculum for its domain to recruiting quality manpower for their organisation.



Nurturing skills for young people is crucial to the development of urban economies. Because of the diversity of the informal sector, training needs are wide-ranging. For some youth, the most immediate need is a second chance to develop foundation skills. Approaches that combine basic skills and life skills with social protection can be particularly effective. Many like-minded organisations should pitch into this sector by which their expertise can be utilised in a constructive manner to empower those youngsters who have already achieved foundation skills and need equitable opportunities to develop further skills in a trade, as well as transferable skills to enable them to become more successful entrepreneurs. Yet, most disadvantaged young people in urban areas have low levels of education and skills that consign them to low paid, insecure work in the informal sector. Together with broader macroeconomic, education and employment policies, skills development strategies adapted to the realities of the informal sector can give them a chance for a better future. ■

Devi Prasad Mahapatra is Head - Communications, Don Bosco Tech

A Dream Fulfilled, A Future Secured

The/Nudge Gurukul Enables Economic Independence Through Gainful Employment

India is adding one million people every month to the labour market. Roughly 50 percent come from poor backgrounds; more than 25 percent are school dropouts and 50 percent lack skills to be employable. In parallel, there is a skill deficit of 400 million people in the foreseeable future. The poor continue to remain in poverty, reasons being, high attrition, no career progression, and low productivity due to lack of worth ethics and motivation.

There is significant government and CSR focus on skilling but a majority of the existing initiatives focus heavily on hard skills and do not address the lack of employability and life skills, resulting in high attrition and low productivity. Job skills alone are insufficient to help individuals break out of the cycle of poverty. For the youth to progress in their careers and earn better wages requires them to have foundational learning along with a mindset to learn, necessitating the need for English literacy, numeracy, digital and financial literacy. This is where we, The/Nudge, a collective of some of India's best leaders and entrepreneurs, with a dream to see a poverty-free India within our

generation, have, through our residential Gurukuls, a 90-day fully residential training programme, built a strong 360-degree life, learning and economic foundations for underprivileged youth, and providing them jobs, along with a lifelong support system. We not only provide the necessary job skills to the underprivileged youth, but also the mindset needed to be employment ready. Our goal is to lead one million people sustainably out of poverty.

We provide job skills in Beautician Services, BPO, Sales/Management, Plumbing, Electrician and BFSI. Ever since we started in 2015, we have witnessed, through our Gurukuls,



Atul Satija

presently standing at 13, the transformation in the lives of our students. From a state of despair to a confident, ready-for-work individuals who are raring to tackle life head-on.

Every life that has passed through our Gurukuls has a story to tell. Let me share some of them with you here.

Destined for Success: Ayisha



Ayisha is the daughter of a rickshaw puller from Bellary district in Karnataka. She is the youngest among six siblings. She was always good in studies and had dreamt of joining the BPO sector after she learned about the global reach this sector had. Though her father encouraged Ayisha to study, he unfortunately hardly had the means or resources to give her a better education to fulfill her dream with the little he earned every day. His deteriorating health also did not allow him to work too hard.

One day, The/Nudge Gurukul's community mobilisation team interacted with the community in Bellary. Ayisha's elder sister, Parveen,

heard about the different livelihood courses the Gurukul offered and immediately informed Ayisha. Parveen had seen the earnestness with which Ayisha approached her studies and knew that given a chance, her younger sister could do much better in life. It was only their impoverished state that was holding her down.

Parveen convinced her father and brothers to send Ayisha to Bangalore for the 90 days residential training programme that the Gurukul offered. She believed Ayisha would use this opportunity to finally fulfil her dream of a BPO sector career.

It was initially challenging for Ayisha to adjust to city life and the strict routine at the Gurukul as they were very different from the life she had led so far, but she soon began enjoying the discipline. Her sister kept encouraging her to focus on the bigger picture. The Gurukul trainers, warden and her batchmates helped her adjust to her new surroundings. She realised the value of leading a routine, organised life at the Gurukul where each activity was well-planned. She made friends and found a new topic to learn everyday. Her English speaking skills improved, as also her numeracy skills. More than anything else, she

was now learning the skills needed to fulfill her dream of becoming a BPO sector professional.

The 90 days rapidly transformed Ayisha from a quaint small town girl to a confident individual ready to change her destiny. Ayisha's hard work and sincerity was not hidden and led her to be one among the best in her batch, earning enough Karma Points or KP (Reward Point system based on the overall performance of a student in class. Every student is given KP bank balance of 200 KP at the beginning of their stay at the Gurukul) to be in the Dean's list of students.

Her family couldn't be happier.

Graduation Day, April 2018:

Ayisha was looking forward to be reunited with her family after three months, and show them what she had achieved. It was an extremely proud moment for her sister, brothers and father when they saw Ayisha walked up to the stage to receive her graduation certificate. She also spoke confidently about financial security that each youngster must consider and plan ahead accordingly. She shared her knowledge about various government schemes she had learnt at the Gurukul that allowed individuals to save for their better future.

Ayisha's family had come all the way from Bellary to rejoice in her achievements. Her aging father who has now retired did not speak much, but the pride he felt was evident in the way his face beamed with joy.

Her sister Parveen said, "I cannot believe this is the same Ayisha. I am so happy we sent her to Gurukul. She is now a BPO employee."

Ayisha is now working at Hinduja Global Solutions (HGS) earning a starting salary of Rs.10,000/- per month. This is her very first job. A bright future awaits her.



A Changed Mindset: Rakesh



Rakesh is the only son of an incense stick maker earning around Rs.5000-7000/- per month. Rakesh is intelligent but was never interested in studies; given the lack of motivation, good guidance or financial resources. He joined the Gurukul last year mostly to stay away from the constant nagging by his mother to find a job. While the initial days were difficult for Rakesh, the disciplined environment, goal setting and planning support that he received here, transformed his attitude. He became more attentive in class; the repetitive learning made him more comfortable using devices like GPS navigation, and he also became confident conversing in English. He had a natural flair for learning new things.

Rakesh got placed at Uber soon after graduation. He is now one of their most trusted drivers and earns Rs.30,000/- per month. He says that the Gurukul has taught him the most important habit of saving, which is why he is now saving a little bit each month from his salary to buy a Toyota Etios that he can attach with Uber. This is the first time that someone in his family is earning enough to save and is thinking of ways for financial and personal growth.

Restored Confidence: Amitha

Building up the confidence of its students is what the Gurukul focuses on. Take Amitha's case. Amitha is from rural Bangalore. She lives with her physically-challenged father. His condition prevented him from working, so the onus fell on Amitha to find a job, however low paid it is. She thus had to leave school after Class IX to fend for the family. She got a job as a salesgirl, but her lack of confidence proved to be a roadblock to her achieving more at her workplace. Subsequently, she had to leave the job. A despondent Amitha came to the Gurukul hoping that she would get trained as a skilled beautician thereby enabling her to get a better job



and salary. What she did not envisage was the heightened confidence she gained. It was an invigorated and confident Amitha that graduated in June 2018. She was placed in a beauty salon with a salary that can now sustain herself and her father.

A New Lease of Life: Hampamma

Hampamma is 21 years old. She is from a village in Koppal district in Karnataka. She lost her mother at the age of four. A few years later, her father remarried. The extended family increased. She was married off at the young age of 14. This tender bride was severely abused by her husband and in-laws, losing her unborn child in the process. She somehow had the courage to leave her husband and returned to her father's home, but she was constantly traumatised and severely depressed. She tried to take her own life, but for the timely intervention of one of her aunts who became a source of encouragement to her. She urged Hampamma to enrol herself at the Gurukul and prove to her husband that she was capable of doing anything.

Hampamma did so. Initially, she would be seen crying a lot at the Gurukul, but as time went by, she



slowly began liking the atmosphere there and began making new friends and found joy and enthusiasm learning from her teachers. An elated Hampamma graduated in January 2018 and was immediately placed at Aayina Beauty Salon with a starting salary of Rs.7000/- per month.

A Bright Future: Malashree



Malashree is from Lingarajapuram in Bangalore. Her father is a plumber and mother a homemaker. She was in her second year of PUC but had to drop midway due to severe financial constraints. A dejected Malashree

was faced with an uncertain future. It was during this difficult time in 2016 that she met our community mobilisation team, came to know of the opportunity being offered for a better future, and decided to join the Gurukul. She was most interested in being trained as a beautician. She was very enthusiastic as she undertook the training. The three months passed by quickly. She graduated and was placed at Bodycraft Beauty Salon with a starting salary of Rs.8,500/- per month.

In the past year, she impressed her employer so much with her attitude and hard work that she was promoted and given a hike in salary at Rs.15,000/- per month. She has also received two certificates of merit for her performance.

Malashree has this to say about her

experience about the Gurukul learning programme: "I like the Lifeskills Foundation classes a lot. I used to be afraid of talking to strangers but the Personal Development Class has helped me gain confidence and has taken away my fear." She also goes on to say that she was never forced to do anything at the Gurukul as all classes felt like a learning that she could immediately apply; be it spoken English, learning to use computers or operating a bank account.

Malashree plans to complete two years with her present employee and then start her own salon along with another Gurukul alumni, Savithri. Meanwhile, she is interested in getting further training as a makeup artist, and in fashion designing. Once she opens a salon, she hopes to employ more Gurukul students as her assistants.

At the Gurukul, the 90-day fully residential programme called *Program in Life Management* is based on the following foundations:

Life Foundation (40 percent): Personal Development, Career Management, Health Management, Financial Management, Family Management etc.)

Learning Foundation (30 percent): English, Math, Digital Proficiency

Livelihood Foundation (30 percent): Theoretical and Practical Training under one livelihood skill vertical - Plumbing, Electrician, Retail Sales, Beautician Services, BPO, BFSI (BPO).

As our model is focused on development of both cognitive and non-cognitive skills, which we believe can be improved through intervention, the trainers also act as personal mentors for the students helping them gain essential life skills like improving communication skills,

career managements, improving their self esteem, health and hygiene, financial security etc.

We have a proven track record of placed students with 100 percent job guarantee. 1712 students have graduated till date. We now have an annual run-rate of ~2700 graduates. Our men to women ratio at the Gurukul stand at 47:53, with an urban to rural ratio at 23:77. 65 percent of them were previously unemployed. It is also heartening to know that those who have been employed prior to joining the Gurukul have received a 30 percent increase after completing the training.

In 2018, we plan to graduate a minimum of 5000 students as well as introduce new livelihoods and new centres.

Through our Life/Guard programme, we also give continuous post-training support on career, health & wealth

management to enable our alumni and their families to not just move on to a life of greater dignity and financial independence, but also stay in it.

These stories can be the story of many such young girls and boys who never get the chance to achieve their dreams because of poverty. We are glad that we, at The/Nudge can, through this mission, alleviate poverty sustainably and scalably. ■

Atul Satija is Founder & CEO of The/Nudge Foundation and Founder 2.0 & CEO of GiveIndia. After 17 years of starting, scaling and turning around various businesses in some of the largest and most respected organisations globally, he decided to start The/Nudge Foundation to fulfill his passion of working on inequality and social issues facing India.

Atul was named in the 40 Under Forty list by The Economic Times in 2017.

Painting Their Hopes and Dreams

Nippon Paint's *nshakti* Adding Colour to Lives of Rural Women

It was a scorching summer day on the outskirts of rural Kanchipuram, Tamilnadu, earlier this year where we had undertaken a temple restoration project, when my CSR Head confronted me with what then seemed to be a pressing issue.

“The contractor just called us. The scheduled painters have cancelled for some reason,” she sighed.

I thought for a moment. How could we have not possibly foreseen this possibility and arranged for a back-up? As a thousand thoughts clouded my mind, I noticed the village women, effortlessly going about their daily chores, enjoying their day. What struck me was their involvement in their tasks and their general sense of precision – qualities that a professional wall painter needs. What followed that was an epiphany of sorts and Nippon Paint's *nshakti* initiative had its genesis right there; an initiative through which rural women would be trained in professional wall painting.



Mahesh S. Anand



“

Training women painters comes with its own set of challenges. Wall painting is laborious and involves dealing with heights and being flexible; which comes easier to men.

Even basics like making the trainees wear job-appropriate pants was a cultural challenge

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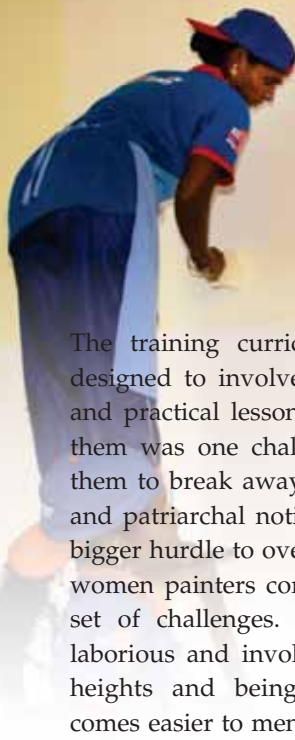
In India, almost all wall painters are men. What stops women from taking up this job? After all, women have a natural flair for aesthetics and an eye for color. Yet, it is not common to chance upon a woman painter even in the metros, leave alone one in a village. According to a recent national census, rural women make half of India's rural population: a staggering percentage. They are one demography that has continually been deprived of proper skill training. For such women living in remote villages, earning a livelihood has always been a challenge as they lack employable skills.

We decided to set up an extensive training programme to empower such

rural women. We shortlisted 15 women between the ages 18 to 35 in a village called Sirudhamur (Kanchipuram district), and employed three professional trainers from Nippon Paint's PROceed training academy. We designed a month-long wall painting course and imparted it to the first set of identified rural women, based on individual requirements. We achieved substantial results. Not only are these women now fully trained to cope up with the demands of the job, but they have also slowly begun to find themselves successful painting projects to work on.

One of the *nshakti* trainers from the PROceed Training Academy who trained these women mentioned a few obstacles along the journey. “As most of these women are illiterate, and came with little or no formal training, we had to train them from scratch; from basics such as measuring and counting to the level of being able to read paint compositions. Our focus during the entire month was to encourage them in every possible way and ensure that they made the best of the opportunity offered. I felt like a teacher, but only to an older set of students,” he said.





The training curriculum was fully designed to involve both theoretical and practical lessons. While training them was one challenge, sensitising them to break away from traditional and patriarchal notions was an even bigger hurdle to overcome. "Training women painters comes with its own set of challenges. Wall painting is laborious and involves dealing with heights and being flexible; which comes easier to men. Even basics like making the trainees wear job-appropriate pants was a cultural challenge," said the CSR Head.



For 35 year old **Meenakshi**, an *nshakti* trainee, life followed a similar pattern like most rural unemployed women. Unable to complete basic

schooling, and being forced to marry at an early age, her life revolved around her two children and husband. But the training, apart from giving her new found confidence to take up a career, has made her a much sought-after local painter. "There are so many avenues opening up to us now. We have been approached by many homeowners whose homes need painting. One homeowner has even offered me an advance of Rs.5000/- to paint the house," Meenakshi said with pride.

While few have managed to source local employment opportunities on their own, the trainees as a group, were booked for an extensive painting project, for 15 days, of a local temple based in Sirudhamur. They were provided a standard income of Rs.500/- per day.

Talking about his association with the *nshakti* trainees, Vijayakrishnan, Managing Trustee of Sirudhamur Sri Srinivasar Temple Trust says, "It is always gratifying to offer someone an opportunity to showcase their talent, when they have, for long, been deprived of the same. We are sure that the women, having now completed a certified training, will make the most of their new role as professional wall painters. Also, the convenience of timings has enabled them to juggle both work life and personal life with apparent ease; a win-win situation by itself. And no, pay disparity was not an issue as the painters are paid at par with their male counterparts." This project, he hopes, will give them a reliable source of livelihood, and with time, visibility too.



Juggling between personal and home life can be a hurdle, but for some, support came in the form of their family members. 23 year old

Sasikala is a case in point. "Initially, I was very apprehensive of leaving my one-year-old baby with my in-laws to attend the training. But once my family realised how fulfilling it made me feel, they encouraged me to attend classes regularly. They took care of my kids. The most rewarding feeling was when my entire family came to see me get my training completion certificate," said Sasikala.

Geetha, another *nshakti* trainee, is proud of her newly acquired painting skills. "For someone who was not even known to people in my own locality, I was elated when people in my neighbouring village recognised me from the news on TV.



It gave me a great boost and a new sense of identity. My children are the happiest. I am the *Painter Mom* that they boast about to all their friends at school," beamed Geetha.

Leading architects from OCI Architects, Ponni and Oscar Concessao, who expressed their solidarity towards this initiative said, "We are glad that the *nshakti* initiative, apart from training these women, ensures them job opportunities by providing them the right channels of employment; like linking them to local dealers, architects, contractors and builders."

Nippon Paint has always believed in providing quality training to empower deserving individuals. With this move, we hope to contribute, as a brand, to the vision of Skill India 2018. Our PROceed training academies in Chennai, Madurai and Salem have been instrumental in training close to 900 underprivileged individuals, and is now all set to reach out to various village panchayats across Tamil Nadu to encourage women trainees through the *nshakti* initiative. While the project is still relatively new, its initial success has prompted us to make plans of commencing the second batch in Coimbatore, and we are hopeful that this would empower a legion of rural women in our subsequent efforts. After all, to impart a skill to someone is to transform their lives forever... ■

Mahesh S. Anand is President,
Nippon Paint (India) Private Limited
(Decorative Division)

Empowering and Affording a Better Livelihood for Indian Youth

Total Oil India Developing Skilled Manpower to Raise Standard of Automotive Industry

India is now one of the fastest growing economies in the world and it is expected to grow at an average rate of 7.7 percent by 2022. The country has more than 62 percent of its population in the working age group of 15-59 years, and more than 54 percent of its total population below 25 years of age. At a time when the labour force of the industrialised world would be decreasing, the workforce of India is expected to increase by 32 percent. More than 12 million youth between the age group of 15 and 29 years of age are expected to enter the workforce every year in the next two decades.



Gayatri Ojha

To make optimum use of the demographic dividend, the Government of India has ambitious plans to transform India into a competitive, high growth and high productive middle-income country. For this, they need to skill the youth of the country and create a pool of trained skilled manpower that will push the vision of the Government to make India a manufacturing hub of the world.

Despite impressive economic growth witnessed in the past decades, the scenario of employment in India continues to be a great challenge. Studies suggest that the country has not been able to fully utilise the hidden potential of its young population. The

population, aged 15 years and above, who received/are receiving vocational training is estimated at 6.8 percent at the All-India level. In youth and urban areas, it is 6.2 percent and 8.2 percent respectively (Survey Report 2015, Labour Bureau, Ministry of Labour and Employment, GOI).

To address the enormity of India's skilling challenge and with a vision to skill the youth of India, the Government launched National Skill Development Mission and came out with a policy for Skill Development and Entrepreneurship in 2015. The vision of the policy is "to create an ecosystem of empowerment by skilling on a large scale at speed with high standards and to promote a

culture of innovation-based entrepreneurship which can generate wealth and employment so as to ensure sustainable livelihoods for all citizens in the country". The Government has requested Corporates to be a part of the skilling campaign and contribute towards skill development.

In accordance with the vision of the National Skill Development Mission, The Pradhan Mantri Kaushal Vikas Yojana (PMKVY) - the flagship scheme of the Ministry of Skill Development & Entrepreneurship (MSDE) was started in 2016. The objective of this Skill Certification Scheme is to enable a large number of Indian youth to take up

industry-relevant skill training that will help them in securing a better livelihood. Individuals with prior learning experience or skills will also be assessed and certified under Recognition of Prior Learning (RPL). Under this Scheme, training and assessment fees are completely paid by the Government.

We at Total Oil India Pvt. Ltd (TOIPL) collaborated with Sambhav Foundation in 2016-17 to launch the Total Auto Mechanic Skilling Initiative for training and assessing youths on Automotive Service Technician Course with a focus on two and three wheeler segments across four cities in India, which included Bengaluru, Delhi, Mumbai and Pune. These training programmes are focused on providing job opportunities to the youth along with being compliant to the skill training standards of India. The training programme also focuses on principles like safety - an aspect of paramount importance to us. These programmes have been instrumental in developing a cadre of mechanics (service technicians) who understand safety principles and are providing high quality service to customers. All the training programmes undertaken by us are aligned to the National Skill Development Mission (NSDM). The curriculum is set by the NSDC. It also certifies all the courses.

Total Demand Assessment

Skilled manpower of 109.73 million will be required across 24 sectors by 2022.

Projected 2020 labor demand and supply by skill level, millions of workers



Top 5 Sectors with Highest Demand for Skilled Labour by 2022

Sector	By 2022 (In Millions)
Agriculture	215.6
Building Construction and Real Estate	76.55
Retail	55.95
Transportation and Logistics	28.4
Textile and Clothing	21.54

Data sourced from: • www.pmkvy.org
• <http://www.skilldevelopment.gov.in/skillpercent20reports.html>

Seeing this need, we took the following initiatives:

- Imparting skill development training to 1900 (1000+900) freshers to enhance their livelihoods in Auto Service Technician trade in 2016-2017 (New Skill Development Freshers Programme)
- Evaluate the skills of existing 1000 mechanics and certify them under recognition of prior learning scheme (Existing Mechanics Skill Development - RPL Scheme)
- An endeavour to provide employment to a minimum of 65 percent trained candidates through industry partnerships and self-employment linkages

The first batch of Freshers Programme was started in February 2016 in Bengaluru, Delhi, Mumbai and Pune where the freshers underwent training in Automobile Service Technician for a total duration of 180 hours. With this objective in mind, this programme has trained and certified 1981 Auto Service Technicians with total enrolment of 2402 candidates in the Auto Service Technician job role.

The RPL (Recognition for Prior Learning) Scheme's focus of the Auto Mechanics was safety at the workplace in 10 regions, which included Bhubaneswar, Chennai, Hyderabad, Indore, Jaipur, Jodhpur, Cochin, Mangalore, Mysore and Nagpur. It was basically evaluating the skills of existing mechanics and certify them under Recognition of Prior Learning Scheme. The first batch started in March 2017 in



“

Being a responsible corporate company, we have been taking up continuous initiatives in the field of vocational training and development. We have initiated several skill development projects in alignment with Skill India to empower men and women belonging to economically weaker sections of the society. Since 2015, we have been committed to developing skills of underprivileged youth by providing them mechanic training. The programme is focused on providing job opportunities to the trained youth

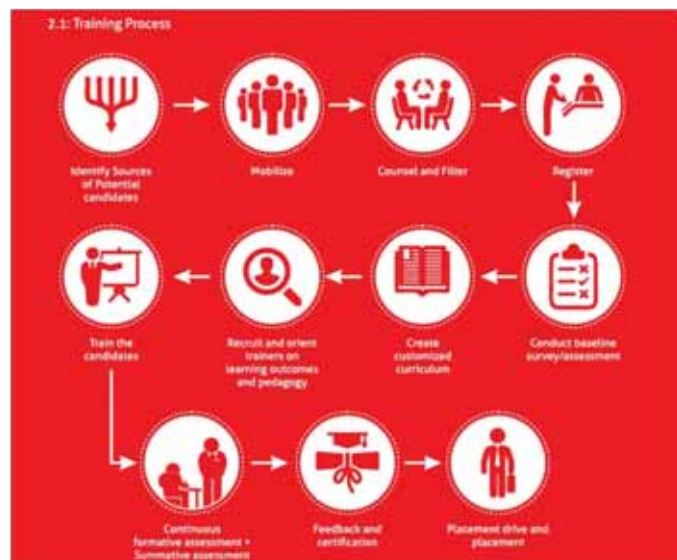
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Dilip Vaswani

Chairman & Managing Director,
Total Oil India Pvt Ltd

the above mentioned cities. This initiative has so far trained and certified 1032 Auto Mechanics with a total enrolment of 1080 Auto Mechanics in Auto Service Technician job role.

The Freshers Training Process included the following process:



Training Process for RPL Scheme



Procedure:

Step 1: Mobilisation

Freshers Programme: The mobilised candidates are primarily from economically weaker sections of society who dropped out of schools or were unemployed due to various reasons. The team made a list of all the candidates, went and met them and narrated the benefits to them. This strategy helped in forming the Total Mechanic Programme.

RPL Programme: A field team mobilised auto mechanics for

assessment by contacting local garage owners, narrated the benefits of RPL programme, met and interacted with them and made them understand the benefits they will derive during RPL and post certifications. This strategy helped form a batch for the RPL programme.

Step 2: Counselling and Pre-screening of Candidates Followed by Registration Process

Freshers Programme: The team conducted counselling and pre-screening for the candidates followed by the registration process in order to filter out the right and serious candidates for the Total Mechanic programme.

RPL Programme: For better understanding of the programme, the project team took counselling sessions and its benefits followed by eligibility of the programme where the people were filtered, shortlisted and enrolled for further training.

Step 3: Create Curriculum, Content and Plan Resources

Freshers Programme - A proper procedure is followed to develop a curriculum and plan resources:

- Developed curriculum for the identified trade. Content was finalised based on the learning outcomes. Assessment module was linked to the learning outcomes of the programme
- Identified trainers for Auto Service Technician based on eligibility criteria. Background checks were done. They were deployed on site for training the candidates

RPL Programme - A proper procedure is followed to develop curriculum and plan resources:

- Developed curriculum for the identified trade. Content was finalised based on the learning outcomes. Assessment module was linked to the learning outcomes of the programme
- Identified trainers for Auto Service Technician based on eligibility criteria. Background checks were done. They were deployed on site for training the RPL candidates.

Step 4: Collection of Baseline Information

Freshers Programme - After proper intervention, the baseline information with respect to the candidate's family background, educational qualification, experience, current knowledge level was collected by the project team

RPL Programme - Baseline information with respect to candidate's family background, educational qualification, experience, assessment of current knowledge with respect to the Course, was collected to assess the post-training impact

Step 5: Training of Candidates

Freshers Programme - Youth were given training on Auto

Service Technician job role where the trainers adopted effective training delivery which not only included classroom sessions, practical sessions for hands-on experience where flipcharts were used, but also exposure visits to local garages were undertaken to understand customer management in real life situation.

Step 6: 12-Hour Programme

RPL Programme - A 12-hour RPL assessment measures the current skill level of a mechanic, which allows assessing their training needs and setting a baseline for aligning wage level to skill level. A third party assessment agency was also deployed on the ground to conduct assessments and evaluate the skills. Each Auto Mechanic was communicated his skill level and provided with a report card.

Step 7: Monitoring and Evaluation of Trainees

Freshers Programme - Monitoring is an integral component of project management, and for this, a technology-based monitoring mechanism was adopted to screen the right candidates for the training to ensure placements which helped to keep a check on the training delivery such as daily trainee attendance, adherence to session plan, formative and summative assessments etc.

Step 8: Formative and Summative Assessment

Freshers Programme - Regular assessment of candidate's performance was conducted to understand the effectiveness of training. For this, a third party assessment agency was deployed on the ground to assess the candidates' newly learnt skills. The responses were used to grade the skill level of candidates.

Step 9: Certification

Freshers/RPL Programme - All the candidates who qualified the final assessment were provided with TOIPL-Sambhav certificate, which they could showcase to employers to apply for any job opportunity, and also help them with future job opportunities.

Placement Highlights

Freshers Programme - During the placement drive, the newly-trained individuals showcased their skills and impressed the recruiters. They were offered placements at Ready Assist, Ashok Sons, Voyage Royal Enfield, and Himanshu TVS.

The salary offered by these companies ranged from Rs.2,500/- to Rs.20,000/-

At the end of both the initiatives, a research survey was done which showed how the trainees fared in the real world against everyone else, and how this programme increased their knowledge and skills.

By 2017, we had successfully facilitated job linkages of

65 percent candidates of total certified.

Survey Analysis

Improvement in Soft Skills in Freshers



- 97 percent trainees were willing to refer this programme to others
- 50 percent people found the training excellent, while 43 percent found it very good and seven percent found it average

Improvement in Interpersonal Skills of RPL Candidates



Benefits Auto Mechanics Received from the Training

RPL intervention demonstrated a 100 percent improvement in interpersonal skills



Increase in Salary/Income Level with Certification: RPL Candidates

100 percent Auto Mechanics from the experiment group opined that formal certifications would improve their employment opportunities with respect to increased salary/income than the 92 percent of Auto Mechanics who did not opt in.

Increased Knowledge on Safety Measures: RPL Candidates



96 percent of Auto Mechanics from the RPL Programme felt safe at workplace after safety sessions.

Testimonials

Freshers Programme



Naim Shaikh hails from a low middle class family. His father, a daily wage labourer, was the sole earning member of the family. Young Naim wanted to help his family, but had no prospects in the job market due to lack of skills and very little formal education. At the age of 26, he came to know about the Automotive Service Technician Training

Programme offered by us through a pamphlet given during a mobilisation drive. He enrolled for the programme. His keen interest in learning the practical aspects and continuing this learning through practice enabled him to strengthen his skill sets. Soon after the completion of his training, he got a job as a two-wheeler technician at Deccan Honda Service with a salary of Rs.9000/- per month. He continues to gather more knowledge and expertise in the automotive sector with the hope of getting a better job and making a better life for himself and his family.

Ahmed Patel is a school dropout. He worked as a helper in a small garage in Pune. As the single earning member of a family consisting of his widowed mother and wife, his prospects did not look too bright. In order to support his family better, he decided to enhance his skills by joining the Automotive Service Technician Training Programme offered by us. Although his formal



education was only till Standard V, his will and practical-based training helped him complete his training successfully. He was placed in New Maharashtra Auto Garage, Pune, as a two-wheeler mechanic with a salary of Rs.8000/- per month. Within a few months, he gained enough confidence and experience to buy the same garage he worked in by taking a small loan. Now a father of a six month old daughter, he hopes to expand his garage in a few years so that he can give his daughter a better life.

• Recognition of Prior Learning (RPL) Programme



Kiran has been in the automotive industry for a decade, which helped him gain expertise in two-wheeler repairing. Kiran underwent RPL assessment in 2017 after realising the benefits of RPL for his career - mainly certification of his existing skill set and job specific requirement from the

automotive industry. The 12-hour session, ranging from domain skills, soft skills, safety measures at the workplace, provided him a complete package for increased customer base in Mysore. This is what he has to say: "The RPL programme has given me an opportunity to recognise my existing skill sets as a two-wheeler technician.

Santhakumar S from Chennai has always been passionate about the automobile industry. When he learnt about the TOIPL RPL programme for Auto Mechanics, he immediately enrolled for the two-day RPL programme. Santhakumar is very happy to have got formal certification for his skill sets and learnt soft skills and safety measures at the workplace; which has given him an added advantage. He is thankful to Total Oil for providing such a learning opportunity as he believes that certification will help in fetching a new job with increased salary.



We believe in giving the Indian youth the power of sustained employment. Through our skill development projects, we want to open opportunities for the youth to undergo training as well as learn and upgrade themselves as we firmly believe that training is for everyone, including people who were unable to further their formal education. By investing into skilling, we develop and energise our economy, thus adding value to it in the long run. ■

Gayatri Ojha is VP - Marketing & Corporate Communications, CSR, at Total Oil India



Making Young Indians Employment Ready

DHL Express Living Responsibly and Creating Value with Project Kaushalya

Business history has shown us time and again that conglomerates who view the communities they operate in beyond the prism of business, does augur well in all spheres. Contributing to their overall development brings in rich dividends to them as well as to the communities. It is equally necessary to contribute to the development of these communities as well; to not just be citizens, but responsible corporate citizens.



R.S. Subramanian

Sustainability is no longer viewed as a legal obligation that companies must meet in the form of CSR spends. Organisations are becoming increasingly aware of the impact of their economic activities on the society and environment, and therefore feel the need to contribute back to the communities they operate in.

At DHL Express, this corporate responsibility is part of our DNA. With this in mind, we endeavour to undertake projects which are aligned to our philosophy of *Living Responsibly*. It is based on the recognition that the delivery of economic gains requires drawing on societal resources, and hence, we believe that it is our responsibility to contribute to the common good of the society.

Corporate citizenship is one of the key drivers of employee volunteering across the Group. A large proportion of our employees believe that our corporate citizenship programme makes a positive contribution to society and to the image of the Company. It is said that socially-engaged employees make happy employees - which reveals that people who engage more on behalf of the society and the environment are generally happier with their lives.

As the world's leading logistics player, our goal is not just to create value for our customers, employees and investors, but also for the community

at large. Under the motto of *Living Responsibility*, we undertake projects under three pillars: GoHelp towards disaster management; GoGreen works towards environmental protection, and GoTeach which champions education.

GoHelp focuses on effective disaster management at airports and providing logistics support in case of natural disasters. Our Disaster Response Teams (DRT) ensures that arriving relief supplies are efficiently managed and received by authorised aid organisations. In 2013, 10 DHL Express volunteers underwent DRT training in Bangalore and are ready to be mobilised, in case of a disaster. Through our *Get Airports Ready for Disaster* programme, we prepare airports in disaster-prone areas to handle the surge of incoming relief material during such unanticipated events. Lokpriya Gopinath Bordoloi International Airport, Guwahati was the first airport to undergo the programme in December 2015 followed by Chennai International Airport in February 2016. We also skill police personnel to administer basic emergency medical care to victims of road accidents through the *Jeevan Rakshak* programme. Over 3,000 police personnel from Delhi, Gujarat, Rajasthan and Telangana have undergone this training, and around 122 lives have been saved in the Delhi NCR region alone.

GoGreen addresses our Group-wide

Socially-engaged employees make happy employees - which reveals that people who engage more on behalf of the society and the environment are generally happier with their lives

climate protection target to reduce all logistics-related emissions to zero by 2050. We partnered with Grow Trees to plant over 8,000 trees at Sitamata Wildlife Sanctuary in 2017, which is expected to offset 160,000 kgs of carbon a year, once matured.

GoTeach: Education promotes greater stability and prosperity for individuals, and for the societies and markets in which we conduct business. Under this pillar, we work towards improving the educational opportunity and employability of young people, especially those from disadvantaged socio-economic backgrounds. We have two local partnerships with Teach for India and SOS Children's Villages of India. They are also our global partners, working out of more than three countries. We also work with Akshya Patra



Foundation's mid-day meal programme, impacting around 10,000 beneficiaries across the country.

We have two important skilling initiatives that are currently being driven under the GoTeach programme:

1. Project Kaushalya
2. Supplying refurbished desktops to NGOs to help set up computer literacy training centres. Under this initiative, seven training facilities have been strengthened to serve the socially and economically challenged children and adults with disabilities. More than 600 laptops/desktops have been given under this scheme to NGOs across Mumbai, Delhi, Chennai, Bangalore.

According to the National Sample Survey, out of the 470 million people of working age in India, only ten percent receive any kind of training or access to skilled employment opportunities. Though recent initiatives such as *Skill India Mission* aim to train and create an employable skilled talent pool of 500 million people by 2020, there still is a long way to go. To address this issue of unskilled and therefore unemployable youth, we introduced our flagship programme - Project Kaushalya, in 2017, in partnership with SOS Children's Village. The main purpose of this partnership is to foster the empowerment and employability

of young people from challenged socio-economic backgrounds who are enrolled in SOS Children's Villages programmes. Through this, we help them gain adequate training and provide them with a source of livelihood, which will in turn positively impact the country's progress.

This flagship project has an educational pre-requisite of a minimum educational qualification of Grade XII in order to be eligible. The Course comprises modules such as Accounting Assistant using Tally, DTP & Print Publishing Assistant, Web Designing and Publication Assistant. The Course also focuses on soft skills and entrepreneurship skills, which are necessary in the current job environment.

The students were mostly from the slum area of Nizammuddin West, New Delhi. They were given training at the SOS Vocational Training Institute situated in this same area.

What is truly different about Project Kaushalya were the challenges we had to overcome in our area of operation - Nizammuddin West in New Delhi. They included:

- **Enrolment:** The targeted youth from this area are largely from urban poor communities, nearby slums and resettlement colonies, where awareness levels on education and its significant role in impacting the lives of children

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is relatively low. Therefore, achieving enrolment numbers was a challenge.

- **Mindset:** The conservative mindset and adverse socio-cultural factors were a setback when it came to job placements, especially that of girls. There are underlying issues and cultural dynamics that had to be addressed and taken into consideration.
- **Dropouts:** We were faced with a high risk of youth dropping out from these courses, stemming from lack of ownership due to no bearing of course fee and lack of commitment towards the courses. Moreover, girls were more likely to drop out due to socio-cultural problems.

However, despite these challenges, SOS managed to enrol 1,239 youth into the course, of which, 853 have successfully completed it. Out of the 853 youth, 725 (84 percent) are now employed in various industries under various job roles, whereas the others



are continuing their academic pursuits. Our support to the programme has ensured that its rigour is maintained by monitoring the modules on a weekly basis, along with obtaining qualitative feedback from the students and recruiting companies. We also developed an employability roadmap to help these youth find employment opportunities within DHL Express.

We have already seen some success stories arising from this project:

Talib

21-year-old Talib Hussain lives with his family in Sarai Kale Khan. His father's income is not adequate to meet the family's needs as all his siblings are still in school. As the eldest of four siblings, Talib wants to have a job so he can help his father shoulder the family's responsibility as well as fulfilling his own dream of being skilled and employable. He joined the SOS India Vocational Training Centre and undertook the Tally Accounting Assistant training course. He is deeply grateful for this opportunity to undertake the Course, which he termed as fabulous. Talib is now working as a courier boy with DHL Express's Noida facility.



Meena

Meena is 20 years old. Her family is originally from Tamil Nadu, but they have been residing in Delhi for the last 20 years. She joined SOS VTC, Nizamuddin, to pursue a course in Web Designing and Publication Assistant. She is extremely devoted to her studies. Her seriousness towards her life and career can be well assessed from the intense look on her face. A highly disciplined and well-behaved student, she was very regular in her attendance during the tenure of the course. Meena is the youngest of four siblings. Two of her elder sisters are married and her brother works as a driver. Her father works as a security guard in the MCD office at Pant Nagar and her mother is a homemaker.

Although Meena has completed her secondary education and wanted to pursue graduation, her conservative parents are of the view that girls are not supposed to study much. Meena says, "Only ten percent of South Indian families do not support higher education, and my family falls in that small segment. I feel desperate at times as I have high aspirations for my life. I fear that my parents will get me married off early against my wishes; just like they did for my two elder sisters. While I am close to my mother,



she too is helpless as she has no say in my father's decision. Despite the odds, I wish to study more and do something meaningful with my life."

Even after completing her course from SOS VTC, her father had to be counselled a lot to send her for an interview. Meena did get selected for the post of a Web Designer in Phonotronics International Inc., Karol Bagh, but her father stepped back and did not allow her to join. SOS VTC waited for some more time hoping that her father will soften his stand. Finally, after much persuasion, he agreed to let her work. Meena is now working as a trainee at Perfect Care Business Solutions in Sant Nagar. She draws a salary of about Rs.8000/- per month. She is elated to be able to earn her own living. Her hunger for higher education keeps her motivated and she says that since she has started earning, she will definitely try to fund her graduation with her own salary.

Ravinder

Ravinder Kumar Yadav, 20, also joined the programme to pursue Accounting Assistant under the Tally Course. Hailing from Uttar Pradesh, Ravinder was born and brought up in Delhi. He lives with his family in a rented accommodation in Sarai Kale Khan. At



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For Make in India to succeed, Skill India must be given top priority across all sectors. What should also be kept in mind is that the skills being imparted must be at par with the technological progress that each sector is witnessing. Prioritising one sector over another can lead to a severe imbalance in demand and supply

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a very young age, he had to support his family. Ravinder has now joined DHL Express Noida as a courier boy. He says that the programme has contributed significantly towards improving his life. He wants to encourage every student to make the most out of every opportunity they receive so that they can lift themselves and their family out of dire straits.

Priya

20 year old Priya is a punctual, dedicated and diligent student from the evening batch of Web Designing



course. She completed her secondary education from a government school in 2016 and wanted to pursue graduation but could not do so because of financial issues. Her father is a driver in a goods carrier company and earns around Rs.12,000/- per month. Her mother is a homemaker. Priya is the eldest of four siblings.

Priya says, “I belong to a very conservative family where girls are not allowed to pursue higher education and are married off early. However, I have seen a lot of change in my father over time due to his exposure to my zeal for education and the vocational training course. He supports me a lot, sometimes even more than my mother. He has given me a lot of freedom to pursue my dreams. I would never break his trust. I look forward to working after completing my course and extend support to my father who works extremely hard for over ten hours a day in order to make ends meet. My only wish is that I get a good job so that I can fulfil my dream of pursuing graduation. SOS VTC has given me a lot of confidence and given my life a definite turn for the better.”

After successfully completing her course, Priya was placed in Perfect Care Business Solutions, but later

shifted to GFK Marketing Pvt Ltd. for better prospects. She currently draws a salary of Rs.12,000/- per month. She is very happy and optimistic about her life and what awaits her as she continues to climb the ladder of success, but most of all, she is most grateful for the opportunity to have been able to undergo the training and earn a decent salary to help support her family.

We strongly believe that for *Make in India* to succeed, *Skill India* must be given top priority across all sectors. What should also be kept in mind is that the skills being imparted must be at par with the technological progress that each sector is witnessing. Prioritising one sector over another can lead to a severe imbalance in demand and supply. Moreover, skill development efforts must be a collaboration between the Government, National Skill Development Corporation, NGOs and Corporates. Only then will it be possible to utilise the expertise and strengths of each stakeholder to determine the approach to be adopted in training, and accordingly, help meet the existing demand for skilled talent.

R.S. Subramanian is Country Manager,
DHL Express India

Powering the Nation's Progress Through Skilling

Toyota: On the Bandwagon to Bridging the Skill Gap in India

Born into a humble household and having lost his father at the age of ten, Kiran was on the verge of dropping out of school, like his brother and sister, to fend for the family. Hope came calling when one of his relatives introduced him to the Toyota Technical Training Institute (TTTI, accredited as JIM – Japan India Institute for Manufacturing) after his Xth Standard. He opted for the Mechatronics programme and utilised this life-changing opportunity to learn and grow. Despite the financial hurdles, Kiran worked hard to excel in his studies. He also won several accolades, like the bronze medal in the Prototype Modelling Skill at The World Skill Competition in 2017, at Abu Dhabi. Such inspiring opportunities Corporates are offering for many like Kiran who dream to make it big in the industry, is indeed a ray of hope for those unable to afford it on their own.



Saalesh Shetty

Today, strongly supported by the Skill India initiative, businesses are increasingly devising programmes to upskill the present talent pool at various levels to suit the current industry standards.

The manufacturing sector, and the automotive industry in particular, have been on an accelerated growth path. However, companies in India are continuing to grapple with the skill gap issue and are unable to find the right kind of qualified talent. Skill gap has become a reality and is known to be more prevalent in the manufacturing sector. Research reports estimate the growing skill gap in India to be more than 25 crore workers by around 2022. Studies also reveal that out of around 15 lakh engineering graduates in India

every year; 20-30 percent of them continue to be unemployed while several others get a job well below their qualification. This issue of skill gap, therefore, will only aggravate in the future given growth and development predicted for the Indian automobile segment. In lieu of this, today, Corporates are investing heavily in additional skill development and training to bridge this skill gap concern which will become critical to the growth of the business and the automobile sector at large. Organisations have started targeted education programmes by collaborating with institutes and academia, and by developing their own training modules to prepare employable and skilled candidates.

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As a responsible organisation, Toyota Kirloskar Motor Pvt. Ltd. (TKM) has embarked on a mission to bridge this divide through TTTI. Established in 2007, TTTI imparts training to rural poor students hailing from Below Poverty Line (BPL) families from across Karnataka. Situated on the premises of the company's Bidadi manufacturing plant near Bangalore, TTTI, through its three-year residential course focuses on developing employable skills among rural students of Karnataka and facilitates to improve their quality of life and realise greater employment opportunities. We have always strived towards developing a strong skill force in India and developing employable skills and leadership attributes among the not-so-privileged youth. We believe in playing a much bigger role than just manufacturing and selling the safest and environment-friendly cars. We have, over the years, had the honour of conceptualising several education and skill initiatives to promote the industry to youth and millennial.

TTTI Curriculum:

Training at TTTI is not restricted to classrooms and workshops alone. TTTI exclusively emphasises on the overall development of the trainees as per industry requirements and towards perfecting people, and thereby contributing young multi-skilled, energetic, ideal students to the nation. The training curriculum is a unique blend which focuses on the holistic development of Knowledge (16 percent), Skill (34 percent), Body and Mind (50 percent) of the students.

Knowledge: Spanning specialised knowledge, general knowledge, information technology, technical know-how, global economic awareness.

Knowledge component which is around 16 percent covers such subjects like English, Home Science and General Sciences, Mathematics, besides general engineering subjects

like Engineering Drawing, Workshop Calculations, Production Technology and Mechanics of Machines, CAD, Automobile.

Skill: Skill Specific Training for Mechatronic, Automobile, Paint & Weld in Toyota's key methodologies of Safety, Quality, Productivity, Cost, 5S, Kaizen, Karakuri

- > **Specialty :** Training in industry shop floor (On-the-Job training)
- > **Domain Expertise:** Multi skilling, measuring instruments, technical seminars, quiz, internal skill contest
- > **Body & Mind:** Work without fatigue in an industry requires a healthy body, for which a specialised training is imparted and monitored by performing tests like endurance, push-ups, shoulder, abdomen, back strength
- > **Student's attitude** is mentored through personality development classes by well-renowned guest lectures and the faculty. Specialised Toyota Specific Training, 10 Toyota Attributes, various social services for the overall development of the student.

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This comprehensive curriculum of TTTI has opened newer avenues for students in international platforms like National Skill Competition & World Skill Competition (Skill



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TTTI has been selected as part of a partnership between Japan and India for Human Resource Development. Under this, we will be one the Indo-Japanese companies that will help enhance the manufacturing base in India and contribute to Make in India and Skill India by training 30,000 youth over the next ten years with Japanese-style manufacturing skills and practices

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Olympics). As mentioned in the introductory paragraph, our TTTI alumni, **Kiran**, secured the bronze medal in the Prototype Modelling Skill and the sixth position in Mechatronics Skill Category, at the 44th World Skills Competition



held at Abu Dhabi in 2017. We also had a student from the 2011 batch securing fourth position in World Skill Competition 2015 at Sao Paulo, Brazil. He was also awarded a Medallion of Excellence. Our TTTI 2013 batch students won first and second positions at the Mechatronic Skill in India Skills 2016 held at New Delhi. Our TTTI Alumni also participated at the Asia Pacific Skill Contest at Thailand, the Global Skill Contest and Global Ekiden Competition at Japan.

TTTI Alumni represented QCFI (Quality Council Form of India)

Besides, 100 percent of TTTI graduate

students are placed in TKM, Toyota Group Companies and Toyota's supplier companies.

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Sharing his experiences, **Lokesh**, a TTTI student, said, “The training and best practices shared at TTTI has been excellent and it has transformed me to become an industry-ready employable citizen. I witnessed an overall personality development in myself, including physical fitness, communication skills, technical know-hows and manufacturing skills. As part of the TTTI curriculum, the on-job training in the Shop Floor has given me an insight of the real working experiences to develop as an





ideal employee. I thank Toyota for giving me this wonderful opportunity.”

Other Skill Initiatives at Toyota

Over the years, we have undertaken holistic skill initiatives for the development of skilled manpower that ensures a secure and steady flow of qualified human resources not only for the company but also for the industry as a whole. Our vision is to create a learning organisation by developing competitive human resources among all stakeholders and thereby contributing towards business sustainability. Besides the TTII, we have curated some dedicated initiatives to nurture a contingent workforce for all outstakeholders:

Toyota Apprentice Scheme (TAS): Under TAS, we have trained over 10,000 apprentices (ITI, Diploma and Engineer) since 2002, making us one of the largest sources of providing such manpower to the industry.

Gurukul: Our well-equipped learning centre imparts diverse training to employees at all levels which helps them improve their abilities and thoroughly fulfill their roles. Earlier this year, we launched the Tantrajna programme, a skill development initiative in association with ASDC,

aimed at increasing employment opportunities for rural and underprivileged youth in the automobile sector. The programme comprised of 600 hours of classroom training by globally certified skill trainers, and one year of *On the Job Development (OJD)* with a holistic approach; balancing focus on body, mind and attitude.

Toyota Technical Education Programme (T-TEP): Launched in India in 2006, T-TEP is part of our company's CSR activity, in line with skill enhancement projects that we have been undertaking to bridge the skill gap faced by the Indian automotive industry. T-TEPs are established as a result of partnerships with industrial and technical training institutes across India to impart automotive trainings - General Repair, Automotive Body Repair and Automotive Paint Repair, thus developing a highly-skilled technical workforce with bright career opportunities in the industry. With this programme, we have been able to enhance the skill sets and employability of ITI students, exposing them to the latest technology in automotive repair and on-the-job training at nearby Toyota dealerships.

Academia Collaboration

As a long term plan of associating with Academia, we will collaborate with the Academic Council to add our unique traits in the study curriculum. We also aim to mentor students through Toyota engineers to develop future-ready skilled manpower.

In addition to these, we also conduct internship/project training for students pursuing engineering and post-graduation on Toyota's Best Practices and Lean Manufacturing. Through campus connect sessions, the upcoming talents of the industry are trained on best practices of our Production System.

Additionally, we have been conducting various interactive session/workshops on safety, clean and green technology etc., for sharing insights involving various stakeholders such as the government, NGOs and industry bodies. We have also been adopting ITI colleges from the local neighborhood of Ramanagara where our manufacturing unit is located.

The number of direct and indirect jobs to be created by the rapidly growing Indian automotive industry over the next few years is nearly 65 million. With the changing regulations from Safety, Fuel Efficiency (CAFÉ), stricter fuel and emission norms, there is a continuous need for improvement in vehicle technologies. Therefore, there is a tremendous need for highly trained manpower with right skill sets who understand modern technology and its advancements, which stresses the need of quality training facilities to impart specialised skills. Corporates are working tirelessly to bridge this widening gap between the availability of skilled manpower and industry requirements, for an accelerated economic growth and steering towards great transformation. ■

Sailesh Shetty is Vice President - Human Resources, Toyota Kirloskar Motor Pvt. Ltd.



Facilitating the 3Es: Education, Employability and Employment

IL&FS Providing Essential Skill Training For Gainful Employment

Aspiring to recognise skill development as a national priority and the need to involve the private sector in the upgradation of skills training institutes, the Government has embraced the idea of Public Private Partnership in developing the skills of India's youth. It is envisaged that the private sector will work as an active partner in every stage of developing, designing and implementing skill training programmes. The National Skill Development Corporation (NSDC) was launched at the behest of the industry in 2009, with a three-pronged approach revolving around creating, funding and enabling sustainable skill training initiatives in the private sector.



RCM Reddy

Started as a pilot skill development programme in the apparel sector in 2006-7, IL&FS Skills now has an annual training capacity of 1.8 lakh people through 300+ Institutes of Skills branded as IL&FS Institute of Skills (IIS), across 24 States, covering 271 districts, including Left Wing Extremism (LWE)-affected districts,

Jammu & Kashmir, the hilly terrains of North East, and some of the most backward areas, offering training in 85+ job roles, having skilled more than 1.8 million people, pan-India, capacitating them for employment. Of these, approximately seven lakhs who have been skilled through placement-linked programmes are

from Bottom of the Pyramid (BoP) groups, and are mostly school dropouts or those who have been able to complete their secondary education.

The programmes are delivered through a network of technology-



enabled, workplace-simulated training centres, operational in a hub-and-spoke model. A hub is a multi-skilling institute, offering training in more than three job roles, whereas spokes are the extended arms of the hubs that make skill training available to youth, who are hitherto untouched. Each hub provides manpower, implementation and monitoring support to a number of spokes, enabling them to take skills and livelihood opportunities to every corner of India.

To ensure that every trainee is linked to employment opportunities, we have a network of 2000+ employers across sectors. These partners are actively involved in content development, pre-screening of students through an entry gate assessment, on-the-job training to help students understand the working of their future workplace, and ensuring 100 percent job opportunities for each batch commencing their training. The candidates are familiarised and made aware of the employment opportunities and career progression before or during the training.

The unique *Skills Value Chain* adopted by us is widely recognised by partners

since it actively involves employers, the community, and learners.

The IL&FS Skills Value Chain:

Demand aggregation/ understanding employment needs of the industry:

The demand for a job role, launch of a programme, is determined through sectoral and industry research

Securing placement linkages, linking each trainee to a job:

Key officials in the region conduct an in-depth review of the interests and local issues, pertaining to the youth, by interacting with key persons such as Panchayat leaders, youth forums, self-help groups etc. Through mobilisation, we generate awareness about the training programmes, and then select deserving aspirants.

Innovative community engagement



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To ensure that every trainee is linked to employment opportunities, we have a network of 2000+ employers across sectors who are actively involved in content development, pre-screening of students, on-the-job training to help students understand their future workplace

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activities: Rozgaar rath, employment fairs, nukkad natak etc., help reach out to maximum beneficiaries. The saturation model methodology at the Gram Panchayat level is followed, whereby the approach is to saturate the number of youth willing to enrol for training at every Gram Panchayat, with the support of block level officials. Mobilisation, planning and tracking is done through MIS platform - *Linq*.

Aspiration Mapping: Candidate selection based on 3A's - Attitude, Aptitude, Aspiration: The training phase begins with counselling and selection tests that ensure the quality of candidates. Selections are made using stringent entry gate assessments based on simple yet scientific methods that assess the basic suitability of the candidates for the chosen trade. For

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The show, tell and learning by doing methodology has been incorporated for all the training programmes. Content developed has been aligned to NOS and mapped to NSQF

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example, a candidate willing to enroll for the Industrial Sewing Machine Operator training programme will take tests such as the Finger Dexterity Test, Colour Blindness Test, Pin Board test etc. Counselling the right candidate, for the right job, using designed trade-wise selection tests for gauging attitude, aptitude and aspiration is vital in order to reduce the drop-out rate. To ensure authenticity of the trainee, we enforce enrolments only under a valid Aadhaar card.

Week Zero: This is a two-day visit to the work site by the aspirants to understand the work profile before their enrolment into the programme.

Training of Trainers: They are trained on pedagogy and domain specific modules, and certified by the respective Sector Skill Council (SSC). The trainers have relevant industry

experience. In addition, they undergo a mandatory 40-hour comprehensive training programme – Mastery, to enhance generic training, facilitation skills, and their respective domains skills. The programme further embraces guest lectures by domain experts for giving a perspective of best practices being followed in the industry.

Standardised Training Delivery Process

The *show, tell and learning by doing* methodology has been incorporated for all the training programmes. Content developed has been aligned to NOS and mapped to National Skills Qualifications Framework (NSQF). Multimedia content, also available in regional languages, enables the trainee to understand the concepts better. Trainers guide the trainees through a

step by step process, followed by the trainees practicing it on machines, or as a role play, whatever the case may be. This ensures standardised training methodology, increases trainee interest, besides catering to all types of learners: visual, auditory and kinaesthetic. The process enables trainees to move easily from the initial level of a beginner to the level of proficiency.

Blended Delivery of Training – Technology and Non-technology Aids

K-Yan or Knowledge Vehicle, which is a combination of many devices included in one, including a projector or computer that uses multimedia forms, is used to deliver training. It was developed in collaboration with the Indian Institute of Technology (IIT), Bombay, and designed by





Prof. Kirti Trivedi in 2004 as a community computer. Subsequently, the device was commercialised by IL&FS Education & Technology Services (parent company of IL&FS Skills) in 2007. Besides this, K-Yan also maintains a skilling courseware, designed by an in-house content team that comprises of experienced subject matter experts (SMEs) and instructional designers (IDs), spearheaded by academicians. K-Yan also helps the youth to develop their social skills through various community engagement activities.

Diverse training methodologies such as participatory learning and action approaches, brainstorming, buzz sessions, group discussions, role play,

mock demonstrations, field assignments, quizzes, and culture specific forms of creative expression are deployed. A variety of training aids such as charts, flannel boards, graphs, flip books and slide stories/film strips, video films, etc are utilised in training processes. A holistic development approach towards offering a blend of domain training, functional English, computer literacy and work readiness, ensures that the training imparted metamorphose the trainee into a ready-to-work skilled and professional individual.

In addition, trainees are also sensitised on possible career progression, either by opting for higher studies or gaining work experience and learning on the

job. For example, in the apparel sector, some of the youth have grown from being an Industrial Sewing Machine Operator to Supervisor, handling a team of 20-25 employees by consistently performing well over the years.

For successful implementation of training, appropriate physical infrastructure is imperative. The workplace is replicated in the training environment in order to create a real world working experience through a simulated work environment such as sewing factories, welding workshops, a model restaurant, full service kitchen, a hospital ward, retail store classrooms, labs and workshops. Industry-stimulated labs at the centres



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For successful implementation of training, appropriate physical infrastructure is imperative. The workplace is replicated in the training environment to create a real world working experience through a simulated work environment such as sewing factories, welding workshops, a model restaurant, full service kitchen, and hospital ward

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Post training completion, trainees are assessed and certified by third parties and then placed with employers from the organised sector.

A proper feedback mechanism is also in place to help further improvisation

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enable aspirants to gain first-hand experience of the work environment, which they otherwise may not get.

In addition, trainees are encouraged to run a library within the institutes, on their own. Trainees also undergo health check-ups. Birthdays and festivals are celebrated to encourage trainee engagement, and picnics are organised for better bonding and continuous motivation.

On the Job Training (OJT) for industry exposure

In order to gather industry exposure and be conversant with the work environment, IL&FS Skills facilitates on the job training (OJT) for all the trainees. The OJT duration varies between 15 to 45 days, depending upon the training programme. Post training completion, trainees are assessed and certified by third parties, and then placed with employers from the organised sector. A proper feedback mechanism is also in place to help further improvisation.

Conducting formative and summative assessments to gauge and grade the progress of the learner

Migration Support Centre and post placement mentorship support to trainees

As a case in point, when trainees from Jharkhand became employed in the apparel industry in Tamil Nadu or a Quick Service Restaurant in Delhi, the Migration Support Centres helped them in many ways.

During travel, trainees are accompanied by a trainer or a community engagement person. On reaching the place of employment, the local Migration Support Executive (MES) receives them at the railway station and helps them settle down at the residential facility. Since the MES is also the relationship manager with the employer, he/she facilitates the process of enrolment, completes the documentation, and visits the place of employment regularly till the initial 30 days are completed. To support the trainees in smooth migration, there are four Migration Support Centers (MSC) operational in Delhi, Bengaluru (Karnataka), Kolkata (West Bengal) and Tirupur (Tamil Nadu). Dedicated Call Centres work 24X7, on a toll-free number.

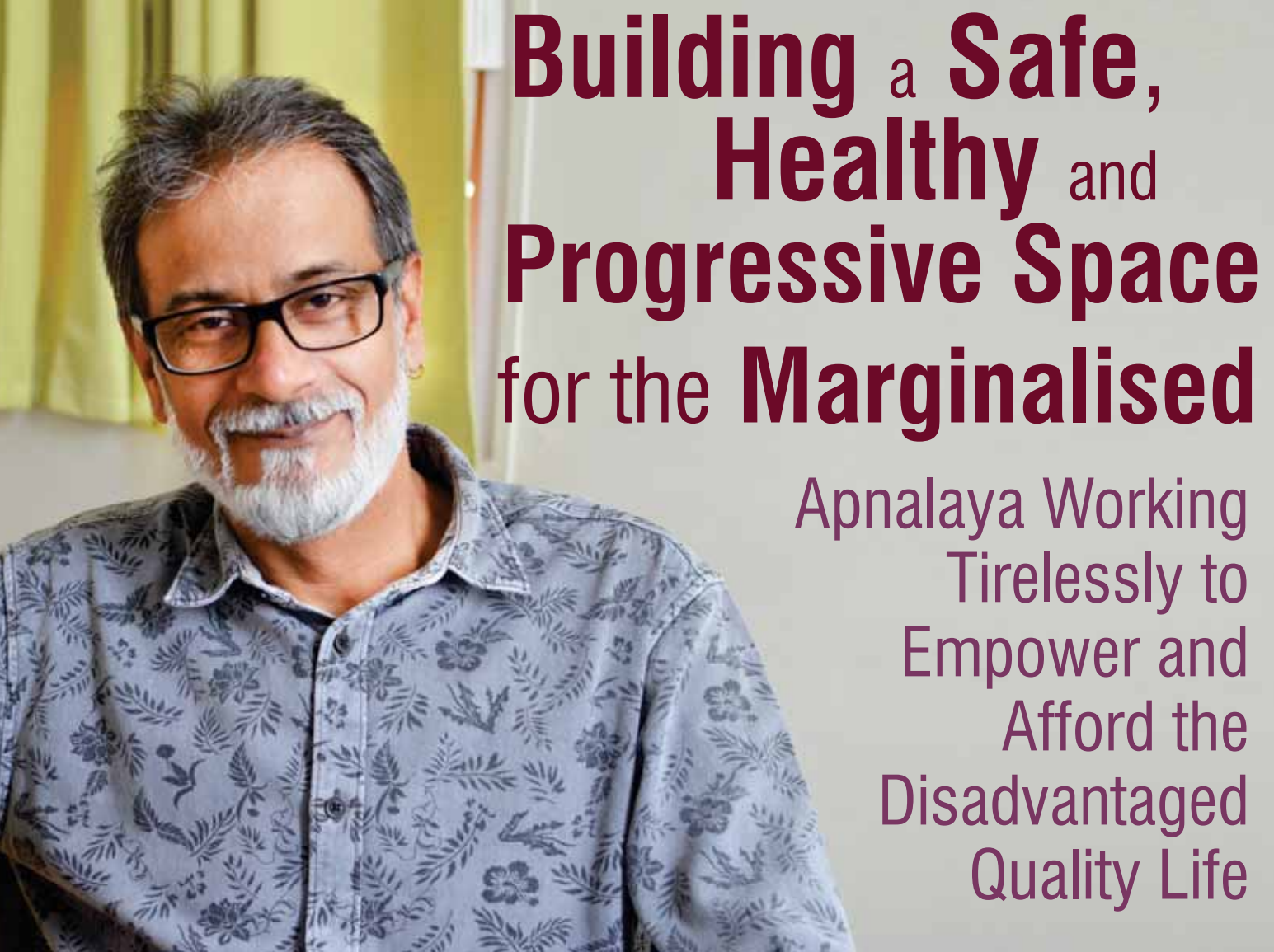
Skill Champions

Once the trainees complete six months in employment, they are awarded a Skills Champion certificate. Whenever Skills Champions visit their village, they are encouraged to motivate the

youth from their community to undergo skilling and receive subsequent employment. This helps in mobilising more candidates. For instance, in Jharkhand, after more than a year of operations, 10-15 percent of the trainees have come through references from the alumni network.

For a country like ours, where approximately 65 percent of the population is below 35 years of age, human resources is a vital component of the economy. It is because of this reason that tapping this rich potential through gainful employment is crucial; which is why, adequate education and skilling are essential. In short, we need to evolve a curriculum which hones 21st Century skills among young adults so that they can adapt and excel in an increasingly ambiguous and unpredictable world. Building this new economy workforce is a joint responsibility of the academia and the industry. ■

RCM Reddy is MD and CEO at IL&FS Education and Training – the social infrastructure group of IL&FS – in charge of the delivery of Education, Employability, and Employment initiatives. He brings with him 25 years of rich and diverse experience of working with government, private sector and multilateral institutions.



Building a Safe, Healthy and Progressive Space for the Marginalised

Apnalaya Working
Tirelessly to
Empower and
Afford the
Disadvantaged
Quality Life

An oft-seen situation: Underserved and unprivileged communities are almost ignored and left to fend on their own to get through each challenging day in their fight for existence and survival. Often unaware of their basic rights, they struggle to have a life with dignity, as access to education, health services, water, housing, electricity, food security, etc, remain distant to them. Apnalaya realised that for the society to realise sustainable progress, the underserved within the society should be brought out of the miry clay. Today, Apnalaya, one of the most transparent NGOs in India, is working in bringing about holistic development through various programmes to empower people living on the margin, overcome the many social and economic barriers they face. We had a chat with **Dr. Arun Kumar, CEO – Apnalaya**, to know more about the work the NGO is doing in M/East Ward, Mumbai, as they seek to expand their work of enabling people to participate in their development.

How did the genesis of Apnalaya come about? Give us a brief background of the founder and his vision of this project.

The Holland Welfare Centre was founded in 1972 by Tom Holland, the then Australian Consul General in Bombay, to provide daycare for children of migrant parents living in the huts at Nariman Point, where land was being reclaimed and buildings constructed. By the time Tom Holland was posted out of India early in 1973, it was being run by a small group of volunteers led by Shanta Gupta as President, and was registered under the Societies Registration Act. It was renamed as *Apnalaya (Our Space)*, in 1976.

What is Apnalaya's approach towards community building?

We employ an integrated community development approach where we holistically work on mitigating the immediate and urgent needs and making people self-reliant in the long term. We increasingly realised that it is unlikely to bring about lasting improvement, say in nutrition, if other issues, like education or livelihood opportunities and gender-based discrimination affecting the family, remain unaddressed. Therefore, while the need to run essential services remained, our focus shifted to training community people to become self-reliant. Since 2014, our focus on enabling communities to avail its rightful entitlements has intensified through a structured, curriculum-based citizenship programme.

Give us an idea of the various centres operated by you. What are the various challenges faced by the people living within the perimeter of these centres. How did Apnalaya deal and overcome them?

Apnalaya has always worked with the people living in underserved areas. We have sought to enable communities



Sufiyaan and his sister Ruqaiyya, are part of the Kishore Panchayat – our Youth and Adolescent Community Action Group involved in identifying issues affecting the community and approaching local authorities to resolve them. The Group successfully took up the issue to ensure regular cleaning and garbage pickup from their area. Their success encouraged their mother Nasreen Bano to become part of the Adult Volunteers group of Apnalaya. One issue the Adult Volunteers have taken up is to get legal water connections in the area. “We have to buy water, which is not even clean,” says Nasreen. Their latest achievement has been ensuring an increase of police patrols in their area to reduce rampant sexual harassment on girls. It took several trips to meet the local police, but their persistence paid off. “These are my people. I belong to this community. People after us must not face the same problems that we do,” says Najbunissa, the grandmother of the house. She talks to her neighbours and asks them to participate in the activities of the Community Action groups. She and her daughter-in-law encourage parents to continue with their children's education, leading by example with their own children. “How does it matter if it is a boy or a girl? They should study hard. We want them to study as much as they can,” says Najbunissa.

that have been bereft of basic amenities; amenities without which, a life with dignity is not feasible.

In 1976, we acquired the Lotus Colony centre in the slums of Shivaji Nagar, Govandi. With a population of around three lakhs, Shivaji Nagar was very much bigger and a more challenging environment in which to work than our earlier communities. In 1977, we opened our centre in Wadaripada, Malad, with the aim of making schooling and healthcare accessible to this poor community. Yet another centre was in the Chikhuwadi area of M/East Ward, inside the BARC Complex in Mankhurd which began in 1981. It was here that the preliminary citizenship programme was initiated

amidst abysmal educational levels among women and youth and favouring entitlements-based solutions to issues. We began focusing on getting children into school and preventing dropout with our programmes like preschool education, sponsorship for school-going children, and structured recreation. In 1977, we started a Workshop Training Programme to train Balwadi teachers not only for Apnalaya, but for NGOs all over Mumbai, which then became a flagship programme. We were also one of the first NGOs to train local women as community health workers to work in their communities. Today, our approach is two-pronged: provide essential services till they are made available by the government, and

My Mother is the Best



Najmusaher, originally from Darbhanga, Bihar, came to Govandi in 2005. She and her husband, a zari embroiderer, have five children. One of them, Maviya (now 9), has speech and hearing impairment and was treated at Nair Hospital and Ali Yavar Jung, National Institute of Speech and Hearing Disabilities. Apnalaya had initially provided him a hearing aid, and in 2014, supported his admission to the Rochiram Thadani Special School by providing him free educational materials, and covered school and travel costs. Najmusaher, on the other hand, became part of Apnalaya's Svavlamban programme, an initiative to make women self-reliant. Along with a group of 30 women at Shivaji Nagar, Govandi, she underwent a three-month training programme in sewing and tailoring. She is now an expert in designing and sewing handbags, purses and apparel using natural fabrics like cotton and jute. Her earnings have helped her save part of her income for Maviya and cater to the maintenance of his hearing aid. As for Maviya, his speech has improved after completing three years at the special school. He is now studying in a regular school. He has been promoted to a higher grade due to his excellent academic performance. He continues to be provided free educational materials by Apnalaya.

enable communities to negotiate the latter for a long-lasting change.

How did you come to M/East Ward Mumbai? Paint us a picture of the situation in this part of Mumbai.

Our work in the M/East Ward began in 1976 when we acquired the Lotus Colony centre in the slums of Shivaji Nagar, Govandi, along with our other centres. After the riots in 1992-93, our intervention became even more concerted. The area was earmarked by Municipal Corporation for people to be relocated from slums in other parts of the city. It is bound on three sides by the Deonar dumping ground; the peripheral land was gradually reclaimed and encroached upon by squatters and slumlords giving rise to a number of illegal settlements.

Currently with a population of around six lakhs, Shivaji Nagar presents a much bigger and a more challenging environment to work than all our earlier communities. The social composition too is different from that of all previous interventions. Muslims make up around 82 percent of the population here. Infrastructure has been minimal from the start with insufficient schools and medical facilities, shortage of water and electric connections, and a complete

lack of planning for commercial space, such as banks.

The health programme has, under its umbrella, many interventions benefiting various sections within the society. How have these interventions translated into uplifting and transforming lives for the better?

True, a health programme in M/East Ward needs a comprehensive outlook. The Human Development Report, 2009, pegs the average age of death in M/East Ward at 39 years! This is unbelievable in this day and age. Given the vastness of the challenge, therefore, we firmly believe that working with the government and enabling people to improve their health-seeking behaviour is the best way to improve health conditions of marginalised people. Accordingly, we work on strengthening existing health facilities and systems by collaborating with local, State and national government agencies and health workers. Through our *Mission 24* initiative, we are advocating for a maternity hospital to be constructed within the next two years.

Another major goal is capacity building of community youth and adult volunteers through training



programmes on Malnutrition and Maternal, Neonatal and Child Health Nutrition. This is backed by technology-based social innovation solutions like smartphone apps, dashboards, digital tracking tools, etc. Our programme for Persons with Disability (PwD) is one of the few existing community-based disability management programmes in the country that is a shift away from providing simply institutional care/services. It helps us with prevention, early identification, and referral for appropriate education, health and livelihood opportunities.

At present, through our various interventions, we impact approximately 5.3 lakh people indirectly, with 52,840 direct beneficiaries. Our impact to uplift the community has translated in improving health indicators in the 12 clusters where our work is most intense. Here our achievements include a staggering improvement in immunisations rates from 29 percent in 2014 to 73 percent in 2018. We have seen a noticeable decrease in infant mortality rate from 55 in 2014 to 38 in 2018 per 1000 live births, and underweight status from 59 percent in 2010 to 41 percent in 2018 respectively.

Given the migrant status of the people, limited skill sets and generally high degree of deprivation in M/East Ward regarding livelihoods, how are you trying to change this? Share with us the various innovative approaches Apnalaya is undertaking in this area.

The issue of livelihoods being hazardous and unsustainable is consistent across slum communities, more so in Shivaji Nagar where one of the main economic activities is waste segregation in the adjoining Deonar dumping ground – exposing people, including children, to toxic chemicals and diseases. Our data reveals that every second person is unemployed;

A Safe Haven for Children



Mumtaz and Faimida, a mother-daughter duo from the Rafi Nagar slum community, runs a crèche at their home looking after children from the age of six months to six years. They underwent training for crèche-related proper childcare, early childhood education and nutrition standards through Apnalaya's Home-Based Crèche programme. They have also been given teaching aids and equipment to make sure the children are well engaged in activities through the day. Mumtaz, who could not study after Class VII, understands the struggle to meet basic needs but firmly believes that future generations should be able to do bigger things. The crèche gives her and Faimida a means of livelihood and a way to support other women and children in the community. They have been successfully looking after five children in their crèche since 2017. They enjoy playing with them, keeping them occupied through educational games and making sure they do not miss their parents while they are away.

only 17 percent of the women in Shivaji Nagar have gainful employment, while 76 percent of married women do not work. The aspiration level of the youth is quite low even though they comprise a strong 66 percent of the population. Our livelihood programme is designed with these realities in mind while also focusing on the holistic development of an individual,

particularly, women and youth.

For women, we offer the option to run home-based crèches for community children. It provides a safe childcare solution to working parents; to the crèche owners, a source of livelihood, without having to leave the house – an issue that prevents many women from doing a job. The home-based crèches also allows girl children to stay in



A Dream Come True



Satish Kamble - "I am very happy today. I had always wanted to be trained in the food and beverages (F&B) steward employability course, but my family's tight financial situation meant that I lay aside this dream. That changed, thanks to Apnalaya. My personality has been totally transformed after undergoing this course. My confidence has grown. I now aspire to make progress and achieve success. For practical training, we would go to hotels like the Taj and ITC Group of Hotels. I feel very good about it. My family and I are grateful to Apnalaya's livelihood programme with Tata Strive as it has helped me fulfill my dreams."

school, as often they are pulled out of school to take care of younger siblings. We also have a project called Svavlamban that engages women self-help groups to learn skills to make bags and clothes from natural fabrics. Through our Employability and Career Readiness programme, we impart a combination of vocational and soft skills training to youth, linking them to government and private recruiters and industries.

We are currently looking for partners to support our local community women-led *Eat Well* initiative to address food insecurity in the area. Our impact in the area of livelihood is visible in the number of people, particularly women, who have started earning. In 2017, 18,823 persons

received livelihood support and 423 women are earning. This is quite an improvement from 2016-17 when 600 persons received livelihood support and 323 women were earning. This year, we plan to support 1000 persons and ensure that 700 people are earning.

Could you elucidate about Community-based Management? What has been the outcome of this programme so far?

The Community-based Management (CBM) or *Samoochik Vikas Samitis* (Development Collective) as we call it now, is a collaborative system that relies on community-government interface wherein a large mass of volunteers from the community work with government representatives to improve everyday life. It facilitates government reach and work in areas that have not received adequate attention or have not benefitted from the financial robustness of Mumbai. We engage both young and adult persons from the community so that they can effectively steer change, deepen sustainable community development in partnership with local governance institutions.

The outcome of the CBM's success is visible in the four other locations in Mumbai from where we have successfully exited in the last decades. In 1998, as Apnalaya celebrated 25 years, we were well into withdrawing from three of the communities where we had been working for most of that time –

Jaiphalwadi and Datta Mandir in Tardeo, and Wadaripadda in Malad. All three communities were embarking on Slum Redevelopment Schemes and would eventually move into tall apartment blocks, with water and electricity, and a much better living environment. Chikuwadi community was also rehoused in new buildings, and some programmes were either closed or handed over to local groups to run. By 2001, withdrawal was mostly complete in all four communities.

Give an account of your citizenship programme. What is the basis for you to develop such a programme?

To address deprivation and marginalisation among the most underserved communities, there is an intense need to develop an informed, active and responsible citizenry. In Shivaji Nagar, only 13.7 percent females and 54.6 percent males are employed, mostly as casual labourers. Lack of civic amenities exacerbates the socio-economic challenges. We also found a general lack of information awareness and pro-activeness among community residents due to the lack of education facilities. At its core, our Citizenship Programme is a uniquely designed experiential curriculum on life skills, constitutional rights and civic responsibilities for youth and adults. The aim is to develop a *Samoochik Vikas Samitis* with community volunteers who work with government representatives to (i) access basic amenities, entitlements and opportunities (ii) develop ownership and responsibility towards



community resources, and, (iii) collaborate with civil society and government institutions.

Our programme components include fellowships to youth for continuing education and forming school management committees (in BMC schools) to improve quality and delivery of school education. We also run a Community Resource and Advisory Centre (CRAC) in Shivaji Nagar which acts as a physical space for democratic exchange of ideas, promoting equality and capacity building of community volunteers. It functions as a tech-enabled information hub offering help in locating health, education, and livelihood schemes; municipal and government budgets, utilisation and gaps. We address issues of gender-based violence and discrimination by deepening the understanding of boys and men. Our counselling centre offers psychological and legal counselling for survivors of domestic violence and sexual harassment. Through our sports for development programme – Khula Aasmaan, a total 276 girls have been trained in kabbadi and civic action, and are enabled to challenge gendered stereotypes.

In 2017-18, our community volunteers have been able to bring legal water connections to 2330 families, in essence, providing access to potable water to more than 11,000 people.


222 families have received legal electricity connections, 300+ cooking gas connections and 200+ ration cards were procured. In Rafi Nagar, two BMC toilets were constructed. A signature campaign is underway demanding a secondary school in Shivaji Nagar. The overall impact is that a large mass is equipped with the knowledge of rights and responsibilities and is engaged with government authorities to influence tangible change – having a positive impact on their own aspirations and ambitions.

What would you say are your achievements in the last four decades?

We have exited from four communities after having made them self-reliant. We have developed citizen-based interventions, brought down infant and maternal mortality rates, malnutrition indicators in the most impoverished communities of Mumbai, and initiated a civil society-government campaign (Mission 24) to bring basic amenities and infrastructure in M/East Ward.

Hearing the transformation stories of our beneficiaries is such a joy as this translates to their deep longing for a better living standard for themselves and their families. It just goes on to show that there is nothing impossible when agencies like us, the government and people, doggedly unite and

A Life Changed



Mohd. Zaheed Qadri says, "I was able to complete my education only till Class XII in the Science stream as my family's financial status is pretty bad. I had always wanted to study more. I came to know that Apnalaya offers support in education and jobs, career readiness and vocational courses and referrals. I visited Apnalaya to find more about the trainings, and came to know that they are free of cost. I got through my interview, and was selected to undergo training. This has really helped bring a lot of change in my personality, etiquette and confidence level. Through this skill training, I plan to work and study while also supporting my family. I am thankful to Apnalaya's livelihood programme for playing a defining role in my life."

determine to improve and transform communities for the better.

What are Apnalaya's plans for the next decade?

We are taking sustainable community development through citizenship programme to ten new geographies in India, in partnership with other NGOs. We are also planning to make the citizenship programme virtually available. We want to intensify evidence-based research to support sustainable development of the urban poor and also initiate and develop a pan India youth forum dedicated to citizenship issues. ■



Creating a Hallmark for a Skilled India



Jayant Krishna

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Acting as a catalyst in skill development, we provide funding to enterprises, companies and organisations to build scalable and profitable vocational training initiatives

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NSDC Promoting Skilled Development for Strong, Sustainable and Balanced Growth

National Skill Development Corporation (NSDC), a unique Public Private Partnership (PPP) company, is the executive arm of the Ministry of Skill Development and Entrepreneurship (MSDE), Government of India, established in October 2009, to promote skill development by catalysing creation of large, quality and for-profit vocational institutions.

Acting as a catalyst in skill development, NSDC provides funding to enterprises, companies and organisations to build scalable and profitable vocational training initiatives. Our mandate is also to enable a support system which focuses on quality assurance, information systems and train-the-trainer academies, either directly or through partnerships.

Objectives

- Create industry linkages that leverage existing infrastructure to set up state-of-the-art skill development facilities to address skill gaps across the country.
- Creation of industry-relevant curriculum.
- Create skill development ecosystem through standardisation of job roles, creation of industry-relevant curriculum, skill gap analysis, research and innovation, technological interventions and capacity building
- Increase focus on disadvantaged communities and geographies.
- Support skilled manpower requirements for government programmes like Make in India, Swachh Bharat Mission, Digital India etc.



Through our CSR initiative, we allow our industry partners to contribute to the skilling mission in several ways. They can sponsor physical assets, directly contribute to us, set up corporate excellence centres, set up trade specific or multi-skill centres, collaborate with sector skill councils and undertake creation of industry-relevant curriculum



- Govern sector and industry demand through Sector Skill Councils.
- Facilitate Indian participation in World Skills competitions.
- Encourage skill development at the workplace through Recognition of Prior Learning (RPL), nomination of retirees as trainers and assessors.

Through our industry partnership model, we have partnered with more than 50 Corporate houses and PSUs to help channelise their CSR funds towards skilling. While the Government had mandated Corporate houses to spend two percent of their profits towards Corporate Social Responsibility, these organisations are now showing a marked inclination in spending their CSR funds towards skilling as they stand to benefit at the end through the resultant skilled work pool that promises greater productivity.

Through our CSR initiative, we allow our industry partners to contribute to the skilling mission in several ways. They can sponsor physical assets, directly contribute to us, set up corporate excellence centres, set up trade specific or multi-skill development centres, collaborate with sector skill councils and undertake creation of industry-relevant curriculum.

We have received a commitment of more than Rs.100 Crore from our industry partners for skill

development; the latest being NALCO, which has promised Rs.50 Crore towards skill development and entrepreneurship till 2020. The MoU was recently signed between NALCO Foundation, the National Skill Development Fund (NSDF) and NSDC. The objective of this programme is to intensify the Skill India Mission and to offer high employment potential opportunities to youth, women and the underprivileged. The scope of the Agreement also includes skill development activities across various schools in NALCO/NF's functional areas, entrepreneurship development programmes and self-employment models. The Agreement also provisions for the setup of Corporate Skill Excellence Centres (CSEC).

Industry Partnership Models

Our Industry Partnership Models provide sterling opportunities to meet and fulfill CSR commitments and lead in corporate citizenship.

Besides project management support, we offer implementation of projects through its affiliated training partners, options to co-brand with Skill India Mission and certification by Sector Skill Councils. We offer a full spectrum of customised solutions to meet organisation's demands and preferences:

1. Sponsoring Physical Assets (land, building, machinery): Provide critical resources in a skill development

project by donating, providing right of usage or basic set up costs of assets.

2. Direct Contributions to NSDF: Sponsor candidates for skilling programmes in regions, sectors and demographic groups of the company's choice through a tripartite agreement between company, NSDF and NSDC.

3. Set up Corporate Excellence Centres: Help establish or upgrade an existing skill development facility to a standardised Corporate Skill Excellence Centre with high quality training facilities, knowledge, infrastructure and technological interventions. We also offer support for Training of Trainers, Training of Assessors, Linkages Co-option with government schemes and collaboration with foreign partners.

4. Set up Trade-Specific or Multi-Skill Centres: Such specialised centres can be exemplary models for sustainable skill delivery. Corporates can contribute both for infrastructure and technical expertise.

5. Collaboration with Sector Skill Councils: We can facilitate mainstream skill development in an organisation by undertaking short term courses/Recognition of Prior Learning (RPL) certification an organisation's employees or connecting such to vocational trainers and assessors. It can provide impact to an organisation industry's skills training by developing curriculum under National Skill Qualification Framework (NSQF) and participation in sector specific events.

6. Set up a Skill Development Organisation/Business Unit: Set up and fund a new business unit, independent trust/society or a newly incorporated special purpose vehicle that becomes an NSDC-affiliated training partner. Subsidised funding can also be availed from us under certain conditions.

Our CSR Projects

GE Power

With a budget of INR 30 Lacs, the GE Power project skilled 500 women in the Apparel, Healthcare and Agriculture Sector. As part of this project, a village in Kalburgi, Karnataka hosted this novel experiment – skills training in vermicomposting (the use of earth worms and other microorganisms to convert organic waste into fertiliser). 100 women were taught the science at their own homes and farms through live demonstrations and multimedia technology. This gave the trainees a host of valuable supplementary skills: how to make subsidiary



products like vermitea and vermiwash, scientific management of soil, creation of farming infrastructure and basic marketing skills. With this initiative, the skill development project is leveraging synergy to reach a triple bottom line: cost savings, recycling of waste, increased soil sustainability, and of course, battling climate change, apart from increased yield and more immediate income for farmers.

Target: 500 women candidates

Budget: INR 30 Lakhs

Sectors: Apparel, Healthcare and Agriculture

Sector Job Roles: Vermicomposting

Alstom Bharat Forge Power Private Limited

This is our second project with GE and is a women-centric skilling initiative. Over the course of one year, 360 underprivileged women in Ahmedabad, Gujarat were trained in Healthcare (General Duty Assistant) and Apparel (Self-employed tailor) sectors. While Apparel has always remained a popular choice for women candidates (since it opens avenues for factory work as well as self-employment), healthcare is a vital economic sector that typically sees an unbalanced gender ratio.

Target: 360 women candidates

Budget: INR 81 Lakhs

Sectors: Healthcare and Apparel Sector

Job Roles: General Duty Assistant and Self-Employed Tailor

SBI Card

1000 beneficiaries in Delhi-NCR



region were trained in key roles in Healthcare, Retail, Telecom and BFSI sectors. This multi-stakeholder project represents an investment of over INR Two Crores (contributed by SBI Card under their CSR Project) and nearly 3,000 hours. SBI Card has been one of the first private players to contribute to the healthcare sector through our CSR project. The Project has reported successful trainings, especially for Dialysis Technicians, recording higher pass rate and superior quality infrastructure. Trainees are distributed custom-designed induction kits and a generous travel allowance to make the training affordable and accessible.

Target: 1000 candidates

Budget: INR 2.28 Crores

Sectors: Healthcare, Telecom, Retail and BFSI Sector

Job Roles: Dialysis Technicians, Telecom Executives, Retail Executives ++

Simon India Limited



The first CSR initiative to focus exclusively on Persons with Disabilities (PwDs), the project marks a significant step towards making skilling more inclusive. This Project trained 199 PwDs in Delhi-NCR region. People with locomotor, speech and hearing disabilities were trained by NSDC-affiliated training partners with prior experience in training PwDs, in Tourism and Hospitality, Retail and Telecom, some of the fastest growing sectors in the country.

Target: 2.7 Lakh candidates

Budget: INR 25 Lakhs



Sectors: Tourism & Hospitality, Retail and Telecom Sector

Job Roles: Food and Beverages Steward, House Keeping Attendant, Retail Sales Associate and Customer Care Executive

L&T Public Charitable Trust

Larsen and Toubro Public Charitable Trust partnered with National Skill Development Fund (NSDF) and National Skill Development Corporation (NSDC) to support training of 282 underprivileged youth in Latur, Maharashtra. L&T Trust supported centres focussed training in key job roles under the construction and capital goods sectors, with focus on job roles such as Mason, Bar Bender, Steel Fixer, Manual Metal Arc Welder etc. L&T Public Charitable Trust contributed INR One Crore towards this effort. The trainees under this programme were provided residential facility at the Centre; ensuring the programme caters to an overall development of the trainee. Trainees underwent training in soft skills, digital and financial learning modules, thus making them industrial-fit. Upon successful completion of the training, the trainees were certified in alignment with the National Skills Qualification Framework (NSQF), a competency-based framework for skills.

Target: 282 candidates along with residential facility

Budget: INR One Crore

Sectors: Construction and Capital



Goods Sector

Job Roles: Mason, Bar Bender, Steel Fixer, Manual Metal Arc Welder

Coal India

In pursuance of its vision of 'Mining with a Human Face', Coal India Limited (CIL) invested an amount of INR 15 Crores in 'skilling in coal mining' to skill 2.7 lakh persons in the next two years, especially in its operational areas and neighbouring regions. The focus of the initiative is to recognise the experiential learning of its employees, upskill contract workers, fresh skilling of youth and women in CIL's operational areas, introduction of vocational education in schools and upgradation of infrastructure and setting up of training institutes for drivers, and centres of excellence in its operational districts. The project has outlined a target to support skilling of 1.68 lakh beneficiaries through Recognition of Prior Learning (RPL). This includes one lakh regular employees and 68,000 contract workers, fresh skilling of 70,000 beneficiaries, school training for 30,000 students and infrastructure augmentation and upgradation in Coal India and other training centres. The Project has successfully trained and certified more than 40,000 beneficiaries across different skilling activities.

Target: 2.7 Lakh candidates

Budget: INR 15 Crores

Sectors: Mining Sector

Job Roles: Dumper Operator, Mine Welder, Mine Electrician etc.

NTPC

A central public sector undertaking and India's largest energy conglomerate, National Thermal Power Corporation Limited (NTPC), under its CSR initiative, has invested an amount of INR 36 Crore to support skill training of 30,000 beneficiaries across its various locations pan-India. Through this initiative, NTPC aims at instilling economic security and stability amongst youth and women



through skill training and holistic development, thereby facilitating enhanced access to opportunities in industrial jobs and through self-employment. Around 12,000 youth, with focus on women and SC/ST, have already been trained across various States and sectors namely, IT&ITES, Banking, Healthcare, Power, Construction and Security amongst others. The ongoing trainings are for women and Below the Poverty Line (BPL) workers and focuses on overall growth of trainees.

Target: 30,000 candidates

Budget: INR 15 Crores

Sectors: IT / ITES, Banking, Healthcare, Construction and Security

Job Roles: F&B Steward, Call Centre Executive, Distribution Lineman, Trainee Associate, Pipe Fitter, General Duty Assistant, Data Entry Operator etc.

NSDC-IRCTC Collaboration

In an effort to improve the experience of travellers on the Indian Railways, the Indian Rail Catering and Tourism Corporation (IRCTC) under the Ministry of Railways, has made National Skill Qualification Framework (NSQF)-aligned job roles one of the mandatory components in their tender for any catering staff managed by contractors.

IRCTC will be collaborating with the National Skill Development Corporation (NSDC) along with the NSDC's training partners to train all catering staff that is managed by licensees starting with 1500 trainees in the National Capital Region (NCR); before expanding the programme across the country in its subsequent phases.

All job roles are from Tourism & Hospitality Sector Skill Council (SSC) and cover the roles of F&B service staff, cooks and supervisors. The 1500 candidates will be trained under the RPL programme of the MSDE's flagship PMKVY programme. Individuals with prior learning experience or skills are assessed and certified under the RPL scheme. RPL aims to align the competencies of an unregulated workforce to the NSQF. A large part of RPL trainings focus on enhancing the soft skills of the candidates particularly in the tourism and hospitality sector along with improving their digital and financial literacy; allowing them to compete in a larger market. Having standardised training also benefits employers by helping them benchmark and map the skill gaps in their system.

International Collaboration

In a bid to realise the Prime Minister's vision of making India the Skill Capital of the World, we have forged several international partnerships across the globe. Through these collaborations, NSDC aims to focus on sharing international best practices, benchmarking Indian standards in accordance with international standards, training trainers and enhancing capacity of existing institutions in India's skill training ecosystem.

We have signed MoUs with countries such as Singapore, Canada, Sweden, Australia, France, Russia and the United States of America. Most of the MoUs that have been signed focus on training trainers and assessors, establishment of academies of



excellence, working on establishing transnational standard of skill sets etc.

We have also signed an MoU with the National University of Singapore. As of now, 55 unique job roles or *future skills* have been identified across eight technologies including virtual reality, cloud computing, artificial intelligence and robotic process automation. We have also tied up with Singapore Polytechnic with a grant from the Temasek Foundation International to establish trainer and assessor academies in India.

Earlier this year, we announced the Technical Intern Training Programme which is being undertaken in collaboration with Japan. Under the programme, as many as three lakh technical interns are to be sent to Japan for on-the-job training for a period of up to five years.

Our partnership with countries such as Australia and Canada are focussed around creating transnational skill standards that will prepare and help candidates apply and secure jobs in these countries. We have forged a similar partnership with Sweden where the objective is to develop transnational standards to strengthen

skills mobility by making NOS transnational in four sectors such as auto, healthcare, telecom and IT.

Future Goals

We are planning to scale-up our CSR and industry partnership initiative through collaboration with corporate across the country. In last three years, we have received a commitment of INR.160 Crore from 30 Corporates, including 13 private organisations. More than one lakh people will be trained across 200+ districts covering 25 sectors under this initiative. This will cover all the North Eastern States as well as 15 districts affected from Left Wing extremism

As we focus on our objective of contributing significantly to the overall target of skilling up of people in India mainly by fostering private sector initiatives in skill development programmes and to provide funding, our country will reap the benefits of its demographic dividend (its working age group: 15-59 years) as well as provide a skilled workforce to fill the expected shortfall in the ageing developed world. ■

*Jayant Krishna is ED & COO,
National Skill Development Corporation*



Bridging Gaps Between Businesses and Communities Through Value-Based CSR Programmes

Primarily a financial advising firm, Innovative Financial Advisors Pvt. Ltd (Fiinovation), is a global consulting company, offering guidance and simplified solutions for Corporate Social Responsibility and Sustainability to help Corporations channelise their resources for elevating the community in which they operate on social, economic and ecological planes in accordance with their CSR Charter. Their aim is to help Corporations bridge the gap between businesses and communities through value-based CSR programmes in association with credible civil society organisations on pan India basis in the field of health, environment, education and livelihood. **Dr. Soumitro Chakraborty**, Founder, Director and CEO of Fiinovation, who is a social entrepreneur, strategise and implement several noteworthy CSR and Sustainability programmes across India in partnership with diverse corporations and NGOs. In an interview with **CSR Mandate**, he talks about his experiences in helping corporations achieve their CSR goals.



Being a consulting firm for channelising and mobilising CSR, how do you involve corporate houses in your projects?

CSR was incorporated as a mandate very recently under the new Companies Act, hence, there still exist a hesitance and ambiguity in defining CSR policies and integrating it into core operations. This is where Fiinnovation comes into the picture.

With our expertise in research and implementation of social programmes, we aid Corporates in identifying and managing the entire CSR mandate. CSR policy design is the first step intended to formulate focused policy and guidelines, a key element to design a well-planned CSR intervention. As per the mandate, corporations under the ambit are supposed to have a predefined policy to provide transparency.

With an understanding on each and every requirement as per the Charter under Companies ACT Schedule VII, Fiinnovation shares its experience and enables organisations to formulate the policy in accordance to their business goals; further to which, an adequate research is conducted to identify a need-based social intervention and after the initiative design, a requisite programme is established and implemented. Our Proposal Research Laboratory which is complemented by a robust Monitoring & Evaluation Division, enables us to make a remarkable difference on how projects are implemented.

Our team with its expertise at ground across India helps in identifying real needs and develop programmes and

manages them. In addition, we are developing an indicator matrix that recommends sustainability mapping, which is followed by a well-drafted Impact Assessment Report.

At Fiinnovation, we consider money spent under CSR as an investment and not expenditure. This gives a new perspective to the CSR initiatives that are being undertaken. Our projects are based on participatory and integrated approach wherein we take care of every stakeholder with reference to the project. We do understand every programme needs to have an exit plan for the funding organisation thus allowing us to define exit strategies and work on project sustainability.

Is there more than one Corporate house in a project? How do you decide upon the involvement of Corporate houses in a project?

It is a relative question that completely depends upon the scope of the project, required investment and expertise. When you talk about small and medium enterprises, there are more than one Corporate houses that gets involved even with reference to investment, expertise and involvement in the project. The involvement primarily is decided on the social return that is expected out of the project.

What is the methodology you use to research and identify the area of a CSR activity for a particular business house?

We conduct all researches in three stages (i) literature review and secondary research (ii) primary research that involves collection of

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With our expertise in research and implementation of social programmes, we aid Corporates in identifying and managing the entire CSR mandate. CSR policy design is the first step intended to formulate focused policy and guidelines, a key element to design a well-planned

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data from identified demography/ geography (iii) analysis and reporting. The research methodology is also focused on incorporating technology throughout the process to minimise or eliminate usage of paper while collecting data from the field that in turn helps us in automatising the data collection process, reducing data discrepancies and saving time and money.

How do you go about your business of consultancy in CSR Policy Design and Partnership Management?

Our approach towards consulting services in CSR Policy Design and Partnership Management demands understanding of every stakeholder's requirement and thereafter, finalising policy draft or defining partnerships so that every aspect is addressed. We

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Indian psychology works majorly on short term gains and lacks farsightedness, but ideally the country needs to focus at achieving a sustainable development. With change in various socio-political scenario, new amendments constantly come to the fore. Most of these amendments have vested interests, either of the State or the Centre, which in turn gives a new direction to Corporates. Sadly, Corporates, in order to cope with these modifications, have to change their strategy time and again, leaving CSR initiatives and programmes less impactful

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identify and select credible implementing partners with relevant experience to the programme, and hold a command on community mobilisation while also mitigating risks when required. It involves a rigorous assessment of CSOs based on their past work, hold multiple meetings at different levels with Corporate houses; primary and secondary studies to understand the demography of the operational area, and referring to different government

policies and schemes to present a holistic picture.

Are you also involved in garnering funds for the projects and NGO partners?

We do mobilise resources and help NGO partners empanelled with us in getting resources for project implementation. This mandate falls under CSR-CSO partnership service.

Since you are based in Delhi, do you also work with clients outside NCR region?

Absolutely! Our footprint is pan India. We have successfully implemented various projects. One such project is with Uflex Limited where they are working for natural resource conservation and optimisation initiatives in Bhind District of Madhya Pradesh and Gautam Buddha Nagar in Uttar Pradesh.

In partnership with our organisation, they successfully rolled out rainwater harvesting and plantation interventions through the implementation agency - AROH Foundation. Currently, along with UP, we are also working in Malanpur in Bhind District of Madhya Pradesh.

Notably, Uflex manufactures PET Chips (raw material for polyester film) at its plant in Malanpur with a production capacity of 72,000 tonnes per annum. The initiative aims to build the capacity of the community to conserve and optimise the natural resource base. The project was recently acknowledged by ABP News CSR Leadership Award Jury as the *Best Environment-Friendly Project*. We also

had JK Tyre Industries partnering with us for conducting impact assessment on Adult Literacy Project in Kankroli (Rajasthan), Morena (Uttar Pradesh and Mysore (Karnataka).

Do share with us about the impact that these projects have created in the different regions.

Currently, we are working on multiple environment-based projects. One of them being an environment and livelihood project with PI Industries Ltd. PI Foundation, a Trust supported by PI Industries Ltd, is working with us to implement their CSR initiative on *Income Generation Programme Through Sustainable Agriculture* among the farmers in Odisha.

This project aims to skill over 1000 farmers by giving hands-on training on the working of seed drillers, sowing method, insect-pest management, judicious use of farm inputs and other extended services over the next two years, thereby enabling agriculture on sustainable lines of production in the Rayagada district of Odisha. The focus is also on product leadership.

The project operates in seven districts of Odisha ensuring livelihood security and improvement in the quality of life of the farmers. The investments in sustainable agricultural interventions can surely impact the livelihood of our farmers and also help educate them to practice sustainable methods which are favourable to the ecological support system.

Most CSR projects are announced with a lot of enthusiasm, but very few are making that kind of





impact on a long term basis. What are your thoughts on this?

Indian psychology works majorly on short-term gains and lacks farsightedness, but ideally, the country needs to focus on achieving a sustainable development. With change in the socio-political scenario, new amendments constantly come to the fore. Most of these amendments have vested interests, either of the State or the Centre, which in turn gives a new direction to Corporates. Sadly, Corporates, in order to cope with these modifications have to change their strategy time and again, leaving CSR initiatives and programmes less impactful.

Many projects are taken up in isolation without connecting to other aspects. How do you address these issues and help corporations connect different aspects for an all-round impact?

Talking about CSR initiatives, every organisation has certain areas of interest in alignment with the ethos of the company. Hence, the welfare programmes are specific too. CSR in India has travelled through different phases, such as community engagement, socially-responsible employee relations and philanthropic endeavours, efforts that were not previously documented. However, CSR is transforming from an auxiliary concept to a strategic practice. Yet, it is relatively at its nascent stage in India.

Our efforts are directed towards giving that initial push to each company for a focused investment in a CSR activity that is monitored, evaluated and assessed, ensuring an impact at some levels, even if at a small scale.

It would be unjust to expect Corporates to work across all components of social issues. I would say, if a Corporate sets up a healthcare centre to monitor primary health, it still is a good move to work on a micro component. The ideal situation would be pooling in with another Corporate to work on another component. From our experience, we do realise it is not an easy job on the ground.

In order to conduct a successful project, we study the various aspects, components and challenges that influence the course of the programme; further to which, the programme is designed keeping in mind various grassroot challenges. The aim is to address multiple issues across the chain.

Some of our recent collaborations include Uflex Pvt. Ltd, Flex Foods, PI Industries, Laurus Labs, IL&FS – Skills, JK Tyre, Mytrah Energy, RPG Foundation and KEC International Limited, amongst others. Surging ahead in its endeavour towards creating sustainable ecosystem, India's largest multinational flexible packaging materials and solution company, Uflex Limited, has extended

its existing partnership with Fiinovation for natural resource conservation and optimisation initiatives.

The project extends to a period of three years to be implemented in two villages in Gautam Buddh Nagar, Uttar Pradesh. The project aims to train 100 farmers each in both villages on ex-situ and in-situ measures of rainwater harvesting. This helps in meeting the irrigation demands as well as help increase the level of ground water. The project also aims at distributing 100 saplings to the villagers in the target area. Each villager who is given a sapling will be asked to take responsibility of the same. This will eventually lead to an income generation model.

PI Industries, a leading agri input, custom synthesis and manufacturing company, in collaboration with Fiinovation, is implementing their CSR initiative of Income Generation Programme through sustainable agriculture among the farmers, which is also improving the quality of air for a healthy future of the farmers.

We also have a team that works on ground and conduct baseline studies for various organisations and clients so we can provide unparalleled research, facts and figures.

For our efforts in the CSR arena, we were recently accorded the *Best Technical CSR Provider Award*, at Vigyan Bhawan, New Delhi. ■

Celebrating Ability, Courage and Perseverance IMFPA: A Pathway to Independence Despite Overwhelming Obstacles

The Mouth and Foot Painting Artists Association (MFPA) is an international, registered society of disabled artists, wholly owned and run by the artists themselves to meet their financial needs. Members paint with brushes held in their mouth or feet as a result of a disability sustained at birth or through an accident or illness that prevents them from using their hands.

In 1956, a polio victim, Erich Stegmann, who grew up with disabled arms, built a highly successful career in Germany by painting with a mouth-held brush. It was Stegmann's belief that if painters with similar problems formed a co-operative, it would be possible for them to live by their artistic efforts and enjoy a sense of work security, that until then, had eluded them. This aim was to be achieved by the marketing of their work in the form of greetings cards, calendars, prints and illustrated books. The result has been a unique worldwide art movement called the MFPA Association.



With over 800 artists from 74 countries, the MFPA instills in its artists a sense of self-respect and dignity that comes from earning an independent, honest and secure livelihood through the sale of their artwork.

In India, we currently support 20 member artists from a diverse cultural background spread across Maharashtra, Jammu & Kashmir, Gujarat, Uttaranchal, Andhra Pradesh, Tamil Nadu and Kerala. They work individually from their homes and regularly submit artwork to us.

Objectives

Our primary objective is to find as many mouth and foot painting artists as possible and bring to the forefront their aesthetic creations by providing them a platform to express their artistic talent. We safeguard and promote their interests, improve their working and living conditions, promote and improve their artistic abilities and skills by promoting the commercial use of their work. By offering financial support, we instill in



Bobby Thomas

our members a sense of freedom and dignity as well as an opportunity to earn an independent, honest and secure livelihood through the sale of their artwork reproduced in the form of greeting cards, calendars and other delightful merchandise. We also grant scholarships to promote their development.

Benefits to the Artists

As co-owners of the organisation, members are the sole benefactors of the MFPA's financial objectives. We support up-and-coming mouth or foot painting artists by admitting them as students, associate or full members of

“ Know us for our ability, not our disability ”

the organisation, depending on their level of proficiency.

With the monthly financial support from us, they are able to concentrate on the development of their artistic skills while remaining financially independent. Once a member, he or she is assured of a monthly income for life, regardless of whether any increasing disability makes it possible for them

to continue providing artwork we can market. This obviously removes great fear from their mind; the possibility of losing one's livelihood due to deteriorating health.

We regularly organise exhibitions, conferences and workshops; giving the artists an opportunity to interact and exchange ideas and views.

Born To Conquer



Bandenawaz Badshah Nadaf

Bandenawaz Badshah Nadaf was born into a poor family in Mumbai in 1987. His parents were devastated to discover he had serious birth defects. He had no left hand and his right hand was just a very short stump. Bandenawaz's father is a driver and his two brothers work as labourers. His mother is a homemaker. However, despite their difficulties, Bandenawaz's family helped him to learn to write with his foot. He attended a Hindi medium school upto Class VIII and was a very good student. The guidance and encouragement he received from his family and school to use his foot to write and draw helped planted a seed for his love for art. He began to paint with his foot. He realised the gift he has been blessed with. He soon became an accomplished foot painter and won prizes in several inter-school and national level art competitions. Bandenawaz is totally independent and takes care of his own daily activities like eating, dressing, shaving, and bathing. He is also a very good cook. He loves to play the tambourine. He can drive a four-wheeler on his own. Overall, other than being an accomplished foot painter, he is a wonderful sportsman. He is an excellent swimmer and has won two gold medals in the National Swimming Championship for the Disabled. He is also a Yellow Belt in Karate. He has participated in the Mini Olympics for the Disabled and won several prizes in various disciplines.



Never Say Never



Sheela Sharma

Sheela Sharma was born in Gorakhpur, Uttar Pradesh in 1968. She lost both her arms in a train mishap at the tender age of four. Sheela attended a local primary school where she proved to be an excellent student and developed the ability of holding articles with her mouth and feet, which, in normal circumstances, would have found their place between her thumb and finger. Right from her childhood, she was fond of taking photographs and drawing sketches of people and natural scenes. She used to make geometrical diagrams, biological drawings of frogs, birds etc for her friends and even teachers; besides preparing her own practical file. She participated in many art competitions and won many prizes. She went on to successfully complete her Bachelor's Degree in Fine Arts. Sheela has been a member of MFPA since 1999 and has conducted several solo exhibitions, including one at the Jehangir Art Gallery in Mumbai.

Letting His Light Shine



Jesfer Pulikkathody

Jesfer Pulikkathody is from a small town in Kerala. He has been suffering from muscular dystrophy for the past several years. Almost his entire body is paralysed from the neck down. While still at school, he painted using his hands, but due to the progression of the disease, he had to quit school. Over the years, he learned to write and paint with his mouth. After reading the autobiography of the then President of India, Dr Abdul Kalam, he was so inspired and touched that he painted the President's portrait, and had the opportunity to present it to him personally. In 2007, he was awarded by the Kodamkanthath International Art Foundation for his contribution towards art.



“By offering financial support, we instill in our members a sense of freedom and dignity as well as an opportunity to earn an independent, honest and secure livelihood through the sale of their artwork reproduced in the form of greeting cards, calendars and other delightful merchandise”

Rising Above The Storm



Shrilekha

Born with a rare congenital condition known as Arthrogryposis Multiplex Congenita that has almost paralysed both her limbs, Srilekha Mandallapalli from Hyderabad is confined to a wheelchair, and requires help with all her daily chores. Despite her tragic health condition, Srilekha's love for art blossomed at a very young age. Her disability did not stop her from becoming an accomplished mouth painter. After completing her graduation in 2003, she started fabric painting and then graduated to oil painting in 2007. Her main aim is to motivate and help others with disabilities to come out of their shell and express themselves freely, through their God-given gifts.



Grit and Determination



Manjibhai Lavjibhai Ramani

On a normal day way back in 1970, Manjibhai Ramani from Atkot, Rajkot in Rajasthan was busy crushing sugarcane. In the blink of an eye, his hands accidentally went into the sugarcane crusher. The damage to his hands was so severe that they had to be amputated. Despite this tragedy and subsequent disability, he did not give up living his life. In 1978, he took up mouth painting. He also undertook a five-year degree course in painting at the College of Fine Arts in Ahmedabad, where he studied natural, figurative, abstract and portrait painting. He has participated in several national exhibitions and has also had solo shows. He teaches Fine Arts to students of different age groups. He has been a member of MFPA since 2006.



We have been enriched because of each unique and gifted individual who is associated with us. We have learnt much from each of them, and we know that our understanding and appreciation of these fantastic individuals and artists will continue to grow as we expand and embrace more each new day. We will continue serving their interests, be the wind beneath their wings, bask in their success and shine a light on their very special gifts and talents that have made our world more colourful. ■

*Bobby Thomas is MD,
Indian Mouth & Foot
Painting Artists Association
(IMFPA)*



Art Beyond Sight

Helping the Visually-Impaired Create Masterpieces

It would not only be difficult but extremely challenging if your eyes were blindfolded and you would have been asked to paint on a canvas.

But Krupa Shah, an artist with a mission, firmly believes that art has a higher purpose in life. She has been teaching a group of visually impaired children how to paint. Using painting as a medium of expression, she is teaching them that life is all about taking up challenges and showing the world that nothing is impossible.

At Happy Home and School for the Blind in Mumbai, she is training these children in creating masterpieces with their paintbrushes by simply recognising each colour by its unique smell. The colours are made of natural extract oils. A fragrance is added to each colour to help children identify them. For instance, red smells of strawberry, brown colour smells of chocolate and white colour smells of vanilla. In this way, the concepts of colour are taught to the children.

While it was important for the kids to know that blindness should not deter them from painting, there were challenges in teaching them to do so. Training them in handling tools and moving them within the space of the canvas was challenging.



Also, it was difficult to teach them how to create a balance between warm and cool toned colours. But what made the efforts worth it was their willingness to learn.

These children already have an inferiority complex because of their lack of vision. Painting makes them feel that they are no different from others. The ability to create something on their own helps them gain self confidence and self reliance.

Krupa says, "As an artist, I know that you don't need eyes to paint. You need passion and an expression. It is with this in mind that I help these kids to paint and help turn their obstacles into opportunities."

As an artist, Krupa has given expressions to different issues and social ethos through her art. In the fight for #JusticeForAsifa, Krupa made a huge painting of Asifa and gathered funds to the tune of more than Rs. One Lakh. She is soon to donate the painting and the funds to Asifa's family, including a part for the lawyer fighting Asifa's case. Krupa has also painted for the cause of drought affected farmers of Maharashtra, and handed it to the Chief Minister of the State, Devendra Fadnavis.

Krupa is also in talks with the State Education Minister, Vinod Tawde, to ensure that art is made mandatory in schools and colleges. She says, "Today's millennials are so occupied with their technology and gadgets that they need art as a stress buster." ■



An Abstract painting by a blind child





SO Bharat Celebrates 50 Years of Special Olympics

On the occasion of the 50th Anniversary of the global Special Olympics movement, youth leaders of SO Bharat geared up in Gurgaon, Mumbai and Hyderabad to spread the message of 'Revolution Inclusion' to raise awareness for Special Olympics and Play Unified. The day is also celebrated as Special Olympics' Golden Anniversary & Eunice Kennedy Shriver Day, who was the Founder of Special Olympics.

Special Olympics Bharat is a National Sports Federation accredited by Special Olympics Inc to conduct its sports programmes all over India. It organises

Olympic-type sports for persons with intellectual disabilities with over 1.4 million athletes registered in the programme currently. Founded in 1968 by Eunice Kennedy Shriver, the Special Olympics movement has grown from a few hundred athletes to 5.5 million athletes in 172 countries.

In Gurgaon, as part of the Scottish High International School's annual festival SHISMUN Fiesta, a sporting fundraiser was organised by the youth leaders on July 20, 2018 across five disciplines, namely, Aquatics, Basketball, Badminton, Football and Table Tennis. The programme saw participation of



students of Grades VI-XII. The fundraising rounds were preceded by unified engagements across all the disciplines bringing together persons with and without intellectual disabilities as teammates.

Additionally in Mumbai, a meet and greet session was also organised between WWE Superstar - Braun Strowman and SO Bharat athletes from Maharashtra. SO Bharat also organised a Kick-a-thon, a football fundraising event where 20 unified teams competed in a 5-a-side tournament at the Lions Municipal Sports Complex, Santacruz. The event was supported by Hridey Sahgal, a youth leader from The International School Bangalore (TISB), who also raised funds through a Swimathon in his school, and promised to expand the initiative to more parts of the country.

Following the two events, 20 medallists from the previous Special Olympics World Games and few athletes preparing for the upcoming Special Olympics World Summer Games 2019 engaged exclusively with the WWE Superstar, Braun Strowman, at the ITC Kakatiya, Hyderabad, on July 21, 2018. The tour of the superstar upholds the partnership of WWE with Special Olympics in support of Play Unified and the Special Olympics' campaign focused on creating change through sports.

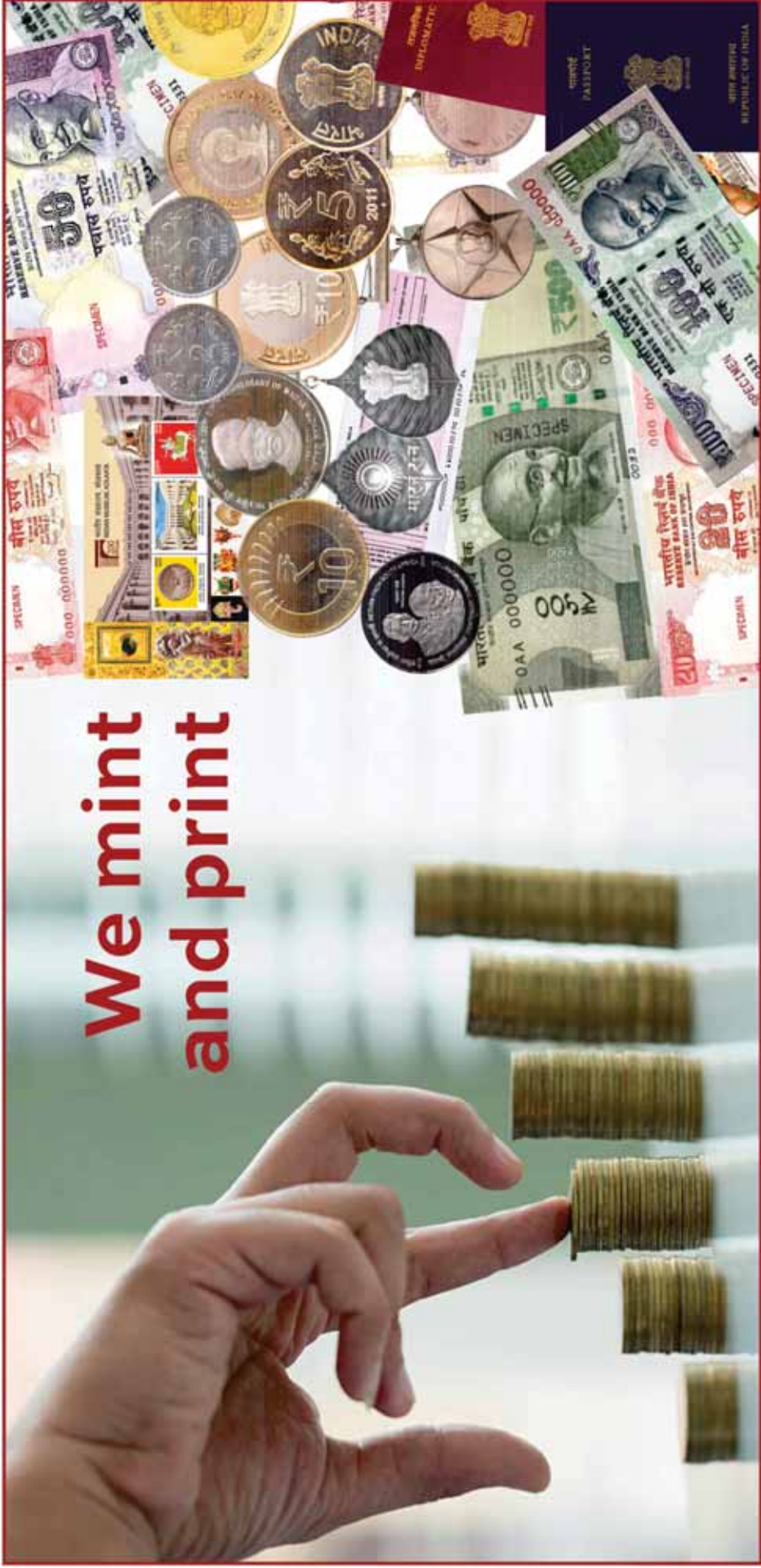
Celebrating 50 years of Special Olympics, Air Marshal (Retd) Denzil Keelor PVSM, KC, AVSM, VrC., Founder & CEO SO Bharat, said, "This is a glorious year for Special Olympics as it marks 50 years of this incredible movement. I would like to congratulate all the youth leaders for their continued participation and support for spreading the message of Inclusion Revolution."

Special Olympics has created a more inclusive, welcoming world for all and has been changing attitudes about the talents of people with intellectual disabilities. The global celebrations will inspire new generations to see their beauty, dignity and talent. India celebrates having over 1.4 million athletes from all the States and Union Territories successfully having nurtured sporting skills of the athletes for the World Games over the years; with growing support of the Government of India and a wide network of educational institutions. With the support of global entities like the LCI, ESPN, IKEA Foundation, Herbalife Nutrition, WWE, HASBRO the platform of providing opportunities to one of the most marginalised and invisible segments of the society, accentuates the message and urgency of inclusion.

Special Olympics Bharat is recognised by the Government of India as a National Sports Federation in the Priority Category for the development of Sports for Persons with Intellectual Disability and has been designated as the Nodal Agency by the Government for all disabilities on account of its national presence, outreach and experience. The programme spreads across all the States and Union Territories of India. ■



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