

STRATEGIC ALLIANCE FOR EFFECTIVE CSR



Partnership Corporate


A MULTI-STAKEHOLDER MEETING

9th October, **2015**

► MUMBAI CHAPTER ◀

Ambuja Cement

Elegant Business Park, M.I.D.C. Cross Road 'B', Off. Andheri - Kurla Road,
Andheri (East), Mumbai



Disclaimer:

This report has been prepared by GlobalHunt Foundation for the multi-stakeholder meeting on “***Strategic Alliance for Effective CSR***”- Mumbai Chapter sponsored & hosted by Ambuja Cement Foundation and facilitated by GlobalHunt Foundation. The report is an outcome of knowledge dissemination and proceedings undertaken during the programme. The contents of the report are in reference to the information shared by each participant and partner organization.



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ACKNOWLEDGEMENT

We would sincerely like to acknowledge the generous effort of **Ambuja Cement Foundation** and all the participants for the successful facilitation of the **Multi-stakeholder Meeting** on “*Strategic Alliance for Effective*” Corporate Social Responsibility.

A special mention is extended to **Mr. Sunil Goel**, *Director, GlobalHunt Foundation* and **Ms. Pearl Tiwai**, *President CSR, Ambuja Cement Limited, Director and Chief Executive, Ambuja Cement Foundation* for their kind support extended towards the successful implementation of programme.

A special thanks to **Mr. Diwakar Chauhan** and **Mr. Sunny Detani**, *Narsee Monjee Institute of Management Study* for their kind efforts and support towards the successful completion of the meeting.

Who can be the possible Partners?

- ◉ How will you decide & agree on What to do?
 - ◉ Collaboration method for **partnership?**
- ◉ How to manage the performance of **partner?**
 - ◉ What are challenges of **partnership?**
- ◉ How to overcome such **challenges?**



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PARTNERSHIPS
MISSION investment Corporate Company
rights management
interest Report
sustainability
Due diligence
CSR
Evaluation
business
Community
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Foreword



In Indian sustainability scenario, many businesses are now being expected to think and react in manner which not only holds them responsible for economic development of country; but also to partner for social and environmental development. As the current dilemma which the world is facing are not just economic in nature but also envelopes the social and environment contours of society.

Whereas, overcoming these challenges is not the sole responsibility of any single agency or any individual. It is the responsibility of each one of us where we as stakeholder of development are defined in the partnership matrix. The businesses are seen as a significant stakeholder because they are in some or the other ways are connected with the larger community.

Hence, being closely associated with the community the businesses are being levied with the responsibility to enhance the community with which they are working. But this enhancement requires partnership from diverse stakeholders from the centre till the periphery. To formulate such partnerships the GlobalHunt Foundation as a CSR Consulting and Advisory is creating platforms of partnerships for past one year and **“Strategic Alliance for Effective CSR”** is one such significant platform with Ambuja Cement Foundation.

The strategic alliance meeting is designed for multi-stakeholders partners to come for cross sharing of knowledge on partnerships and through interactions collaborate with one another on projects. The meeting intends to formulate an alliance on CSR where the stakeholders can be engaged in dialogues and collaborations from time to time.

I would like to sincerely thank Ambuja Cement Foundation for supporting this initiative and participating organizations such as Suzlon Foundation, Kraft Heinz, Excellence Group, Hindustan Construction Company, AmiCorp, Lavasa, Tata Tele Services, Transasia Bio-Medicals, Larsen & Turbo, Henkel Group, British Petroleum, Ador Welders, Tata Capital Financial Services, Asian Paints, CASI among others.

Sunil Goel

*Director
GlobalHunt Foundation*

From the CEO's Desk



I am pleased to extend a warm welcome to all the participants for showcasing their kind presence for the multi-stakeholder meeting and wish that all of us who were present will be engage in meaningful dialogues to frame the importance of “sustainable partnerships” in CSR domain.

In contemporary scenario of India when Sustainability is being inducted with new forms of ideas, concept, feelings, solutions and objectives thus, it also becomes crucial to fabricate the role and significance of partnerships. There is a need to realize that if partnerships equation can lead to one plus one as two; then partnership equation can also lead to one plus as eleven.

Moreover, in CSR there is a tendency to define partners in two categories one as a definite category of “businesses” and other as a broad category of “civil society partner”. But to our understanding this role can be further very elaborative and can be reversed from situation to situation. New set of perspective can be included where business organization can co-partner with other business to implement common viable project together; or in any other role which we are not aware of and can be shared by any other participant present here for the meeting.

Thus, our objective to host such kind of multi-stakeholder meeting bestow in the fact that we want to welcome new such perceptions and connotations to this meaning of “partnership” and how best a corporate instead of one definitive role can be multiplied. To achieve this objective we need to build a common platform for cross-sharing of knowledge, the current requirements, possible ways to fulfill these requirements, the ongoing trends, ideas, opinions etc. so as to establish strong relationships.

I wish through this platform we are able to share crucial knowledge on partnerships and also can create a platform of collaboration where through sharing of each other needs we can collaborate with one other and set examples of conducive partnership.

I would like to conclude by thanking GloablHunt Foundation for taking forward this mandate with Ambuja Cement Foundation and for facilitating the IInd Series of the Multi-stakeholder meeting.

Ms. Pearl Tiwari

President CSR, ACL

Director and Chief Executive, ACF

Why Collaboration Hub ?

We would like to extend a special thank you to all the participants for coming forward and supporting the Multi-stakeholder Meeting on “Strategic Alliance for Effective CSR”. Our main motive of hosting such multi-stakeholder meeting is to invite key organizations and personnel and with their assistance initiate the task of defining the blueprint of partnerships for CSR.

The GlobalHunt Foundation and Ambuja Cement Foundation have launched the series of Multi-stakeholder meeting to make businesses rethink and redefine their roles in partnerships through potential discussions and collaborations. To overcome a two way partnership through the meeting we want to mobilize the stakeholders to realize that a consortium of partnerships can perform diverse role in a sustainable project, such sharing of knowledge and expertise, technology innovation and sharing of financial resources.

Any CSR project should not limit itself in two definite partners of “businesses as fund giver” and “civil society organization as fund receiver”. Through such meetings we want the diverse stakeholders to reassess their role and bring innovations to this idea of “sustainable partnerships”. As in contemporary scenario, the biggest challenge is to find a suitable partner which has the ability to plan, implement and envisage a project as the other partner.

Hence, keeping in mind all the above factors the Multi-stakeholder Meeting is designed in such a manner where the following objectives are achieved:

- The role of partners in any CSR Projects needs to be defined.
- The role need to be innovative.
- Through cross-sharing we can gain ideas.
- Also, during cross-sharing we present our challenges and strengths.
- Through thematic clusters formation each participant can bring forth his ideas and opinions.
- Creation for on-spot project collaboration platform.



Ambuja Cement Foundation Initiatives

The particular session focused on sharing of Ambuja Cement Foundation key initiatives in the areas of Skill Development, Agriculture, Water & Sanitation. The representatives from Ambuja Cement Foundation showcased different case studies in the three areas which through concrete partnerships have resulted in solving specific community problems and have evolved them for their betterment.

KEY HIGHLIGHTS

- Sharing of key practices
- Understanding the model of implementation
- Overview of partnership experience
- Future plan of expansion
- Affirmative change bought in community



15 Skill & Entrepreneur Development Institutes are spread across 10 states under which 23000 youth have been trained and 16000 have been placed with a salary of Rs. 4000-11000.

The next goal in line is to train 1 Lakh people in total by 2020

Mr. Ravi Nayse

*General Manager
Vocational Training*



Capacity Building on agricultural & allied programs and strengthening farmer's bargaining power are some of the major roles of ACF. Through the Better Cotton initiative ACF has been able to reach to 25,000 farmers increasing their net income by 10% and decrease in pesticides by 42%. ACF primarily focus on technology promotion capacity building of farmers and market linkages.

Mr. Sunil Kumar Rana

*Programme Manager
Agro Based Program & Livelihood Program*



To combat the depleting water table in specific plant locations ACF adopted a holistic approach for the entire river basin management. It was important to mobilize community so that it becomes sustainable. People were able to get help from agencies for which they were even able to give up their land. Local level partners had an expertise with their own setups which they shared with local NGOs.

After the implementation of programs informal groups of farmers and concerned Gram Panchayats take responsibility of management of structures.

Mr. Dalsukh Vaghasiya

*Area Manager
Gujarat*

Experience Sharing Session

One of the prime objectives of the meeting was to host a democratic forum for presentation sessions by key stakeholders showcasing the best case practices and respective Corporate Social Responsibility outlooks, perspectives. Thus, for the programme four key speakers were invited to share their experiences on partnerships.

KEY HIGHLIGHTS

- Showcasing of specific projects for partnerships
- Sharing of partnership experiences
- Objectives achieved through partnerships
- Cross-sharing of knowledge
- Understanding common areas of interest
- Potential areas for partnerships



Dr. Anagha Joshi
Head, Operations
Suzlon Foundation



Ritesh Chaudhari
IBS Office
Henkel Group

Sandhya Kedlaya
Head-Corporate Communications
Henkel Group



Devichand Katariya
Head Operations and Marketing
Ador Welding Academy Pvt Ltd



Dr. Meena Gallaria
Director, Center for Sustainability Management & Social Entrepreneurship
Narsee Monjee Institute for Management Studies

At Suzlon, Corporate Social Responsibility involves three major goals which are:

ENGAGE	EMPOWER	SUSTAIN
Change is possible only when all stakeholders are involved in the process of change.	Empowering communities to nurture their development by building their capacities.	Communities must partner and have stake in the program to bring in ownership and accountability.

As today I have been invited to share one of Suzlon case study where we partnered with Aquatech to promote safe drinking among rural areas. An inclusive project was designed by both the organizations to develop participatory modules for the community. Also, to map the impact of our activities we have developed an internal MIS tracking system which assists in maintaining record for village wise activities.

Dr. Anagha Joshi

Head, Operations
Suzlon Foundation

The Henkel Group in India primarily focuses on enhancing the capacities of all its stakeholders by promoting social initiatives that create an impact for future environment. Some of the Corporate Social Responsibility areas where Henkel is currently working in India are as follows:

SCHWARZKOPF'S SHAPING FUTURES Programme 1 - Through the programme professional stylists provide technical training in hairdressing to the underprivileged youth.	EMERGENCY AID Programme 2 - Emergency Aid is provided during natural calamities.
HENKEL LIGHTENING LIVES Programme 3 - The programme focuses on solar panel installation to those rural villages which are devoid of electricity.	HENKEL FLEXIBLE PACKAGING ACADEMY Is one of its kind academy in India which provides formal training on flexible packaging.

Sandhya Kedlaya
Head-Corporate Communications
Henkel Group

Ritesh Chaudhari
IBS Office
Henkel Group

The Ador Welding Academy Pvt Ltd (AWPL) a 100% subsidy academy of Ador Welders is a one of its kind welding academy in India which is providing end-to-end solution to the industry. The academy uses innovative centric tools to impart technical education to students. We at Ador are continuously looking for partners such as expansion of academy to new geographies, expert trainers, knowledge partners, agency that can further support the academy etc. to make AWPL a world class academy for welders. Today, I am pleased to meet all the participants and hope that we take from here concrete partners for our Corporate Social Responsibility projects.

Devichand Katariya

*Head Operations and Marketing
Ador Welding Academy Pvt Ltd*

Dr. Meena Gallaria, Director, Center for Sustainability Management & Social Entrepreneurship, Narsee Monjee Institute for Management Studies as a special guest was the convener for the session. After all the case studies she shared a brief synopsis of the case studies with the audience which is as follow:

All the case studies highlight the crucial fact that the mindset of Corporate Social Responsibility in India is moving beyond the philanthropic ideology where emotions of disparity, inequality and chaos were idolized and propagated. But such case studies are examples of a strategized and planned Corporate Social Responsibility. Implementation of these diverse programmes clearly signifies that the companies are developing and following an integrated system where the decisions are planned with brain and heart, community are involved in such decisions, partnerships are sought with likeminded organizations and mutual respect among all the stakeholders is maintained because of such a system.

Also, the businesses are recognizing the importance of “shared value” along with “sustainable value” for society. Thus, to create such a sustainable value there is still a huge need to engage in partnerships by involving diverse stakeholders of society and defining their roles and responsibilities in such matrix. Thus, initiation of such experience sharing and collaboration meetings are steps to promote such kind of an approach. Moreover, I hope that from such kinds of meetings the participants learn about the substantial value of partnerships.

Dr. Meena Gallaria

*Director, Center for Sustainability Management & Social Entrepreneurship
Narsee Monjee Institute for Management Studies*

Multi-stakeholder Meeting Objective & Expected Outcomes

Objectives

- An intense Corporate Social Responsibility B2B will be initiated among the close group.
- Showcasing & identification of common project areas to create room for collaboration.
- To overcome the influential gap between various stakeholders.
- Formation of peer learning group.
- To create a platform of sharing of best case practices among peers.

Expected Outcomes

- Collaborate on specific Corporate Social Responsibility projects and programmes
- Recognize common areas of partnership and collaboration
- Identify existing gaps and the need for partnerships
- Formulate peer learning group
- Through sharing of practices understand the diverse thoughts, opinions, ideas and beliefs that are existing



Collaboration Matrix

Cluster Group- Skill Development

COMPANY NAME	POTENTIAL AREAS FOR COLLABORATION	POTENTIAL PARTNERS
Ador Welder	<ul style="list-style-type: none"> ■ Training Sponsorship ■ Partnership with AWPL for setting training centres ■ Engaging AWPL as the knowledge partner for similar courses ■ Engaging AWPL for conducting training for welders and engineers ■ Partnership with other NGO's who can share AWPL profile with other stakeholders 	<ul style="list-style-type: none"> ■ BP & Castrol ■ Ambuja Cement Foundation ■ GlobalHunt Foundation ■ Lavasa ■ Tata Capital ■ Ami Corp ■ GESMAT
Ambuja Cement Foundation	<ul style="list-style-type: none"> ■ Knowledge partner ■ Placement partner ■ Infrastructure partner 	<ul style="list-style-type: none"> ■ Lavasa ■ TCS ■ Tata Capital ■ GlobalHunt Foundation ■ Henkel
Excellence Group	<ul style="list-style-type: none"> ■ Capacity Building of NGOs 	<ul style="list-style-type: none"> ■ GlobalHunt Foundation
GlobalHunt Foundation	<ul style="list-style-type: none"> ■ CSR Consulting & Advisory Organization where it can advise the corporate on programme designing, programme implementation, possible partners, impact assessment and reporting 	<ul style="list-style-type: none"> ■ Lavasa ■ Ador Welders ■ HCC ■ Ambuja Cement Foundation ■ Henkel
HCC	<ul style="list-style-type: none"> ■ Currently working at Assam on Skill development on handicraft for women ■ Interested for collaboration with reputed organization 	<ul style="list-style-type: none"> ■ GlobalHunt Foundation
Henkel	<ul style="list-style-type: none"> ■ Initiate prgorammes in skill development for shoe-makers, cobblers & hair dressers 	<ul style="list-style-type: none"> ■ GlobalHunt Foundation ■ Ador Welders
Lavasa	<ul style="list-style-type: none"> ■ To initiate skill training programmes and other empowerment programmes for reverse migrants 	<ul style="list-style-type: none"> ■ Ambuja Cement Foundation ■ GlobalHunt Foundation

COMPANY NAME	POTENTIAL AREAS FOR COLLABORATION	POTENTIAL PARTNERS
Tata Capital	<ul style="list-style-type: none"> Have developed a 6 hrs curriculum on financial literacy and need partners to implement the curriculum in schools/skill training centers etc. 	<ul style="list-style-type: none"> Ador Welder Ambuja Cement Foundation BP & Castrol Excellence Group GlobalHunt Foundation HCC Henkel
Ami Corp	<ul style="list-style-type: none"> Employee Volunteerism Programme 	<ul style="list-style-type: none"> Ambuja Cement Foundation
Transasia Bio-Medicals Ltd.	<ul style="list-style-type: none"> Looking to partner for skill development projects 	<ul style="list-style-type: none"> Ambuja Cement Foundation Ador Welders

Cluster Group- Health, Water & Sanitation

COMPANY NAME	POTENTIAL AREAS FOR COLLABORATION	POTENTIAL PARTNERS
Asian Paints	<ul style="list-style-type: none"> Water harvesting projects Impact assessment of water harvesting structures/projects implemented Exit plan for the old projects on water Water neutrality and water positive 	<ul style="list-style-type: none"> Ambuja Cement Foundation Suzlon Foundation
L&T	<ul style="list-style-type: none"> Watershed development programmes Work with reputed NGOs in water sector Project implementation need to include values of Community engagement, women participation Project should also impact on social aspects How investment would be worth like efficient project management, Monitoring efficiently, reporting system Investment on Innovative project Expected 15% to 25% contribution from beneficiary 	<ul style="list-style-type: none"> Ambuja Cement Foundation GlobalHunt Foundation Suzlon Foundation
Suzlon Foundation	<ul style="list-style-type: none"> Selection of trained NGOs for project implementation Efficient reporting/MIS from the implementing agency Water foot print What to do for better environment 	<ul style="list-style-type: none"> Ambuja Cement Foundation GlobalHunt Foundation
Kraft Heinz	<ul style="list-style-type: none"> How to select credible organization for implementation partner 	<ul style="list-style-type: none"> GlobalHunt Foundation



Conclusion

In the concluding remarks, Ms. Anagha Mahajani thanked all the participants for their kind participation towards the successful completion of the meeting. She also took the opportunity to thank all the partners of Ambuja Cement Foundation who have played a significant role in creating and implementing constructive Corporate Social Responsibility sustainable programmes which has benefitted the community immensely.

She wished that such encouraging partnerships are further promoted in society and through series of multi-stakeholder meetings Ambuja Cement Foundation is keen to develop a common platform for concrete partnerships among diverse stakeholders.

Hence, in the end she once again thanked all the participants for sharing their perspectives on partnerships and for sharing such projects that have sustained through collaborative partnerships. She thanked GlobalHunt Foundation for bringing in significant and likeminded people and organizations that will further promote collaborations in their respective spheres.



List of Participants

SL.NO	COMPANY NAME	CONTACT PERSON	DESIGNATION
1	Ador Weilders	Devichand Katariya	Head Operations and Marketing
2	Ambuja Cement Foundation	Pearl Tiwari	President CSR, Ambuja Cement Limited Director and Chief Executive, Ambuja Cement Foundation
3	Ambuja Cement Foundation	Ravi Nayse	G.M.- Skill Development
4	Ambuja Cement Foundation	Chandrakant Kumbhani	G.M. Community Development
5	Ambuja Cement Foundation	Sunil Kumar Rana	Programme Manager Agro Based Program & Livelihood Program
6	Ambuja Cement Foundation	Sanjay Kumar	Manager Liaison
7	Ambuja Cement Foundation	Dalsukh Vaghasiya	Area Manager-Gujarat
8	Amicorp Foundation	Mitez Sheth	Global Head- Treasury
9	Asian Paints	Jagdish Acharya	Adviosr-CSR
10	BP	Shrikant Kulkarni	CSR
11	CASI	Paresh Sheth	
12	Excellence Group	Pragya Soni	Senior Manager- CSR
13	GESAMT	Anil Kumar Singh	Director-Supply Chain
14	GlobalHunt Foundation	Dr. Pradip Sarmah	Advisor
15	GlobalHunt Foundation	Megha Kaushik	Programme Coordinator
16	HCC India	Ratnakar Khaire	CSR Manager
17	HCC India	Navin Sheety	Officer – CSR
18	Henkel	Sandhya Kedlaya	Head-Corporate Communications
19	Henkel	Ritesh Chaudhari	IBS Office
20	Kraft Heinz	Yasmin Bhadha	Senior Manager – Consumer Care, Corporate Communication, CSR
21	Larsen & Turbo	Mabel Abraham	AGM-Social Initiatives
22	Lavasa	Upendra Sontakke	Head-CSR
23	NIMS	Dr. Meena Gallaria	Director - Center for Sustainability Management & Social Entrepreneurship
24	Suzlon Foundation	Anagha Joshi	AGM-Sustainability & CSR
25	Tata Capital	Harish Dash	Corporate Sustainability
26	TCS	Dnyeshwar Kamle	Strategic Solutions and Sustainability
27	Transasia Bio-Medicals Ltd.	Sweety Machado	Corporate Social Responsibility (CSR)

Supported by :

AMBUJA CEMENT FOUNDATION



About **Ambuja Cement Foundation (ACF)**

Ambuja Cement Foundation is the Corporate Social Responsibility wing of Ambuja Cements Ltd. that works with the rural communities surrounding Ambuja's manufacturing sites. The Foundation is engaged in a variety of people-centric, integrated rural development projects. Since inception, the Foundation has expanded its reach and diversified its programmes to include as many members of its stakeholder group as possible. While working with the participation of the people, ACF has held its mission statement central to all its operations.

About **GlobalHunt Foundation**

GlobalHunt Foundation (GHF) is primarily a CSR research and consulting organization, it has been established as a section 25 not for profit company registered under the Indian Companies Act, 1956. As a signatory to the United Nations Global Compact (UNGC), GHF serves as a knowledge catalyst and engages its vast corporate clientele with diverse multi-stakeholders to enhance their Corporate Sustainable Responsibility (CSR), GHF provides key services on research, reporting programme designing, advisory, training and due diligence for its pan India clients comprising of leading corporate, civil society organizations, government institutions and academia.