REPORT

Preparing for CSR Partnerships

THIRD REGIONAL CAPACITY BUILDING WORKSHOP FOR EMPANELLED PARTNERS OF NATIONAL CSR HUB, TATA INSTITUTE OF SOCIAL SCIENCES

SUPPORTED BY UNICEF

Delhi
25th and 26th April 2016

VENUE: Tamarind Hall, India Habitat Centre, Delhi

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Photo Credits: Ms. Richa Prakash
UNICEF has been a key contributor to the development of the Operational Strategy for the National CSR Hub, during its inception. Similarly, both Tata Institute of Social Sciences and UNICEF have been key contributors to the Companies Act, 2013, Section 135 on CSR. UNICEF continues to engage with the National CSR Hub to providing technical support for CSR programmes of Indian companies.

One mode of regular support is in the form of providing resources for capacity building of Empaneled NGO partners of the Hub. The focus is towards enhancing NGOs' knowledge and skills for fund raising through the CSR domain and tap the potential of these resources to improve social and development impact within their area of work. Under this support, workshops have been previously held in Mumbai and Kolkata catering to capacity building needs of local NGOs in these regions. This workshop in Delhi, is the third such effort whereby UNICEF has supported NGOs in crucial aspects of CSR knowledge and fund raising skills.

One of the major activities of the National CSR Hub is the empanelment of development partners. The primary objective of this process is to provide partner PSEs and private companies with a list of reliable and credible organisations as partners for implementing their CSR activities.

Currently, the NCSR Hub has a database of **600 development partners**. These agencies are categorized across sectoral areas of expertise as well as geographical locations of operation.

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<tr>
<th>Major sectoral Areas of Expertise</th>
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<tr>
<td>Health</td>
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<td>Education</td>
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<tr>
<td>Vocational skilling</td>
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<td>Environment</td>
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<td>Research</td>
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A two day capacity building workshop was organized on 25th and 26th April 2016, for the empanelled development partners from Northern India at India Habitat Centre, New Delhi. This two-day capacity building session was conducted with support from UNICEF.

Following is a brief synopsis:

**Day 1: 25th April 2016**

1. **Welcome Address by Prof B Venkatesh Kumar, Director National CSR Hub:** Prof B Venkatesh Kumar, in his welcome remarks, informed the gathering about the various activities conducted by National CSR Hub such as research (baseline and needs assessment, evaluation and impact assessment), capacity building and advocacy. He also briefed the audience on the achievements and partnership profile of the Hub, and wished the participants a fulfilling, productive and enjoyable workshop.

2. **Setting the context by Prof S. Parasuraman, Director, TISS:** Prof Parasuraman highlighted the relevance and context of NGO role, by pointing to the problem of extreme inequalities in today’s world. Pointing to the contradictions in the prevalent model of development, he highlighted the need for compassion to address the issues of deprivation and inequity, and hailed the NGO sector as a source of such compassion that could make a difference to such problems if equipped with appropriate direction and capacity.
3. Launch of the Project Proposal Bank of National CSR Hub, TISS: Prof B Venkatesh Kumar, distinguished panelists of the workshop (Prof Balveer Arora (former Pro-VC, JNU), Dr Amitabh Mehrotra (Founder and Director, SPARC), Dr Sanjay Panda (IAS, Former Secretary, Ministry of Textiles), Mr SN Batliwalla (Former Secretary, Tata Trusts), Ms Lalita Sachdeva (UNICEF), Ms Neeraj Seth (Director, Advisory Services, Ernst and Young) and Panel Chair Mr Rohan Sarma launched the Project Proposal Bank of National CSR Hub, by releasing the proposal template. Dr Ananya Samajdar, Head, Project Proposal Bank, briefly introduced the idea of the Bank and described it as a proposed repository of the most outstanding of the flagship project proposals of the empanelled development partners of the National CSR Hub, TISS. In this session, Prof Venkatesh Kumar and Mr SN Batliwalla also felicitated the distinguished panellists.

4. Panel Discussion: Why CSR? What CSR? How CSR?: The Panel Discussion, chaired and facilitated by Mr Rohan Sarma, Head, Empanelment Committee, National CSR Hub, brought to the fore an interesting range of perspectives, keeping with the composition of the panel. On what CSR means, Prof Balveer Arora highlighted that justice is at the core of CSR, while Mr Batliwalla interpreted CSR as constructed philanthropy for nation-building. Mr Rohan Sarma brought in the concepts of corporate community responsibility and collaborative problem solving.
Prof Arora opined that CSR goes beyond mere adherence to legal provisions, and essentially entails taking care of those who have fallen through the cracks. He also stated that the idea that corporates are only responsible for their operational areas needs to change, though ultimately solutions to pressing social problems may be local. Ms Neeraj Seth of EY expressed that those who are mature see doing CSR as a means to a more profound goals rather than a goal in itself, and Dr Panda opined that these goals are the basic human development components of health, education and livelihood.

The speakers also felt that CSR covers not just external responsibility to community (for example, doing child welfare projects) but also transforming the way companies carry out their routine business (for example, abjuring child labour and protecting child labour at all levels of the supply chain). Mr Batliwalla talked about the need for attitudinal change among the management of companies. Ms Lalita Sachdeva drew attention to the difference between the old and new ways of doing CSR and a paradigm shift from old to new, the new way being more impact oriented and sustainable.

The discussion also covered corporate responsibility in a wider sense, going beyond the understanding of CSR as merely doing development projects. In this context, Mr Batliwala highlighted the features of the Tata Model of business, in which control rests not in an individual but in a Trust. The panellists also pointed to the need for not just corporates, but also NGOs, to be transparent and accountable in their functioning. Prof Balveer Arora pointed to the crucial role being played by civil society organizations such as NGOs in today’s democracy, and said that the concept of NGOs as ‘jholawalas’ is outdated. Mr Rohan Sarma pointed to the need for mistrust between NGO sector and corporate sector to be bridged. Rounding off, the panellists discussed the transformational potential of CSR. Dr Amitabh Mehrotra stated that CSR should be transformational, not tokenist. Ms Lalita Sachdeva drew attention to the need for proper convergence between Government, corporate sector and NGO sector for CSR to be truly transformational.
5. **Discussion on salient features of Companies Act 2013, CSR Rules 2014, and revised DPE CSR Guidelines:** In her presentation, Dr Ananya Samajdar, Head, Project Proposal Bank, National CSR Hub presented insights on the CSR provisions of Companies Act 2013, the Companies (CSR) Rules 2014, the recent CSR related clarifications issued by Ministry of Corporate Affairs and also the latest version of the DPE Guidelines on CSR and Sustainability for CPSEs. The thrust of the presentation was on clarifying the types of CSR activities that are permitted as per the law, rules and guidelines issued by the government. Dr Samajdar also brought in insights on the extent and composition of CSR spending by companies for the FY 2014-15, and touched on debates about various legal provisions, also referring to the work of the Baijal Committee that submitted its recommendations in September 2016.

6. **Robust Organizational Financials: systems, capacity, transparency and sustainability:** Mr S N Batliwalla, formerly Secretary of Tata Trusts and current Financial Advisor to TISS, spoke about the financial aspects with regard to NGOs’ credibility and transparency. His focus was on the robust systems of maintaining financial accounts and the legal and ethical aspects of accounting. He also delved in depth on issues related to legal status and typology of NGOs (such as trust, society and Section 8 Company). He also spoke about the parameters that would play a role in financial scrutiny of proposals submitted towards the Proposal Bank. The presentation included practical advice related to accounting standards and policies, audits, internal financial controls and statutory compliances. In a succinct manner, he highlighted the six Cs that should dictate a robust financial policy and governance of NGOs – Correctness, Comprehensiveness, Checks and Balances, Completeness, Cleanliness, and Categorization.
Day 2: 26th April 2016

7. **The evaluation and accreditation framework for NPOs in India: the empanelment process developed by TISS:** Mr Rohan Sarma, in this presentation, highlighted the criteria that are used for the evaluation of empanelment applications made by development partners. Stating that empanelment is only given for specific thematic and geographical areas, Mr Sarma highlighted key evaluation criteria such as governance and human resources related factors, financial and budgetary factors, programmatic elements, evidence of impact of past programmes, and development strategy and approach. He also highlighted subtle and less obvious factors that are taken into consideration for reviewing the empanelment applications of organizations in a holistic and comprehensive manner.

8. **UNICEF and Corporate Partnerships - Insights and Experiences:** In this presentation, Ms Ruchira Gujral of UNICEF highlighted how children are important stakeholders for businesses. She elaborated the framework of child rights and the work being done by UNICEF for promotion of responsible business practices and protection of child rights. She urged NGOs to not just be passive partners obtaining funding from and executing CSR projects for corporates but also to push corporates to adopt child friendly businesses practices. She provided practical advice to development partners who plan to obtain corporate funding for their social sector projects, including helpful tips to apply in proposal writing. She advised the fund seeking organizations to be professional in writing proposals, make a strong, clear and convincing pitch in proposals, and pay close attention to documentation, communication and reporting.

9. **Results based program development and management:** In this presentation, Mr Venkataramana, Chief Operations Officer of Shantilal Muttha Foundation elaborated results-based management as a strategy to improve programme effectiveness. He covered, at length, the
components of the logic model which can make projects more outcome oriented and serve as a basis for deducing all project activities, showing examples of outputs and outcomes for various kinds of project activities. The presentation emphasized and elaborated on clarity and concreteness in all project components, and provided valuable guidelines for all stages of the project management cycle such as programme development and planning, programme management, monitoring and evaluation and reporting. He highlighted the importance of a Performance management framework for tracking progress of project implementation and generating lessons for improving project implementation.

10. **Project Proposal framework and parameters for evaluation, proposal writing:** In her presentation, Dr Ananya Samajdar, Head, Proposal Bank, National CSR Hub explained the components of the project proposal template to be used by development partners while submitting proposals towards the Project Proposal Bank, such as need and background, project objectives and impact parameters, beneficiary strength, implementation strategies and monitoring mechanism. She also clarified the parameters that would be used for assessment of project proposals, especially focusing on the most crucial parameters such as outcome orientation, project mode implementation, scale and scalability, innovativeness, targeting at most vulnerable sections, community need and sustainability. She also explained to the audience the rationale, significance, procedures and terms and conditions of the Project Proposal Bank.
11. **Peer review and mentoring of proposals in group discussion, followed by presentation by participants and mentors:** The participants were divided into five groups depending on the area of their proposals and their project proposals were reviewed in detail by the mentor assigned to each group. Mr Amitabh Mehrotra, Mr S N Batliwalla, Ms Ruchira Gujral, Mr Venkataramana and Dr Vijay Aruldas were the faculty mentors for the groups on rural/community development and disability&mental health, vocational training and skill development, rights of children, women and other vulnerable groups, education, and health and sanitation respectively. The participants are to further work on the proposals for submission to Project Proposal Bank of National CSR Hub. At the end of the group discussions, one participant representing each group provided an overview of the proposals discussed in his/her respective group, and the mentors also made presentations on the fit of their respective group’s proposals with sectoral needs and also each presented a hypothetical ‘pitch’ selling the proposals to corporate houses.
Presentation on sectoral gaps during the break out session by the participants’ and expert mentors.

12. Certificate Distribution: The end of the workshop was marked by the distribution of certificates to the participants by the distinguished Resource Persons/Panelists Mr Amitabh Mehrotra, Mr SN Batliwalla and Dr Vijay Aruldas.
**DAY 1, 25TH APRIL, MONDAY**

*26 responses are available out of 60 participants.*

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<tr>
<th>Sr. No.</th>
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<th>Speaker</th>
<th>Rating (26 responses*)</th>
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<td>1</td>
<td>Welcome Address</td>
<td>Venkatesh Kumar</td>
<td>3</td>
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<tr>
<td>2</td>
<td>Setting the Context</td>
<td>S. Parasuraman</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Launch of National CSR Hub Project Proposal Bank</td>
<td>Ananya Samajdar</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Panel Discussion</td>
<td>Rohan Sarma (chair), Balveer Arora, Sanjay Panda, Sarosh Batiwalla, Amitabh Mehrotra, Niraj Seth, Lalita Sachdeva</td>
<td>11</td>
</tr>
<tr>
<td>5</td>
<td>Features of Revised DPE guidelines on CSR and Sustainability for PSUs, the Companies Act, CSR</td>
<td>Ananya Samajdar</td>
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**LEGEND:**

EE: Exceeds Expectations  
ME: Meets Expectations  
MSE: Meets Some Expectations  
DNME: Does Not Meet Expectations  
NR/Uncl: No Reply/ Unclear Rating  

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<th>Good Governance and Robust organizational financials: systems, capacity, transparency and sustainability.</th>
<th>Sarosh Batliwalla</th>
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**DAY 2, 26th April, Tuesday:**
*26 responses are available out of 60 participants.*

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<td>TISS designing, the evaluation and accreditation framework for NPO’s in India: the empanelment process.</td>
<td>Rohan Sarma</td>
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<td>1</td>
<td>UNICEF and Corporate Engagement-Insights and Experiences</td>
<td>Ruchira Gujral</td>
<td>10</td>
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<tr>
<td>2</td>
<td>Results based program development and management</td>
<td>V. Venkataramana</td>
<td>7</td>
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<tr>
<td>3</td>
<td>Project Proposal Framework and Parameters for Evaluation, proposal writing</td>
<td>Ananya Samajdar</td>
<td>2</td>
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<tr>
<td>4</td>
<td>Group Activity: Peer review and mentoring of proposals</td>
<td>Mentors: Amitabh Mehrotra, Ruchira Gujral, Vijay Aruldas, Sarosh Batliwalla, V. Venkataramana, Sanjay Panda. Moderated by Ananya Samajdar</td>
<td>5</td>
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<td>5</td>
<td>Presentation by Groups.</td>
<td>Moderated by Rohan Sarma</td>
<td>4</td>
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</tbody>
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General Remarks:

1. The workshop was of high standard, great opportunity of mapping for the future.
2. The workshop provided in-depth knowledge about how to prepare proposal and pitch. Several other issues like budget break-ups, CSR details were of great help. The workshop will help in preparing a better proposal.
3. This workshop was really helpful and increased my knowledge on CSR and fundraising. This will surely help me putting up the effective, relevant and scalable project to TISS.
4. More time needed on writing proposals for corporates.
5. The sessions were very informative, guiding us to write proper proposals and prepare meaningful projects. Thank you for organizing these sessions.
6. Most of the sessions were full of theory, as a participant we would appreciate more bullet point based visuals in the presentation.
7. List of CSR companies and their contact details should be shared with participants. Sometimes we are unable to get the correct persons contact details.
8. Excellent program, very informative. Articulate and knowledgeable speakers. Learnt a lot through interaction with the participants. The seminar has helped in adding a touch of ‘professionalism’ to the NGO sector and added to our knowledge of becoming better Development Professionals. Look forward to further seminars of this kind- especially if there is a convergence seminar which would include both grass roots workers and corporates.
9. Scope for more participatory and shorter sessions. Sharing of presentations and resources with participants.
10. Please work on time management to avoid any topic/session to be skipped.
11. The program has been very helpful in making concepts clear. The information could be slashed a bit to give time to reflect and internalize. More group work, hands on activity would be helpful. May be small exercises and case studies. Over all it exceeded expectations and some of the presentations were very interesting and professional.
12. NGO’s have fair knowledge about their respective themes, focus on CSR, What, How and Why corporates want should be more of a focus.

13. A workshop on CSR involving donor PSU’s would be highly appreciable.

14. Initiative and result oriented workshop with CSR funding corporates.

15. Good program. Enhanced skills in Project Proposal Development. Please circulate participants contact details.

16. Very informative and supportive. Panel extremely professional. No words to describe Mr Batliwalla and Rohan Sarma’s presentations.

17. Presentations were informative and interesting. Helped change perspective as to how we should pitch our projects.

18. Experts were good but presenters were making invalid statements.

19. Fee for proposals at Rs. 3000/- is too high.

20. Provide information on other stakeholders in the game and how CSR-Hub, TISS has an advantage/edge over others.

21. Bring one or two resource persons from CPSEs/Corporate.

22. Time frame and sessions should be sharper, giving 30% time minimum for Q&A.

23. Please plan and organize a ‘confluence’ of development professionals and corporate professionals.

24. Logistics need improvement.

25. This type of workshop is needed with CSO, Companies and Government Representatives.

26. There is a clear need of understanding about the CSR among all the shareholders.

27. I think there is no need for Capacity Building workshop. The main need of this type of workshop should be to fill the gap between CSO’s and Companies and the clear understanding of CSR.

28. The proposal format is very good but it needs each section clarification so that it will be easy to fill the format.

29. Content for second day was better. Need more such sessions for future programs.

Speaker wise/session wise remarks:

1. Prof Venkatesh Kumar’s welcome address was a relevant session and helpful.

2. Day 1 Panel Discussion: Panelists helped to understand CSR. Very useful insights given.
3. Dr Ananya Samajdar’s session on Guidelines for CSR: Enhanced Knowledge of DPE and CSR rules.

4. Ruchira Gujral’s session on UNICEF and Corporate Engagement: An excellent session and excellent speaker.

5. Day 2 Group Activity- Peer Review and Mentoring of Proposals: Good group activity, very much needed.

6. Prof Venkatesh Kumar’s welcome address: good coverage of topics.

7. Prof S. Parasuraman session on setting the context: Thought Provoking

8. Day 1 Panel Discussion: a bit long but a good session.


10. Dr Ananya Samajdar’s session on Guidelines for CSR: good presentation but can be shortened a bit.

11. Rohan Sarma: Excellent orator, has sound knowledge

12. Day 1 Panel Discussion: better time management for discussion is required.

13. Dr. Sanjay Panda in the Panel Discussion: his thoughts and direction were good.

14. Sarosh Batliwalla’s session on good governance and robust organizational financials: please put this section in the first half for next workshop.

15. Ruchira Gujral’s session on UNICEF and Corporate Engagement: interesting and please give more time to this topic.

16. Day 1 Panel Discussion: innovative approach to discussion. Rather long and sometimes repetitive. Could have been opened up to the audience for discussion.

17. Dr Ananya Samajdar’s session on Guidelines for CSR: presented cogently. Cleared many doubts, however too much material on each power point slide.


19. Rohan Sarma’s session on TISS designing the evaluation and accreditation framework for NPO’s in India: an excellent orator with clear thoughts and facts. Enjoyed his presentation and overall management and planning of the program.


21. V. Venkatramana’s session on Results based program development and management: rigorously detailed plan format. Very well presented

23. Day 2 Group Activity- Peer Review and Mentoring of Proposals: most important and facilitated learning activity. Sharing of ideas, clarification of methodology for preparation of the proposal. Learning from each other.

24. Dr. Ananya Samajdar’s session on Project Proposal Bank: Proposal bank is an innovative idea and looking forward to the process.

25. Day 2 Group Activity- Peer Review and Mentoring of Proposals: this session has to be clearer in terms of deliverables. It was not planned as a corporate pitch but later was made into one.