



**O.P. Jindal Global University**

*A Private University Promoting Public Service*

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INTERNATIONAL INSTITUTE FOR  
HIGHER EDUCATION RESEARCH &  
CAPACITY BUILDING  
*Institution Building for Nation Building*  
O.P. JINDAL GLOBAL UNIVERSITY

## IIHEd Roundtable Series

Conversations on

# Philanthropy



Ms. Rama Iyer      Mr. Nishith Desai      Prof. Dr. Vijay Khole      Dr. Indu Shahani      Dr.

Participants at the IIHED Roundtable Conference on Philanthropy: Education and Corporate Social Responsibility, Mumbai, 2017.

DESIGN  
INNOVATION  
CREATIVITY  
ENTREPRENEURSHIP



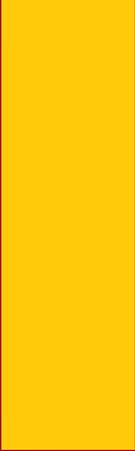
C. Raj Kumar

Mr. Farhad Merchant

Mr. Royat

DESIGN  
IN THE  
CREATIVITY  
BY  
DR. RAJESH K. SHARMA





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## Foreword

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It was quite a unique opportunity for O.P. Jindal Global University (JGU) and the International Institute for Higher Education Research & Capacity Building (IIHed) to host two roundtable conferences, the first one in Delhi, followed by one in Mumbai which was organised in collaboration with the Indian School of Management and Entrepreneurship (ISME). Each of the conferences brought academia, policy experts and industry together to discuss the future of corporate philanthropy in India. In these roundtables, they have identified and reflected on some of the challenges in understanding the role, evolution and impact of the philanthropy.

It is interesting to note that JGU, which was established in 2009, itself was a creation of corporate philanthropy towards institution-building for nation-building. About a decade ago, I had the privilege of meeting our Founding Chancellor, Mr. Naveen Jindal, and in our meeting, we discussed a philanthropic initiative on his part to build a world-class university on a not-for-profit basis in India. He agreed, and readily accepted to allow the university the academic freedom, autonomy and independence that will contribute towards making this dream a reality. It was rare in the history of India that a business leader took the extraordinary plunge towards making a contribution towards higher education. It was indeed a bold and courageous step by Mr. Jindal in opening a new chapter in the history of Indian philanthropy.

It is noteworthy that the founders of some of the leading private universities in the world have been people who are motivated with the spirit of giving back to society and actively promoting innovation and progress. Following in the footsteps of many illustrious philanthropists in other parts of the world whose benefactions helped create great institutions of higher learning such as Harvard, Yale and Stanford, Chancellor Jindal established this institution as a tribute to his father, Shri O.P. Jindal. Through this philanthropic initiative, he has made a significant contribution to promoting excellence in higher education in India. He not only made an enormous financial commitment but also brought to this project his personal commitment and dedication to the ideas of academic freedom, functional autonomy and independence that have ensured that JGU has flourished since its founding. In the eight years since its founding, JGU has strived to provide a global and holistic educational experience for its students.

At a time in India when we are faced with enormous challenges in our higher education sector, innovative solutions need to be found to address these challenges. Our biggest challenge has been to gain credibility as a serious institution of higher learning established through private philanthropy. We have made significant progress in the past eight years, and we will continue to invest our efforts in addressing the issues of quality, access, equity, transparency, and accountability in higher education.

I am grateful to a number of people who supported the conference and indeed participated in it actively. I appreciate the encouragement and support of Ms. Shallu Jindal, Chairperson, JSPL Foundation, who by setting her own precedence has played a vital role in revitalising Indian corporate philanthropy. I deeply acknowledge the invaluable contributions of Ms. Marcy Schuck, Former Director of Corporate Fund Raising, Legal Aid Society of New York & Former Director of Development, East West Institute New York, Dr. Peter Schuck, Simeon E. Baldwin Professor of Law Emeritus, Yale University and Dr. Indu Shahani, Founding Dean, Indian School of Management and Entrepreneurship as these conferences would not have been possible without their kind support.

I am grateful to all distinguished participants in the panel discussions as well as JGU faculty members and staff for providing leadership and organisational support in holding this important conference.

This report would not have been possible without the leadership support of Professor Yugank Goyal, who has been the driving force behind this report. I would also like to acknowledge the significant writing and organisational support that Ms. Nandita Koshal, Senior Research Fellow, IIHED provided in drafting this report. I would also like to thank Mr. Rajiv Jayaram, Editor, IIHED for his editorial contributions.

**Professor (Dr.) C. Raj Kumar**

**Founding Vice Chancellor**

O.P. Jindal Global University

Director, International Institute for Higher Education Research & Capacity Building (IIHED)

## Introduction

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Etymologically speaking, the word 'philanthropy' in its Greek origin, means, the love (philos) of humans (anthropos). And this is an indicator of how old the practice and concept must have been. Surely, we have heard of ancient kings and rulers being the benefactor and patrons of various, say, art forms, which would have otherwise not seen the light of the day. In economic terms, one would call, the public services with their huge private cost and thinly shared (however large) social gain would be under-provided in an economy, and hence the need for a patron.

In modern times, with dissolution of monarchy, governments have taken over the role and huge public services rest under their prerogative. The problem is, however, that governments often lack capacity and are guided by a short-term motivation, around the world. Industrial groups and civil society, who felt the need to bridge this gap, have given rise to the new age of philanthropy.

In Gospel of Wealth, Carnegie wrote about how great wealth brings great responsibility and why should it be directed towards social justice. With Rockefeller and Ford however, later, the philanthropy began directing towards causes and instruments, distinct from the social and the cultural, yet intertwined in them. This culture has assumed many shapes and forms today, with internet donations, crowdfunding philanthropy, direct cash transfers and the like.

Public discourse on philanthropy in India is rather low. While major philanthropic initiatives that set up Aligarh Muslim University and Banaras Hindu University speak of an old tradition of philanthropy in India, it is usually characterized by religious motivations. Surely, pioneering donors like Jagannath Shakarseth and Jamsetji Tata laid the foundations of private philanthropy in India, post-independence India has been malnourished in large-scale philanthropy. A dismal socio-economic situation, exemplified in crippling health, education and hunger statistics in India, comes at a striking odd with unparalleled rise of the ultra-rich in the country in last two decades. We don't quite know what the reason for this gap is.

The recently released India Philanthropy Report 2017 mentions that individual contribution in India has far superseded other institutional sources like CSR, foreign aid. In the last five years, individual philanthropic donations have increased six times (from INR 6000 crores to INR 36000 crores in 2016). Of the total donations, private 32% came from private donations in 2016 (up from 15% in 2011). While philanthropic foundations are taking up share of the government in development projects, considerable lot needs to be done.

In order to engage with questions related to philanthropy in India and fund-raising possibilities, OP Jindal Global University organized two roundtables on Philanthropy. The First Roundtable took place on 20 December 2016 in Delhi while the Second (in collaboration with Indian School of Management and Entrepreneurship, Mumbai), on 12 April 2017 in Mumbai. The themes covered in the two Roundtables, namely, Institutional Building and Social Development (Delhi) and Education and Corporate Social Responsibility (Mumbai) touched on several layers pertinent to the landscape of philanthropy in India. In both the Roundtables, instead of focusing on donors directly, we invited what we would like to call, 'managers of philanthropy.' These are people who run foundations that either give or run on philanthropic grants. These people are, we believe not only the most active stakeholders in this space, but also often with the considerable practical knowledge about how philanthropy has worked or may work in future in India.

The Roundtables were huge success. With 15-20 sharp minds that work in the space of philanthropy interacting with each other for crisp 2 hours, the conversations were deeply insightful. There was no stage, no sequence as such. People were encouraged to speak their minds as and when they felt like. It was like a fireworks of ideas, each different from the other in its own way. The discussions inspired us immensely.

Given the nature of the Roundtables and the manner in which they were organized, it was difficult to build a Report on it. How could the energetic impulses of ideas be translated into a bureaucratically designed Report? The passive voice could not have done justice to the active engagement that speakers had.

We therefore decided to depart from a conventional way of reporting discussion. This Report has transcribed the conversations, as it is (correcting for grammar, slurs etc.). This makes it read like a play. It not only takes the reader into the action-packed halls where the Roundtables took place, but also draws one into the actual conversation. Sometimes, ideas are best represented unalloyed. The richness in these ideas deserved such a treatment.

**Yugank Goyal**

Deputy Director

International Institute for Higher Education Research & Capacity Building (IIHEd)

Associate Professor, Jindal School of Liberal Arts & Humanities

*IIHEd Roundtable Series*  
on  
*Philanthropy*

**20 December 2016, Delhi**



**O.P. Jindal Global University**  
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INTERNATIONAL INSTITUTE FOR  
HIGHER EDUCATION RESEARCH &  
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*Institution Building for Nation Building*  
O.P. JINDAL GLOBAL UNIVERSITY

*You are cordially invited to participate in the*  
**IIHEd Roundtable Series**  
on  
*Philanthropy*  
*Institution Building and Social Development*

Date: Tuesday, 20 December 2016

Time: 2:30 pm – 4:30 pm

Venue: Deck Suite Hall, India Habitat Centre  
Lodhi Road, New Delhi - 110003

RSVP: Mr. K. Harischandra Rao, Office of the Vice Chancellor, +91 8396907363, [khrao@jgu.edu.in](mailto:khrao@jgu.edu.in)



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Journalism & Communication  
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# Programme

## Welcoming Remarks

2:30 pm – 2:35 pm

**Professor (Dr.) C. Raj Kumar**, Founding Vice Chancellor, O.P. Jindal Global University (JGU) and Director, International Institute for Higher Education Research & Capacity Building (IIHED)

## Special Address

2:35 pm – 2:40 pm

**Ms. Shallu Jindal**, Chairperson, JSPL Foundation

## Chair's Remarks

2:40 pm – 2:50 pm

**Ms. Marcy Schuck**, Former Director of Corporate Fund Raising, Legal Aid Society of New York & Former Director of Development, East West Institute, New York

## 2:50 pm – 4:20 pm: Discussion

### Moderator:

**Professor (Dr.) Yugank Goyal**, Associate Professor, Jindal School of Liberal Arts & Humanities and Deputy Director, IIHED

### 2:50 pm – 3:20 pm: The Culture of Philanthropy

**Professor (Dr.) Rupamanjari Ghosh**, Vice Chancellor, Shiv Nadar University

**Dr. Pramath Raj Sinha**, Founder & MD, 9.9 Media and Founding Dean, ISB

**Ms. Pushpa Sundar**, Founder, Sampradaan Indian Centre for Philanthropy

**Professor R. Sudarshan**, Dean, Jindal School of Government and Public Policy

### 3:20 pm – 3:50 pm: The Social Impact of Foundations

**Professor Ajay Pandey**, CEO, S.M. Sehgal Foundation

**Mr. Amitabh Behar**, Executive Director, National Foundation for India

**Ms. Radhika Kaul Batra**, Chief of Staff, UN Resident Coordinator's Office

**Mr. Riyaz Makaney**, Former Chairman, Aga Khan Education Service

### 3:50 pm – 4:20 pm: The Rhetoric and Reality of CSR

**Ms. Sangita Singh**, DGM, CSR, Jindal Stainless Ltd.

**Mr. Sanjeev Kaura**, Head, CSR, Times Foundation

**Mr. Vijay Sethi**, CIO and Head, CSR, HeroMoto Corp. Ltd.

**Mr. Vineet Gupta**, Pro Vice Chancellor, Ashoka University and Director, Jamboree

## Concluding Remarks

4:20 pm – 4:30 pm

**Professor Peter Schuck**, Simeon E. Baldwin Professor of Law Emeritus, Yale University

## Theme: Institution Building and Social Development

**C. Raj Kumar:** First of all, I would like to extend a warm welcome to all of you on behalf of O.P. Jindal Global University and the International Institute for Higher Education Research and Capacity Building to this IIHed series of roundtable conferences on Philanthropy, the theme of which is institution building and social development. At the outset I want to thank all of you for taking time out of your precious schedule to become a part of this conversation. I want to start with saying that the kind of people who have come together in today's conversation have made significant academic contribution towards understanding philanthropy and its evolution. I would like to congratulate Pushpa Sundar for her new book which has just been published by the Oxford University Press titled "Giving with a Thousand Hands: The Changing Face of Indian Philanthropy". The timing couldn't have been better.

Although we didn't plan and co-ordinate that we will have this event barely a day after her book was released. I also want to recognise the fact that there are people in this room who have been at the vanguard of institutional building in India, the people who work in non-governmental organisations, governmental organisations, who are also leading foundations, not-for-profit think tanks, those who are a part of corporations, companies, those who are doing this work as a part of their CSR initiatives. So there is a lot of diversity in the room. I would like to reserve my comments in the course of the conversation that we have, but I just want to mention one thing. The three sessions that we have identified reflect some of the challenges in understanding the role, evolution and impact of philanthropy. Obviously there are many more challenges. I am sure in the course of the discussion, we will be able to hear more of those.



L-R: Ms. Shallu Jindal, Chairperson, JSPL Foundation ; Prof. (Dr.)C. Raj Kumar, Founding Vice Chancellor, JGU & Director, IIHed; Dr. Yugank Goyal, Associate Professor, JGU & Deputy Director, IIHed

I would like my colleague Professor Yugank Goyal to briefly introduce to the panel the format in which we plan to have the discussion, after which we can have our chair persons' remarks. I want to introduce two individuals who are very special and are present here. On my right is Professor Peter Schuck, who is a Professor at Yale University, and after so many years at NYU, he now teaches at Berkeley. Peter Schuck is a governing body member of our university and chairs our International Board of Advisors. The other is Ms. Marcy Schuck who used to be a director at the corporate fundraising at a legal aid department in New York and also, the former director of development at East-West Institute in New York. Peter and Marcy are very special. I will say that the idea of this University originated in the basement of the NYU library in the year 2001 when I met Peter for the first time, sometime in December 2001. He inspired me profoundly to be involved in this initiative and guided me to understand the American revolution of philanthropy, particularly the institution building and of course the history and evolution of Yale and other universities. Peter of course didn't stop there, he was a Fulbrighter and spent a year teaching in India, he gave some 200 lectures across India and after he caught the India bug, we began the university in 2009. Peter and Marcy moved to Sonapat and spent an entire semester here where he taught our first batch of students. Living in - for those who are familiar with Sonapat - in a place called Sushant city which has relatively mediocre housing. This can perhaps be an understatement. They lived there, inspired us, and contributed to the evolution of our university. We are very grateful to both Peter and Marcy for their presence. I would like to stop here. Once again welcome!

**Yugank Goyal:** A very warm good afternoon to you all. At the outset thank you so much for accepting our invitation at such a short notice. Sitting here with twelve speakers I feel like one of those men in the movie, '12 Angry Men.' In that spirit, we can engage in, if not that heated, but some sort of a provocative discussion. One of the things we wanted to do was not to invite donors, but people who engage in, the real stakeholders who practice and manage philanthropy on the ground. With such diversity here, am sure we this will be an interesting discourse today.

I want to quickly give two specific ideas and they are not something to be proud of. Recently released statistics claims that top 1% of Indians own almost 60% of India's wealth. This is an increase from 35%, 15 years ago to 60% now. So India has lot of money, definitely 1% of India means a lot of people. We are talking about this because we are more than a billion people. The second interesting thing is that if you look at top 1% of the world, a quarter million live in India. Bizarre and surprising, as to the how low the level of philanthropy in India is and, how little is the discourse on it. Even though historically in India, we have had kings and Rajas who have been patrons of art, education and culture, and philanthropic benefactors. I am not going to make any rules here, but will quickly give a backdrop on how this conversation can play out over the next two hours. We have divided this broad word philanthropy and the phrase 'institutional building and social development' into three themes: the cultural philanthropy, the foundations and the CSR. We have taken liberty to assign for speakers in each of these themes. The four speakers listed will have around four minutes (five at the maximum) to propose their initial thought. Each theme is 30 minutes so that takes around 15-16 maybe even 20 minutes maximum. The last 10 -15 minutes in the second half of the session, everybody will come in and give an idea from their own thoughts to comment on what the speakers have spoken. This is the process that we will follow in rest of the sessions.

I am grateful that Peter and Marcy are here. It's a good time and at this stage, I would like to request Marcy to give her brief comments on how philanthropy in the US is done. I request Ms. Marcy Schuck to take on and give her ideas on what philanthropy is and through what lenses she views the philanthropy in India in comparison to the US.

**Marcy Schuck:** Hello, I am delighted to be here as well as excited about participating in a roundtable. I am particularly excited about being back in India. As Raj mentioned, we were last here in 2010 when Jindal was opening its doors, so to speak and there was one school and the campus was about 50 acres and it was quite undone- sort of barren. Peter and I are taking a tour tomorrow so we are really eager to see what is now a hundred-acre campus with six schools, I guess, with the Journalism school joining. I just want to take this opportunity to really extend my incredible congratulations to Raj and his team for a fantastic accomplishment. It's just very admirable. So now I am going to speak a little bit about the American perspective on the cultural philanthropy, how this perspective developed, the role of foundations and some specifics about initiating a fundraising plan. I am very proud of America's strong philanthropy traditions that are deeply rooted and pervade our society completely. Americans rely more heavily on our civil society or not for profits-Americans name for NGOs. We rely on our civil society probably more than any other citizens of developed countries. US residents donate more to non-profit organizations than do residents of other countries and that includes people of moderate means, not just the wealthy. Perhaps our reliance on civil society stems from a kind of general skepticism that Americans have from the very beginning about government control and whether the government is the right mechanism to distribute money to people in need. Philanthropy in America is strong, active and vibrant. Philanthropy began even before we were officially a country and well before we became a wealthy country, we had a decentralized government in many respects.

Yugank and I were talking during lunch about the fact that a lot of giving in America is very localised and in part because Americans like to see where the money is going. I don't know how it is done here, the strong tie between giving and seeing how money is put to work is extremely important, so there has been a very long tradition in America of private initiatives. We are leading the government to redress some of the social wrongs so to speak. My next point is actually a very surprising point to me and it continues to be one to many Americans, but it probably resonates in this country more than any other country and, it is, that the religion plays a very important role in American philanthropy. It is why Americans give so much, and I'm not talking about giving to their respective religious institutions, it is about the fact that religious people give more generously to informal non-religious agencies and efforts. There clearly is some reason, some encouragement that they have, which makes them feel that they are incentivised to some extent. That alone is an interesting idea for us to talk about because I have always seen India as a deeply religious country. So why can't that be translated to some extent to the way we have it in America and to see an explosion of philanthropic giving in part generated by this religiosity here.

It is really impossible to avoid nonprofits in America; they pervade all of our lives. Many hospitals are non-profit. They are not government-run. There are some hospitals for the veterans, those who fought in wars, but by and large hospitals are not for profit. Half of America's colleges and universities are not for profit. At this point 90% of our institutions are not for profit, most of our service agencies are not for profit including child welfare agencies. So the bottom line is that without private giving many of the critical services will go unmet. Giving comes from many different sources. The most important of which are individuals. Individuals are nonprofits' most important donors. Many of those individuals give very small amounts and they give in great part towards annual support. That keeps those organisations going and keeps the lights on, pays salaries of the people. This is not glamorous giving; this is basic annual support given by individuals. I noted that one of the panels is about the social impact of foundations. Needless to say foundations are extremely important in America. Our larger foundations the Rockefeller Foundation, the Ford foundation, Mellon Foundation all were started by individuals but have grown enormously and are making a huge

difference in meeting very critical needs for our country. There has been an explosion of other kinds of foundations- smaller family foundations.

As I said the Rockefellers, Fords, started as small family foundation but grew huge. Many people for tax reasons and, again I don't know how this system works here in India, but people for tax reasons set up family foundation to give to our civil society organizations. There has been an explosion of these small family foundations in great part because people are wealthier or at least that one 1% is getting larger and larger. It is an idea that we should also discuss here, the encouragement of wealthy families here to set up foundations as a mechanism for giving. Then there are techie billionaires- which you have many-like the folks who started Apple and E-bay, Bill Gates of Microsoft, Facebook's Mark Zuckerberg are all major philanthropists. They have, like the Mellons and Fords in earlier times, enormous impact in ways that go beyond what we could ever imagine. In keeping with that, fairly recently Warren Buffet whose name you all probably know, the founder of Berkshire Hathaway, a multi billionaire and an extremely civic minded corporate executive, came out and said that he thought that billionaires had an obligation to contribute. He developed an initiative called the Buffet Pledge or the Giving Pledge to inspire wealthy people so that they commit more than half of their wealth to charitable causes during their lifetime or in their will. He believed that they had a moral commitment to give. So far I would say 15 or so have signed to pledge, so it is another idea for you to contemplate as you have many billionaires as well. I am going to leave my remarks here but do remember that there is much more to be said about how to initiate a fundraising drive. I have given some food for thought and have shared with you some of America's ideas about philanthropy. Thanks again and I look forward to hearing what you have to say.

**C. Raj Kumar:** Thank you very much Marcy for those reflections. In fact, when Marcy and Peter were here at our campus in 2009, she took up this honorary advisor position for me and wrote a report on fundraising. I have tracked down the report and it would be very insightful for you to see it now. I would now like to welcome Ms. Shallu Jindal, Chairperson of the JSPL Foundation. As many of you know Naveen and Shallu have been very generous philanthropists in India and beyond. We are very fortunate that they have benefacted this university. I had invited her to be a part of today's roundtable and she kindly agreed. I now request Ms. Shallu Jindal to give us her reflections.

**Shallu Jindal:** Good afternoon ladies and gentlemen. At the outset I would like to compliment O.P. Jindal Global University and the International Institute for Higher Education Research and Capacity building to have collaborated a round table series on philanthropy. I am grateful to Raj and the organising team for inviting me to share my thoughts and experiences on philanthropy. Philanthropy is a legacy that I have inherited from my parents and my in-laws. We were brought up in a value system of giving back to people to the best that we can. I firmly hold the belief that by virtue of being born into affluent families by divine intervention, there is a definitive role for us to play so as to help the less privileged. The work that I do in the JSPL Foundation is to translate this vision of Naveen, my husband, into reality.

In our early days while setting up our steel and power plants in the agrarian hinterland of India in Chattisgarh and Odisha, I was exposed to the hardships and problems faced by the local communities. And through a consultative and a need based process we set up schools, hospitals and rural infrastructures in these areas to make a meaningful contribution and create a meaningful difference to the lives of people around us. Believe me and I know that all of you will agree with me that there is no greater joy than to empower a differently abled, to shelter homeless, to facilitate education and skill to secure livelihood, to heal the sick and serve the underprivileged.

At the JSPL Foundation we steer our community engagement towards holistic and societal development. Over the

years we have contributed by facilitating impactful interventions in the areas of healthcare, education, vocational training and skill development, women empowerment, sustainable livelihood and need based community infrastructure development.

As we grew and our pace of work gathered momentum, we realised the importance of developing institutions by which we could facilitate prosperity for the greater common good.

Today I would like to share with you instances and experiences from our institutional building and societal redevelopment process. In the education sector, our institutions across India offer programs right from the primary, higher secondary, to technical and management education. Over 70,000 students have been imparted quality education in schools located in remote areas where quality education was just a distant dream. In fact, over 100 students from our schools have qualified for IITs and other premier educational institutions. The foundation has provided economic assistance to over 12,000 meritorious students. There is large scale illiteracy in the remote and tribal areas adjoining the JSPL steel and power plants. Therefore, we also run adult education programs and we set up state of the art educational institutions. The O.P Jindal University, Jindal Institute of Power Technology, and of course O.P Jindal Global University to impart high quality technical education to students. We also run a Vocational and Rehabilitation centers 'Asha the hope' dedicated to bringing about a tangible improvement in the quality of life of people with disabilities. This is a project which is very close to my heart. The center has provided services to around 500 individuals across all age groups and has institutionalized with reputed agencies like Sense International.

It is truly overwhelming when parents of these special children come to meet me and the gratitude in their eyes is really heartwarming. My visits to our community engagement centers and institutions are an ennobling experience and makes me feel grateful to God that he has put me in such a position to be able to become an enabler to the special children of God. My husband Naveen firmly believes that skill development is the cornerstone of empowerment across India. If women and youth of the country are educated and skilled, they can contribute immensely to the economic progress of the nation. O.P. Jindal community college set up in collaboration with the Montgomery College, USA provides vocational training to disadvantaged rural youth. They are trained in construction mechanical electrical welding industrial services, computer literacy, masonry and other vocational trades which are aligned to the market demands of the respective regions. We also have specialized training imparted for tribal girls in masonry, physiotherapy, hospitality and maid services. When I visit these colleges and interact with the youngsters, the 16-17 year olds, it's a very gratifying experience because I see hope for a brighter future in their eyes and a dream of a gainful employment for the rest of their life. These institutes have facilitated over 2000 skilled youths that have been added to the national skill pool. So far we have collaborated in spirit and skill development, trainers have also been sharing in their expertise across various states of India and I am enthused to share that two rural mason trainees were recently facilitated by the Prime Minister of India.

Additionally, through our various self-help groups, women are trained in various vocational skills to equip them to lead a life of economic prosperity and dignity. In the last year alone, over 1500 women have benefitted from a consistent source of income generating activities. I personally love interacting with these women self-help groups. And it is so satisfying to see them financially independent. I actually believe that when you are able to empower a woman you are in turn empowering her whole family. I have seen that financially independent women have become more assertive in their households' decision making. They have been able to take any decisions on their own and to

send their daughters to school and for me this is empowerment from the roots. In healthcare, the O.P Jindal hospital in Raigarh is a 70 bed multi- specialty hospital providing services in a complete spectrum of advanced medical and surgical interventions. An outreach through healthcare camps, medical vans and ambulances provide health care and dispense medicines to needy villages and tribal areas.

Over a million people have been benefitted from our health care and medical outreach programs-including tele-medicine which links remote areas.

Towards the end of narrowing the urban and rural divide across the country, we have undertaken construction of roads, affordable concrete houses, low cost community buildings, electrification of villages to facilitate the rural infrastructure development in India. We have built over 200 kilometers of roads and augmented the city village connectivity significantly. We also curate impactful interventions in other key areas such as environment conservation, watershed development like livestock management, drinking water, sanitation, open defecation spots, art and culture. Being committed to reducing our ecological impact, we have planted over 2.5 lakh saplings as part of our green initiative. From the very beginning of our journey we were the action agents and did not believe in grant giving philanthropy. We believe that empowerment and sustenance are indeed the cornerstone of effective philanthropy and this is what differentiates us from a lot of other foundations in India. We particularly, believe in cooperation and collaboration in order to achieve a holistic role to far communities. Being grassroots change agents ourselves, we also embarked on identifying and honouring other change agents to sustain the ethos of social development in the grassroots across India.

The JSPL Foundation has instituted the Rashtriya Swayamsidh Samman Awards to honour individuals and organizations that were beneficiaries of our CSR interventions and then became enablers and are leading socio-economic changes on the ground and are forming a unique human change.

The effort is to facilitate champions of change who through their exemplary courage and determination by bringing about a positive change in our society.

Today more than ever you find a growing sense of need, even crisis on many fronts. And many of the challenges like poverty, employment, food security, climate change and education these in turn are the main reasons for lot of economic and social discord- globally transcending national and international boundaries. My main learning, as an individual through working in the JSPL Foundation, is that communities need prosperity along with dignity. And I also believe that sustainable development is the main call if we have to make a lasting difference in the lives of people. In my travels when I visit the interiors of India I find that the basic necessities of life like food, shelter and clothing have been deprived to many and it instills in me that it is my duty to make a difference. I think all of us are very blessed to have the supplies, so we all have to value this and then it becomes our duty to give back to others.

When I look back, I can see a divine plan for me. From becoming a Kuchipudi dancer to becoming a part of the Jindal family, I believe that my purpose is preordained because all my experiences keep me very grounded and enable me to empathize with the difficulties faced by people in everyday life. Recently, I realised how important it is for us to relearn our human values and hopefully the JSPL Foundation will be working on this for the near future. I also wish to establish an academy for art and culture to promote our rich heritage and culture as I believe that the future generation should imbibe the rich cultural heritage of our wonderful country.

Also as my husband and I are growing older, we realize that our time is limited but hopefully the foundation and the values that we have given our children as a legacy will enhance their work in the JSPL Foundation and help enrich the communities around them in a better and more meaningful way. In the end, I would just like to say that whatever we all are doing in our individual capacities and organisations are little drops in the ocean. There is so much more to do and so many miles to go before I sleep. Therefore, I, and all of us need to continue in this journey in making a difference in people's lives because whatever we do at time or not should be meaningful. I would like to conclude by sharing verse from the Bhagavad Gita and I quote “The one who controls the senses by the mind and intellect and engages the Organs to Nishkam Karmayoga is superior O Arjuna you are to perform your obligatory duty because action is indeed better than inaction”. Thank you.

**Yugank Goyal:** Thank you so much ma'am for these inspirational words. I think this was also an overview of what the JSPL Foundation is doing and one of the purposes was also to share our own experiences. Academics can often go on talking with each other but I feel there is a need that groups like this should also come out from rooms and from our fields more and talk to each other about what we are doing. Without continuing to prolong, I would like to take a side step here and initiate a conversation on the first theme. I would like to invite the speakers to speak in the order mentioned unless there is a particular preference. Four minutes is the approximate time and meanwhile, people can raise their hands and I can write down the names of the people who can respond to the speakers after their four minutes are over. In the order in which I have written it down I will call you to speak. So we'll start with the idea of the culture of philanthropy. I am glad that Ms. Pushpa Sundar is here, who is actually looking at whether Indians are philanthropist or not in consonance with her book. But we will start with our first speaker, Dr. Rupamanjari Ghosh.



**Dr. Yugank Goyal, Associate Professor, JGU & Deputy Director, IIHed, speaking at the conference**

**Rupamanjari Ghosh:** Thank you so much. I am really delighted and honored to be here. I can't thank enough O.P. Jindal Global University, and Raj in particular, for having this very timely Round Table Conference. I come from Shiv Nadar University. A physicist by training, I was thoroughly a government person, before I joined the Shiv Nadar University.

I had started viewing the private sector in India with a lot of skepticism, and now I am the Vice Chancellor of Shiv Nadar University, a Private State University established by the Shiv Nadar Foundation in 2011. My journey into understanding – whatever I have understood in the past five years – this particular domain has been from the skeptic to the convert – necessarily touching upon some of the problem areas where we need to look at. I have heard about Ms. Pushpa Sundar's book on philanthropy that got released the day before – I have not got a chance to read it yet. In the next 4 minutes, I will be using some of analysis in the reports from Bain & Company 2012-2015, and the rest will be from my own understanding.

As Ms. Marcy Schuck rightly said, even in India the bulk of our giving goes unreported, especially by givers who are themselves at the bottom of the pyramid. It is a fairly recent phenomenon that the wealthy in India are shaking off the old notion that social welfare is the government's domain, and are coming forward to engage in 'sizeable' philanthropy. But are we seeing any real social impact? I will start with the old saying, "Give a man a fish and you feed him for a day; teach a man to fish (or to form a fishery cooperative!) and you feed him for a lifetime." This is at the heart of the difference between one-time charity and philanthropy. As Ms. Shallu Jindal said, philanthropy is about empowerment and self-sustainment. What prompts philanthropy? There are three kinds of 'sizeable' philanthropy: the first kind, which is the theme of the next session, is CSR (Corporate Social Responsibility). Individual/ family foundations like Infosys, Wipro, are the second kind. The third kind is where the buzz is today, the Family-Corporate Jugalbandi – funded by the business, but run under the leadership of the business family. With increasing publicity today, awareness is of course spreading, and the ecosystem is slowly developing.



L-R; Mr. Riyaaz Makaney, Former Chairman, Aga Khan Education Service; Mr. Amitabh Behar, Executive Director, National Foundation of India; Prof. (Dr.)Rupamanjari Ghosh, Vice-Chancellor, Shiv Nadar University; Mr.Vineet Gupta, Pro-Vice-Chancellor, Ashoka University and Director,Jamboree; Ms. Radhika Kaul Batra, Chief of Staff, UN Resident Coordinator's office and Dr. Mousumi Mukherjee, Assistant Director, IIHEd

Earlier there wasn't any benchmarking and no collaboration. We didn't have such round table conferences, now there are philanthropy advisors, and accountability in the sector is increasing, and people are becoming more data and report driven, imbibing the 'corporate culture'. This is really the nicest part.

So what prompted this change? I am going to quote a very honest and sincere statement from Shiv Nadar – while speaking at the London School of Economics in 2012, he said that in the 1990s and early 2000s the businesses and wealth of his generation were new, and philanthropy was not on their agenda. Now they feel a new confidence in their wealth and in their ability to turn their skills and experiences to social development. This is how it has been. Many of the next generation of the children of the wealthy Indians of 1990-2000 have returned from studying in the West and they are bringing a more strategic perspective to their family philanthropy, influenced by philanthropy practices in the West, as Marcy was pointing out a while back. Let me say that the journey to the much increased philanthropy contribution that we are after, is unlikely to be smooth. There the obstacles that we need to overcome, before the space can enter its next phase of growth. “Sophisticated donors and receivers drive a positive spiral” - as stated the last report of Bain - because you have to have trust & confidence in the receiver, while “unsophisticated ones create an NGO trap with sub-optimal outcomes & unhappy donors”. We need increased number of 'positive spirals' to fuel “prosperity with dignity”.

Let me end by looking at seven parameters, from an article by Professor K. Ramachandran (ISB), that may define the culture of philanthropy: 1. Nature of planning, 2. Issues covered, 3. Key criteria for fund utilization, 4. Source of funding, 5. Public communication, 6. Personnel qualities, and 7. Level of accountability, taking it from a personalized domain to a professional one. First, the planning, as everybody is talking about, was not there earlier. Philanthropy was much unplanned and ad hoc, and now it is being undertaken more systematically with a strategic plan. Second, the issues that are covered, as discussed by others already, had a very limited range of interest - health, education and religion. Now there are infinite possibilities – education, environment, wildlife, arts, and of course health and religion. Third, there were no criteria for spending the allocated budget, but now you spend it with clear goals and monitor efficiency and effectiveness to minimize wastage. Fourth, there were mostly personal funds earlier and a few partnerships etc. with the government. Now I don't have to say much, but just look across this table and you will know. Fifth, publicity was earlier avoided, and there were quiet donors. Now visibility is important, you have to live with the legacy you are creating, and that actually is a very positive thing in the sector – the brand building responsibility. Sixth, social commitment and service orientation were the only qualities required earlier in the personnel, but now along with social commitment and service orientation, you also need execution capabilities. Lastly, there was zero accountability earlier but now there is clear authority, responsibility and accountability in philanthropic institutions, which bring in transparency in this domain, and collaboration is encouraged among the similar thinking people. Philanthropy in India today is not limited to the 'feel-good' impulse of giving back to the society, but rooted in the vision of empowering the people, for real social impact, for “prosperity with dignity”. Thank you.

**Pramath Raj Sinha:** Thank you. I am going to use my phone to time myself. To speak very quickly, I am no expert on this subject but I have been involved in raising funds for the Indian School of Business as well as with Vineet, who is going to speak later, at Ashoka University. So one part of my experience in philanthropy comes from raising funds through high net worth individuals and corporations both in India and abroad for higher education in particular. And the other is the nonprofit work that I do notably for PRADAN which is the organisation that works at the grassroots level in some of the most backward and depressed districts of India. It is a 35-year-old NGO as well as the Population Foundation of India which addresses women empowerment and women' issues.

I have to say that I agree with everything that has been said so far. So I don't want to repeat that but one of the things that I do find interesting is that both the old guard of donors who have previously contributed largely to religious trusts, schools, colleges, education and hospitals, and the new kids on the block- who are newly wealthy and are contributing much earlier than the previous generations used to contribute, are generally looking for good projects if they don't have something on their own. Whether it is their own foundation or their due diligence on where they are going to put their money, their demand for accountability as Rupamanjari mentioned is much greater. Therefore, the flip side of it is that ability to market to these people and to gain their trust and make them do a leap of faith has almost – and I have been in the corporate sector all my life - become very corporate. I say that only because I am contrasting the amount of money we have been able to raise for Ashoka and ISB. As corporate folks, we are buttoned down about fund-raising and have a sales funnel and you have a team, you have pitch documents, you have follow through and so there is this whole organisation that follows up with donors of how their money has been used and so on. Whereas I find that organisations like PRADAN and the Population Foundation, which are traditionally very driven by grant-in-aid money and donors, are like fish out of the water where it comes to competing with the likes of us. And because I sit on both the sides and I really struggle because ultimately the demands of what is happening today to organisations like PRADAN and PFI means that you have to raise money for yourself. Unlike in the US where there is a lot that an intermediary can do and while even in India intermediaries have sprouted up, nobody really trusts them and there are very few who really have the credibility to help anybody raise money. So you have to go out yourself and somehow I feel that we at Ashoka and ISB are unfairly advantaged. I would rather be raising funds for PRADAN as they are really doing the grassroots work but I equally feel that as much as I admire them, they don't fit in this current environment and their capabilities for fund-raising are lacking. That is the part that bothers me. I wanted to just focus on that because it is my personal challenge as I work with these organisations on how to bring this very corporate approach to attracting high net worth and CSR funds into organisations that most need it and are perhaps the most impactful given the challenges that we face in our country. I am saying this myself but we need many more organisations that work at the grassroots level. I would like to see much more philanthropic funding going there. I think that is something I would like to talk about if there is time but I think I have spoken for long.

**Yugank Goyal:** Thank you very much Dr. Sinha. Dr. Sinha has been the founding dean of ISB and has a rich experience. Very interesting thoughts. Now let us hear from Ms. Pushpa Sundar who is the founder of Sampradan India Centre for Philanthropy.

**Pushpa Sundar:** Thank you very much. I am really happy to be here today and to be able to share my thoughts with you. I am very excited that after a 30-year journey that I have spent promoting philanthropy - as my ex colleague Sudarshan will vouch for - a journey that has taken me through research, writing and founding an organisation to promote Indian Philanthropy, Indian Philanthropy is at last a subject of public discourse.

The day before, at the launch of my book, “Giving With a Thousand Hands: The Changing Face of Indian Philanthropy”, we had Ashish Dhawan, founder of the Ashoka University. One of the ideas that was discussed was the founding of their Centre for Philanthropy and Social Impact. Here I am, today, with the Jindal University trying to do something similar, so I feel quite excited and happy. Of course, I would love to share Ashish's optimism where he kept saying that there is going to be a tsunami of philanthropy in the coming 20 years and we are hoping for a wave of this kind. But I think we are a little way off from that position yet.

In today's remarks I am going to stick very strictly to the culture of philanthropy. Philanthropy doesn't exist by itself in a vacuum. It is a function of one's culture, social and political environment at any point of time. It is also a function of state policies- whether the government allows people to accumulate wealth or whether it incentivizes the giving of that wealth through tax policies. So, philanthropy is not something that is just existing on its own. It is the religious background. It is the cultural background. All of these factors count in a country's philanthropy. Therefore, the philanthropy that exists in each country is definitely going to be different, though there are marked similarities undoubtedly across the range.

My second point is that there are a number of surveys comparing how much Americans, the British and the Asians- including Indians are giving. Now it is true that our philanthropy is nowhere near comparable to the US, but the point is that our culture has been extremely different. Even our socio-political background has been completely different from the US. You cannot really compare dollar for dollar, and say we are less philanthropic and less charitable. Just to quickly say how Indian philanthropy is different from the US one: Marcy Schuck has pointed out how the US is fiercely independent and wary of the government; they have pushed private initiative in everything unlike in India. India has been a colonial state and we came to be dependent on the government, especially after adoption of planned development, when the government decided to take over the reins of every single thing. The result being that people became dependent on the government and so private philanthropy and private initiative, which did exist, at one point, in fact became dormant. Secondly, during this period, because the government took over everything, we had steep taxes in order to pay for the development through government, so there was very little left in the hands of the rich people. I am talking about the immediate post-independence period till globalisation. And they were not incentivised to give money, so there was that difference.



Then there is also a very big cultural difference. Indians are very religious; religion also accounts for a lot in America but they give to religious organisations to do social service and to give aid to poor and unfortunate countries. In India because of this religiosity, a large bulk of the money donated goes to religious organisations such as Temples, Mosques, Gurudwaras and so on, who do not always use it for development, - some use it very wisely for social development but a large number of people use it for religious purposes only. That is another major difference.

Finally coming down to the cultural sphere, Indians as a whole have a very strong family and kin structure along with caste, community, religious ties, with the result that when someone wants to leave money they would much rather give it to their next of kin. If it is not their direct descendant, they would prefer to give it to some distant cousin. But the thought of leaving it as a bequest to society doesn't appeal to us. That is a major difference, the strong kinship.

Whereas in the west, people like Buffett and Bill Gates can give up their wealth to society and not think about it, that kind of thing does not appeal to the Indian rich. They will definitely find someone who is close to them to give their wealth to. That is a very major difference. Also because of the various castes and communities we have, we prefer to give wealth within our respective communities; like Parsis prefer to give to Parsis, Jains prefer to give to Jains, so on and so forth. I want to give to members of my caste and community. It will take time for us to see ourselves as one community or one nation- which has a single goal of development to which we should all be contributing. It will take time.

Lastly wealth of this volume is a very recent phenomenon. The past 20 or 30 years has seen globalisation. It takes a lot of time to become confident in wealth. The kind of confidence that views it as 'yes it is here to stay and it is going to be here forever and then I will think of giving it'. But if I myself am very uncertain as to whether my business will survive tomorrow or not, whether I will have any liquid capital to deal with it or not -that thought is what makes us hold on to our wealth and not give it away. These are some of the reasons as to why we cannot compare Indian with American philanthropy. But having said that, I still feel that due to our culture Indians are a charitable people, but not philanthropic. In my book I make a very sharp distinction between charity and philanthropy and I say that while Indians are charitable, they are not philanthropically inclined. There is no Indian who has not given to any dependent, who has not given to a beggar, who has not given money to someone who has asked for it. But these are small amounts of money for immediate distress relief and we do a lot of that. I don't believe that we are behind any other nation in that, but we are not philanthropic. We don't think of giving on a large scale for innovation or experimentation which requires big money- something which will cause a big breakthrough. And this means we have to give not only on a large scale, we have to give consistently and be prepared for losses in addition to being prepared to take the risk that will count. Although such philanthropists are still very few, fortunately there has been a change that has come about. As I mentioned in my book, there has been a change in the profile of the donors, change in the way they approach philanthropy and so forth. I must say one of the really significant changes is, the emergence of women as philanthropists in their own right. Many women like Kiran Mazumdar Shaw and others are philanthropists with their own wealth - not of their husbands, and not as wives or mothers or something of that sort. We have had women, for instance Rajshri Birla and many others who have been carrying on the family traditions of philanthropy, yet these were women who were not engaging in philanthropy in their own right as some do now. There is a whole area for research which I have just touched on; to see whether their thinking differs in any way from the way other donors give. I will rest there and we can always talk on this later.

**Yugank Goyal:** Thank you, ma'am. Confidence in wealth and charity versus philanthropy are very interesting ideas. I will now invite Dean Sudarshan who is the Dean of the Government and Public Policy School at O.P Jindal Global University.

**R. Sudarshan:** I must say at the outset I have been a great beneficiary of philanthropy myself, having got a Rhodes scholarship, a benefaction of Cecil Rhodes. I went to a college in Oxford, founded by John de Balliol, a 'robber baron' who established the institution in 1263 as an act of penance to atone for his violent behaviour. I went to work at the Ford Foundation. Henry Ford created the assembly line and some might argue he turned human beings to 'cogs in wheel', in the process of creating wealth. I am now happy to work in a university which is yet another outcome of private philanthropy.

Scholars must raise questions, no matter how awkward, about philanthropy. When I worked in the United Nations Development Programme, there was a project which supported Open Source software procurement. There was subtle pressure to stop this support when UNDP was granted a license by Microsoft to use its Shareware for its own benefit. The founder of Microsoft is a leading philanthropist supporting innumerable good causes. But Microsoft continues to jealously guard its monopoly power! The European Union alleged there have been questionable violations of free and fair trade norms by Microsoft.

There is a philosophical difference about doing good and doing the right things, about whether ends can justify their means. The challenge is how to transform the nature of societies when globalisation has reduced inequalities between countries but has also increased inequalities within countries. There needs to be a part of philanthropy that is devoted to self-critical appraisal of its relevance, its values and the role of government.

One fears that in India, where the needs are so vast and we desperately need the government to function well at a sufficient scale to meet those needs, we may be beguiled into thinking that government should outsource its responsibility for equitable development to NGOs and to philanthropic institutions. In no way will needs of the people be met if this happens. Private philanthropy must demonstrate what is possible by supporting innovations and successful experiments. Public institutions, using tax revenues, should upscale such successful projects to benefit a large number of people.

The United States of America, as Pushpa Sundar pointed out, has historically been suspicious of the state. People have preferred self-help to government help. But this is not the case in Scandinavia. The extent of private philanthropy in Scandinavia is much less compared to the United States. The Scandinavian states fulfill many of the needs of their citizens. I think we need to be clear that Indians are a legatee of the state as an institution and they must hold the state accountable. Even as we welcome more private philanthropy, we must also hold governments accountable because their *raison d'être*, as famously formulated by Hobbes, is to protect people from the danger that their lives might otherwise be 'nasty brutish and short'.

**Yugank Goyal:** Thank you for that insight Dean Sudarshan. Ms. Shalu Jindal has to leave right now unfortunately. Thank you, ma'am for spending the time and being with us.

I now have the choice to pick up some questions or maybe to move on to the next sessions. Perhaps when all the speakers have finished sharing their thoughts, then we can possibly collect all the questions at the end. Showing the social impact of the foundation is the second theme of the conference, some of the ideas that have been mentioned and are already being discussed will fit into the theme. I would like to invite Professor Ajay Pandey, who is the CEO of the SM Sehgal Foundation, to share his thoughts with us.

**Ajay Pandey:** Thank you Yugank and good afternoon everyone. I am particularly happy to be in the company of people like Pushpa Sundar. When I was looking up on people and institutions who work on issues of philanthropy I found a few names, one of the prominent names is that of Ms. Pushpa Sundar. I am really happy that the university is organising this discussion. I will focus on the last question which has been posed for this group, as to what kind of policy recommendations can be made and what kind of policies we should have in India to promote philanthropy. I think more than any policy recommendations; I would say that what is really required is a larger environment where philanthropy is promoted. I feel in that sphere with universities like Jindal organising such discussions can be really educative and steering. I use the two terms educative and steering because it is the universities, educationalists, writers, readers and discussions like these which create the right kind of environment. These education initiatives have, not just the capability, but an enormous duty to create an educated environment which can steer the direction that philanthropy must take. This is one thing that I strongly feel about. The other thing is, if it has to be some recommendation in the form of policy, then I would suggest that there is a provision in the constitution of India which casts a duty on state to ensure that resources of the nation are not restricted to only a few hands. Equitable distribution of resources in society is a provision that we have in the constitution of India. A related provision; a most fundamental provision of law in India; is the guarantee, a promise of a dignified life to every citizen. These two aspects put together should be considered when it comes to forming some kind of a policy.

I will now pick a question that will make me talk about an initiative that we started, which has grown and is now worthy of talking about. Before I joined Jindal University in 2009, I was working with this foundation for a very brief period and at that time we had come up with an initiative to train citizens into becoming effective participants in democracy. So that was the idea; that for one year we will select a group of people from villages and train them into becoming effective participants in democracy for a long period- so this training was actually for one whole year. We select people, we train them and this entire training is based on the method of learning by doing. It is an experiment with clinical legal education methodology. We started in Mewat- we started experimenting with this in 6 villages. We had 35 participants in the first year. An important condition that we had stipulated was to have sufficient number of women taking part in this program. As Mewat happens to be a very backward region, we were cautioned that if we tried to bring women, this program would not succeed. But we were quite certain that if women were not to participate, then we would not do this activity. Now I am happy to report to you that this initiative has more than 50% women participating in it, and after 8 years of this initiative, we are training 5000 citizens for a year and we have organised 350 training sessions in a month. In Mewat alone, by covering 400 villages, we are organising 350 training sessions for these people. The entire idea is to develop them into effective participants in democracy.

Now that brings me to another question about the challenges and about the question of vision. What kind of limitations do we face when it comes to money? Having money and how you spend that money as philanthropic contribution? I think sustainability becomes a major problem mostly when it comes to a donor giving you money for a project and in that project mode sustainability suffers. I will stop here and be happy to take questions.

**Yugank Goyal:** Thank you sir, You are a personal inspiration for me. I would like to invite Mr. Amitabh Behar, who is the Executive director of the National Foundation for India, to share his thoughts with us.

**Amitabh Behar:** Thank you Yug. I am absolutely delighted to be here. The first thing is if we had got someone who doesn't work on the philanthropic sphere itself, it would have added a lot of value. To speak to a political scientist and to try and figure out from his or her perspective how he/she looking at the landscape of philanthropy, I think we get a really different flavor.

This is amongst the converted where we are celebrating the tsunami of philanthropy as Ashish Dhawan said. The second thing that is critical, as Sudarshan has already said is that when you are talking about philanthropy, and I am not going to get into the culture of philanthropy as we have had a conversation around that, that we need to make a distinction between blood money and the money that is being actually made through accountable, transparent means which have in a way enhanced public goods in the society. I think it is a very critical piece because if it is really blood money and I'm intentionally using a harsh word; blood money; polluting money built on sweatshops, violating human rights then this entire scientific discourse is going to fall flat. We don't often engage in that which is a critical conversation.

I want to then juxtapose this initial comment with Yug, your initial observation, with the kind of inequality you have in India in which there is not only income inequality but also caste inequality. It goes on as we look at the child sex ratio of this country. So it is very important to locate a philanthropic conversation in that context. And particularly, I would say it is also critical for us to locate it in the current juncture of democracy. To borrow from what Sudarshan is saying, we need to understand the way we have conceptualized the Indian Republic and work with that understanding, unless we are fundamentally altering course of the Indian Republic, which at least philanthropists don't have the ambition to do. So let me just make three or four points. Since there are specific questions I'll try to merge them.

The first question is the big challenge that we are looking at, Pushpaji and many of us have talked of it; the distinction between Charity and philanthropy. I really want to change the philanthropist landscape; I disagree with Ashish when he says that there is going to be a Tsunami of giving. There will be a Tsunami of charitable giving but not of philanthropic giving. To use Pushpaji's distinction, you do not see enough philanthropic energy at the moment looking at structural causes of poverty; exclusion or discrimination. What we're looking at is philanthropy largely talking of more and more school buildings, school uniforms, and school books, but not really looking at the structural causes. The distinction between the manifestation of poverty and what causes poverty is a critical one and philanthropy is, I would say, often willfully ignorant of it. I doubt that they are not aware; with the social scientist in this room; I am sure we philanthropists have a lot of ways of obtaining insights into the critical problems but there is a lack of willingness among philanthropists to address that structural question. My second point which Ajay addressed is about projects. Philanthropists are increasingly moving away from the definition of philanthropy, which is basically the idea of giving, towards the idea of doing, so they are becoming activists in their own ways. Activists, not necessarily raging at the barricades, but doing actions in their own ways and that, is not the idea of giving.

There is a blueprint that develops in Seattle which really explains what is going to work in Jamalpur, Bihar and increasingly that is the way philanthropists are working. Trying to create more and more operating foundations and therefore from Seattle to Jamalpur it's a blueprint of change. At least in a room full of social scientists, I don't really need to talk about the complexity of social change. In January or February of 2011, the World Bank came out with the report which indicated that in Middle East, Egypt was the best governed State. This was couple of months before the Arab Spring. Even with the kind of resources they had, you still do not see a linearity in social change. I am really delighted to hear Professor Sinha speak, in terms of the dilemmas that he faced. At this moment, I am worried that philanthropists are taking the easier route either by manifestations or going to the same pitches made, but not really identifying the fantastic work that is really going on. It is the ground level that we need to work on. Finally, I am sure I am done with my time but one of the big critical pieces is or let me just present it in two parts. One is the idea of challenging power and changing the power relationships.

I really would feel very comfortable if we could start looking at philanthropic initiatives which do that, whether it is through innovations, or through long term investments in institutions, but the idea of challenging power is something which is very uncomfortable. Pushpaji and I were together in a book release the day before. Harsh Mandar was talking about his visit to Kashmir and said that philanthropists he has spoken to were not willing to support charitable work dedicated to Kashmiri children. So it is a question of power. The second is how do you make power accountable. I think the State has tremendous power over the resources. I would say we would be overstretching ourselves thinking that in even smallest way we could replace the state. Our job should really be that of trying to make the State accountable. CSR funds last year were around 10,000 crores and on NREGA is 40,000 plus crores. Let's be realistic about the limited reach that we have and instead, start looking at how we can make the state more accountable and make each buck counts for the poorest of the poor and the excluded. Thanks.

**Yugank Goyal:** Thank you Amitabh, many of us would know Amitabh was a leading person behind Wada Na Todo Abhiyan. And that also connects with what is talking about - some really provocative questions. We will come to them. So in the session we would like to invite Radhika Kaul Batra, the Chief of Staff at the United Nations Residential Coordinator's Office.

**Radhika Kaul Batra:** Thank you. It is a privilege to be here among luminaries. I want to talk about 3 broad points from where I am coming. First, the old model of development and financing is dead. Second, as has been famously said, we are the first generation in history to end poverty and to last climatic change. That is the broader realisation. And third is the new opportunity that the new framework of sustainable development goals, which 93 countries signed up to last year presents to us. And of course I am going to speak a little about what the thinking currently is in the UN, because I am really not an expert on the subject, and reflect on what the current thinking is.



Mr. Amitabh Behar, Executive Director, National Foundation of India, speaking at the conference

I think it is very clear that this is an area of collaboration and partnership and nobody can do this alone. Amitabh made a very valid point that as we need to collaborate, but it is also important to consider what is the bang for the buck and what is the accountability system of the government. If we need to collaborate and enter into partnerships, how is it going to happen? We need around 2.5 trillion dollars a year to that is the estimated cost, for achieving the necessities. Where will this money come from? The government does not have the money. Corporates have the money, but what I am trying to say is that I would not divide the monies coming into development into philanthropy, individual money, high net worth individuals, and CSR. It is the question of how we identify what we need to do. What are the collaborative models that we need to engage with to take it forward considering the government is a very important stakeholder? It cannot happen without the government upscaling it and making a big difference.

There have been cases from within the UN itself. The success story of eradicating polio, for instance, was one nobody had imagined, but there was some new agency. Why is it not possible for us to identify a few things? Two out of five children under 5 years of age are malnourished. Why can't we realise that it is shameful that we will be the country with the largest number of malnourished people by 2022, after 75 years of independence? Why can we not identify a few sectors which are important for few sets of individuals rather than the siloed approaches of everyone going along with their little areas? Why can it not be a collaborative approach where we come together and clearly state the deadline and the objective? Of course malnourishment involves multiple factors, including gender, agriculture, and children. A number of agencies work towards these different factors but the idea of coming together in a Truck, in a vehicle that goes and meets a certain perspective, is the kind of thing we are now trying to think within. Sudarshan brought up a very important question: who will take the risk. Can the UN participate and take the risk? Can we invest our money and then determine if it seems to be working well? Can we take the risk so that the government can get involved and partners can then enter this domain and make a big difference? The Public Distribution System serves as an example. In Odisha, the food organization system utilizes a biometric system and 50% of the leakage has been stopped.

The point I am trying to make is that if the corporate sector can come in, all the interested partners come in. Can we make it in the seven larger states where the big bulk of the issue is and can be the tipping point? Discourse needs to be changed from a siloed approach to a collaborative approach. We don't want to duplicate but there's also a discussion about having a platform which will enable bringing all these actors together. This plan is to launch this platform early next year. This is not to obtain money for the UN, but just to enable and encourage thinking and discourse. I also hear around the room that people are skeptical of each other.

They don't want to invest their money in an area which is a black hole, when they don't know where the money will be used on what it will be spent. Can some of these people who want to work on certain areas come together and see whether we can have a collaborative approach towards five or six areas that may make a big difference? I do want to talk a little bit about creating shared values also as opposed to corporate social responsibility, but that is the next segment and I'll be happy to come in there.

**Yugank Goyal:** Thank you Radhika. I would like to call Mr. Riyaaz Makaney, former chairman of the Aga Khan Foundation Education Service. Thank you so much for coming all the way and being with us, Sir.

**Riyaz Makaney:** It's my honour to be here. All these thoughts around the table have made me change the structure of the thoughts that I was going to share, particularly from Amitabhji. When we spoke about taking risk, we spoke about the structural changes of poverty, and; about charity vs philanthropy. In short we talked about the impact of the foundation. Nobody is perfect and a lot of work remains to be done. However, we will talk about some broader things. One of the things that the Aga Foundation does in around 30 countries is to pick macro projects and step in where government always cannot and Private entrepreneurship always does not choose to because of the fragile environment and high risks involved. Some of the examples are power plants in different countries, like the Bujagali power plant recently built in Uganda. It is a 900 million-dollar project with other partners which produces 50% of Uganda's electricity today. Or like right after the devastation caused by the Afghanistan war, stepping in and providing infrastructure in terms of mobile telephony and starting Roshan Telecom, which now reaches every single district in Afghanistan is again a substantially large Investment.

The President of Afghanistan, Hamid Karzai requested Aga Khan to build a hotel. Just as an anecdote, Fortune Magazine published an article saying that 30% of the rooms are occupied, but that a hotel plays an important role in bringing people there to stay. Since Aga Khan is a Muslim leader, many of the thoughts and initiatives are derived from what Islam mandates upon. Along with this one of the things which also came up when Ms. Ghosh spoke about the dignity of man, is that in spite of the many macro projects, focus is also placed on the individual.

For example, the Aga Khan Agency for microfinance is active in more than 15 countries and provides assistance to many individuals. We hear stories of women selling coal for a living and being able to enhance her income by \$10 a day, or a father in cote d'ivoire being able to send his children to a better school, while looking after a 13-member family. Looking in our own backyard in India, one of the things I hope has made an impact, and which is also part of the philosophy of focusing on the individual, is that of village organisations and community based savings groups. Every village in which AKDN (Aga Khan Development Network) works tries to form a village organisation, primarily led by women. The savings lead to small microfinance means, which ultimately lead to a lot of empowerment in, for example, in the mountainous areas of Pakistan in Humza and Gilgit, where the government is just not able to provide schools. Schools are built by parents themselves, providing label raw material, and some funds coming in from the foundation. Another thing perhaps that has made an impact is a multi-input area development approach, where in a single area, we have to bring in health, education, infrastructure, vocational training, housing, and so on and try to create a very positive ecosystem for the people. I would like to read a quote from His Highness, The Aga Khan. It is quite pertinent to some of the things we are discussing and this is incidentally in an interview with our very own Shekhar Gupta at the Aga Khan Academy in Hyderabad.

Shekhar Gupta asks The Aga Khan, "I think you are not very happy about the word philanthropy" and to this is Aga Khan says "Philanthropy is very close to the notion of Charity; giving away and In Islam it is very clear charity is desirable, necessary but the best form of charity is to enable an individual to manage his own destiny; to improve his condition of life so they become autonomous and make their own decisions". And finally, this work is not only being done by Aga Khan Foundation, but also its multiple partners. Today, the AKDN is able to draw in lots of financial resources from the governments of countries including France, UK, Canada, USA, Norway and Portugal, and organizations such as the Bill and Melinda Gates Foundation, USA. These were some of the things I wanted to talk about – the impact made and some of the lessons behind the impact as well. Thank you.

**Yugank Goyal:** Thank you Mr. Makeney for sharing your thoughts. We moved to the third theme, and I would like to invite Sangeeta Singh, who takes care of the CSR activities of Jindal Stainless in Hisar to share her thoughts.

**Sangita Singh:** Thank you Dr. Goyal and all of you. I represent Jindal Stainless Limited here and of course we have a foundation called Jindal Stainless Foundation. To begin with our vision statement, which our CMD had said, which is to be admired as a socially responsible corporate and sustain value created for all stakeholders. So our vision itself is to be a responsible corporate. By responsible corporate we mean our entire work and philosophy focus on being responsible. So Corporate social responsibility is definitely an area that we focus on. Some of the other areas that we focus on include women empowerment, skill development, education, health and agriculture. I would like to share an important point here. Firstly, we don't do any kind of charity work. We work with NGOs and not just give them an amount of money to do work for us. We work with the community. Secondly, we believe in a participatory approach. Any of the projects that we do involve the community and bring people together. We decide, plan and execute the program together so though we are at the corporate level, our approach and working methodology involves working with the community at a grass-roots level. One project that was really interesting that I would like to share was the organic farming project in Hisar. Hisar is an agricultural area but the focus is on inorganic farming. So changing the mindset of the farmers to move from inorganic to organic was a very big challenge for us. They were skeptical because of the high costs and low yields characteristic of Organic farming. To change their mindset, we asked them to grow it for themselves and their own family to realize the benefits of course we started off with a huge number of farmers, and ended up with only 25 to 26 farmers who are actually growing organic and we're trying to find a market so that they can actually get their produce sold off and get a good income from it. The other thing that this company is actually working on is skill development. We have partnered with NIIT, Usha, and other agencies who specialize in providing Computer Education programmes and other training classes. We focus on women children and school dropouts in rural areas who all want into the mainstream and develop their skill and capacity, and eventually try to help them get into income generating activities. That's what we do. In the health sector, we have N.C Jindal Hospital. We support the 'save the girl child' programme called 'Beti Bachao Beti Padhao', Started off and we are providing a hand holding support to the program where we motivate the community to follow up regularly in their daily lives. In the education sector, we focus on the remedial education programme, in which rag pickers who never went to school are provided education, with the help of so that they have a chance to come into the mainstream Working with the community and seeing the results is very interesting and is a very good learning experience for us. Thank you.

**Yugank Goyal:** Thank you so much for sharing your thoughts with us. I would like to invite Sanjiv Kaura, CEO of the Corporate Social Responsibility, Times Foundation.

**Sanjiv Kaura:** Thank you. I don't think I need a mic. So 'positive spiral' Prof. Rupamanjari Ghosh's phrase is what I am going to start with. I am surrounded by many professors and I am sure that Raj would like provocative discussion. I will also stick my neck out like Ashish Dhawan said the day before about whether the potential Tsunami will come or not. I think it might be calm, but the Tsunami is certainly coming. Marcy gave the number of giving pledge to be around 15 but it is now 150, including more than 65 American millionaires and rest other billionaires. So you see the Tsunami is coming like Prime minister Modi was reminding us of the Bob Dylan song the other day during the Coldplay concert, times are changing.

150 billionaires who have signed up for trillion dollars, definitely vote for a potential Tsunami. In the spirit of

provocateness, and there are a lot of professors, I would disagree with Amitabh and stress that this new money that is coming is Philanthropy. It is what Pramath Raj Sinha said, one thing that corporate people want is accountability, apart from addressing the root cause of the problem just like you and me.

I was an activist at one point. This was not my attire. I have worked for the Right to education, Sabko Shiksha Samman Shiksha programme and the Jan Jandhan Jameen ki ladai, cycle from Kalka to Kanyakumari. For 3 months I spent days in village homes, not in low cost dwellings. But the one thing I understand from the vantage point that I am is that these young billionaires are definitely looking at the root causes of poverty, and they not only demand accountability of their money, but also want some kind of a change in the power equation. Yes, you gave Kashmir is an example, but we cannot expect too much over a few decades. But certainly the change in the power equation is in the mind of these Young billionaires as I call them. Certainly, it is not so much about confidence as Pushpa Sundar mentioned as it takes time to gain confidence. I am not trying to compare between American and Indian philanthropy, but as an individual if I would like to know the framework in which Philanthropy is done. I would like to give post-independence data as there were rich people. I will come to the people with moderate means in a minute. Post-independence, out of the 20 families that were there, 18 don't exist anymore. I wish they had been more philanthropic. If I were part of a family which had money in the 60s and 70s, but did not blow it up like the Giving pledge people have said, I would regret it today. How long does it take to gain confidence? Bill Gates made his money in the 80s, and was busy blowing it up along with his wiz partner by 2005. I don't know if you are aware of Warren Buffett and of the deeds of the Melinda and Bill Gates Foundation. It is actually what is in Bhagavad Gita, the Guptdaan. After the end of the last three survivors, Melinda, Bill and Warren have said that the foundation will not exist twenty years after that. Looking at the consequences of poverty, trying to do in a way of not only nishkam karm but also not wanting the name for it.

All this is available on Google, but I have done a little more research. For example, I was in Kennedy School at Harvard the same year as Mark Zuckerberg. He dropped out and I wore the black cap, and look where he is now not even 5 years later. And I say this for the inspiration. The Winklevoss brothers, the rowing ones, from whom he supposedly stole the idea, would hang around the Charles river in Harvard Square in 2004, and 5 years later, by 2009, each one of them had made a billion bucks. Two of them had also represented America in the Beijing Olympics. They didn't need decades to gain the confidence, just like Nisa Godrej did not. You earn money and you blow it up. Personally, I love PhDs and I love authors and I am neither. And one question that is burning in my mind is how or when an individual decides that she or he has made hundred crores or one billion dollars and now he or she should give it away. 150 billionaires who have signed the Giving pledge. Out of the 1500 billionaires on this planet, 1350 have not signed. 300 out of the 400 billionaires in America have not signed. And we have not even begun discussing what Marcy indicated in the beginning about people with moderate means.

Giving charity, or second hand clothes or 100 rupees is fine, if anybody claims to be philanthropic I Immediately ask him two question, not because I am a CA. but it is a commonsensical question. What percentage of income do you blow up on philanthropy and what percentage of your accumulated wealth you blow up on philanthropy? And if you asked these two questions, many are left wanting. I apologize for going 11 seconds over time but I am sure the conversation would be on. The world is small and round so, we will be meeting around. Thank you very much.

**Yugank Goyal:** Thank you Mr. Kaura for these remarks. Mr. Vijay Sethi could not be here at the last moment. I would now like to invite Mr. Vineet Gupta, the Pro Vice Chancellor of Ashoka University to share his thoughts.



**Mr. Vineet Gupta, Pro-Vice Chancellor, Ashoka University & Director, Jamboree**

**Vineet Gupta:** Thank you Raj for inviting me. I want to add to what people from Ashoka are saying. I am speaking in two capacities. One is of course as a co-founder of Ashoka, along with Pramath and Ashish and helping fundraise for it, and second from my own experience of running two mid corporate companies and the kind of CSR we do. I am going back to the topic of the panel about CSR being rhetoric or real. I just want to focus around that theme. So I believe it is real and the reason being, taking Ashoka as an example again, we started thinking about building the University and setting it up in 2007. From 2007 to 2014, we were about 20 large donors but there was no corporate CSR donor. In the last 2 years, the number of large donors has grown from 20 to 92. Out of this 92, 25 are corporate CSR donors, which is almost 25% of the funds raised. What is significant is that most of the fundraising has happened in the last 2 years. So, of all the money that we have raised in the past two years, CSR would account for almost 35 percent. It is a big chunk. So in that sense I don't think it is rhetoric, it is real, it is there to stay.

Earlier, perhaps a lot of philanthropy from corporates used to happen through private firms or foundations like Bharti Foundation or Jindal Foundation. I think CSR has opened up Philanthropy for a lot of mid-corporates and smaller corporates, which were not thinking of philanthropy earlier or did not have funds to set-up separate foundations. So now you can donate to and work with organizations, and make philanthropy happen, even though you may not want to set up your own foundation, which is quite an onerous task. I think CSR has really made that possible within the ambit of law, and there is much more participation. I think the third thing that we are seeing is that the decision regarding a lot of CSR money is largely taken by the CEO. I think she/he decides the causes that the corporation has to undertake. Some of the causes can be very personal to the CEO, but she/he rolls the larger company into that and CSR starts to happen. But a lot of CEOs and a lot of organizations which wanted to do philanthropy earlier are now able to do it because of the CSR mandate which has really opened up that gate. So overall, it is positive and not rhetoric.

Coming to the second part where it could be rhetoric, where more can be done, is that corporates are just about starting to understand philanthropy over the past 2-3 years. Some corporates have had a very long culture of philanthropy and understand it far better, but most corporates especially who did not engage in philanthropy in an organised manner earlier perhaps, are starting to understand it now. Some of them are not able to spend their entire CSR amounts. The people who are driving CSR initiatives were often pulled in from some other functions and were not doing CSR earlier so their ability to identify and understand projects is fairly limited. In lot of organisations it is fairly advanced. And lastly, another challenge I tend to see with corporates a little bit is that a lot of corporate energy on CSR is going around in meeting regulations. Are we really satisfying all the norms? Are we really ticking all the boxes? So sometimes the focus is not really that much on identifying the right causes of creating the kind of impact. But it is more on about ticking the boxes, as it often happens in corporates.

So I think those are the challenges that need to be encountered but overall I feel over the long run, as corporates get their act together and there is more focus on where the money is getting spent, this will get much more organized. I personally feel that the kitty of CSR money going in to philanthropy is going to be much higher. Some of the other themes that you had around this topic are about causes that organizations take up etc. Again, I feel that a number of those causes are personal to CEOs. Our company for example focuses on children's education. So that was a cause that was very close to me and my wife, so perhaps the entire company got involved into that. It is very driven by a few individuals. The overall sensitivity on CSR and companies is extremely low.

And lastly, I would just like to close by giving a personal example. I grew up in Chandigarh when my grandfather retired as a clerk from the Government of Haryana. When I was around 7 years old in 1976, he opened a trust and had very meager means. But he opened a trust and aimed to educate two engineers a year. That was the primary objective of opening that trust and up until maybe 10 years ago, I did not understand the importance of that decision.

I used to wonder why he spent time and money educating two engineers, when he hardly had money for himself. His entire day after retirement use to go into finding those two engineers. He died in 2003, but that trust now educates about 18 engineers a year. Today, when I look back, I see the monumental impact of the decision of a person who hardly had any resources but probably understood philanthropy better than some of us do.

**Yugank Goyal:** Thank you so much. This was inspiring indeed. I mean I have a long list of things to say, but I will be saying at the end, so let me open this discussion for anyone who wants to remark and comment on what we have shared today.

**Pushpa Sundar:** Let's talk about why we need philanthropy. The impression or the general feeling is that we need philanthropy in order to educate people, or in order to reduce inequalities, and so on. All that is very true but the government is there, it's charging us, imposing taxes on us in order to raise money to do these things. So it can be questioned whether the primary role of philanthropy is to provide more schools, colleges, and some more hospitals and other things like that? Or is it something else? Can it reduce inequality directly? No it cannot. If the entire wealth of all the billionaires and millionaires of India was to be given to millions of poor in India would that bring about equality? No. I don't think there is sufficient wealth and even if there was, it will happen only for that point of time. That is all. The next generation will return to poverty. So philanthropy does not have a direct role in reducing inequality. Philanthropy can only play an indirect role. Most of the time the emphasis in any discussion on philanthropy is on removal of poverty and inequality, but there are two other very important roles, especially in a country like India, which it can play.

Government by itself cannot encourage experimentation and innovation. It works through committees. It is the lowest tender, the lowest quality which gets the contract and other things. It's not the person with the excellence or the person with the brightest bee in his bonnet who will get government grants for experimentation or innovation or to do something out of the ordinary. To do that we need money. Also there are political compulsions to giving and to distributing government money such as ensuring equality between regions and institutions.

Philanthropy, on the other hand is not limited by things like that. It can promote excellence wherever it is found, and that is what we need in institutions today. We have hundreds and thousands of mediocre institutions today, but we need to promote Centres of excellence.

And it is for this that we need philanthropic money and not just to remove poverty. I agree entirely that poverty is a pressing issue and it needs to be eradicated, but by encouraging Centres of Excellence, we get the best brains to work on these problems.

The second reason we need philanthropy is to keep the channels of dissent and protest active. It is to protest not only against the excesses of the government, but also of the market. There has to be a third front which plays this role of dissent and protest. Discussions on who supports these activists and who pays for that kind of work reveal that our philanthropy is most weak on this front. It won't get into conflict in order to make structural, what he is calling structural (Amitabh Behar) changes. They are too afraid for that. Take the example of Chattisgarh where the Jindal group has a large presence. It is well known that Chhattisgarh is the hot bed of naxalism. But why is there naxalism? This is because poor tribals have been deprived of many of their rights including their rights to land and forest products. They have been displaced and dispossessed.

Just giving them some schools, a few colleges, some health care is not enough. This is what government and companies are doing in their CSR programmes. But this is not what they need.

They need dignity and they need to be acknowledged as partners in the development process. They need to be brought to the table and consulted, and the people, and activists who are working with them need protection from the state and naxalites. This is the kind of work that is very very important. Intolerance is rising in India, unfortunately at a very high rate. So you need big people with money who also have some clout, to stand up and to speak up. This is what we need donors for, this is what they must do.

**Yugank Goyal:** Ma'am there are two more questions and people are waiting.

**Pushpa Sundar:** I will just end with that. This last is the role of Philanthropy that we should keep in mind.

**R. Sudarshan:** I'll provide a telegraphic footnote to Pushpa. When we were working in the Ford Foundation. I was charged with getting grants offered by the foundation 'no objection certificates' (NOC) from government. There was a backlog of grants awaiting NOC. I went to meet P.V. Narasimha Rao, Minister for Human Resource Development at that time. He told me that philanthropy should promote the good life. He quoted a definition of the good life in Sanskrit *anayasa maranam, vina dhainya jeevnam* (a painless death, a life without want). He asked me how many grants the foundation made annually and I said a little more than seventy-five grants. He told me that in the past the Ford Foundation made a big difference to India because it took up a small number of projects. It supported the agricultural extension service to demonstrate to farmers in Punjab and Haryana why should they grow the hybrid wheat and what difference it could make to productivity. Once the Foundation-supported project did that the government replicated and expanded the initiative.

Narasimha Rao told me: "I will give the Ford Foundation a challenge. Pick up a district and do everything possible to put every girl child in that district in school. I must tell you that the girl child is not like the wheat crop. The scientist can tell you when to give it how much water, fertilizer, and pesticides. If you did all that wheat crop will behave as expected. But human beings will not behave as we expect them to behave. Therein lies the challenge."

**Yugank Goyal:** Thank you Dean Sudarshan. Professor Peter Schuck.

**Peter Schuck:** Thank you. I want to follow up very much in the spirit of the last two comments to emphasise a point that has not been mentioned here except implicitly and that is what do you spend the money on? What works? I would submit that we know much less about what works than much of the conversation has assumed and that requires experimentation which again is the point that Pushpa emphasised. We really don't know how to keep families together for example, although we know some of the conditions that are associated with families breaking-up.

We don't really know what the cement is and how to create it. We don't know how to educate children who grow up in really deprived families. The United States is going to earlier education; pre-kindergarten education and so forth but there is lot of evidence that it may even be too late by the time they are five years old, and that we have to intervene earlier and more effectively. We don't know how to do that -- especially in the United States where we believe that the government should not intervene in the lives of families. We don't know how to change attitudes on the part of people whose behaviours are dysfunctional. We know in the context of substance abuse, there are some programmes which are more successful than others, but we really should not assume that we know the answers to the questions -- that if we have the money we will know how to spend it effectively.

In reference to the point that Behar made, it is very attractive and in some way it seems self-evident that we ought to address the structural causes of poverty, but that is sometimes a mistake and here is the reason. First of all, it seems logical that you want to deal with causes rather than symptoms but sometimes symptoms are the only things we can deal with and we don't understand the causes very well. Also attacking causes is a matter of attacking structural problems which are much harder to address. If you get at them, you are going to be much better off because they are, after all the causes and not just the symptoms but it is much harder to get at the structural problems because of the way our world is organised. For example, in the US, when we began the so-called War on Poverty, we created a community action programme that we thought would get at the underlying power structures which we thought were impeding

solutions to the problem of poverty. However, that didn't work very well in part because they were powerful and they resisted change. A lot of money, effort, and time was spent trying to displace these power structures. They were much more resilient and they had been at it much longer and invested much more in it than community action programmes could. I am not suggesting that we don't want to get at structural causes when we are sure we know what they are but I think we should be a little less confident that we know what they are and we should recognize that sometimes understanding and dealing with symptoms is the best we can do.

**C. Raj Kumar:** I just want to say that Peter wrote a classic book titled “Why Governments fail so often and how it can do better”, Princeton University Press a few years ago, in which he systematically gives evidence of many of these programs which are done with good intentions but have actually failed, and so what we do about it now.

**Riyaz Makaney:** Picking up from Dr. Sinha's point that social institutions are not as good in raising money as corporates perhaps and maybe somebody, from amongst this panel consisting of many vice chancellors, can consider a university level course on this on how it can be done more professionally. Thank you.

**Yugank Goyal:** That's a very good point. Now Mr. Behar will share his thoughts.

**Amitabh Behar:** Just three very quick points and I will be very brief. First is, look at the number of reports coming in on philanthropy. There is a clear evidence that current investments are largely in education; health and livelihood; whereas the same philanthropist speaks about, and I have had several one to one conversations, how India is failing in



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terms of governance, how there are larger questions of political economy and so on. But when we start looking at philanthropy priorities, we again go back to the same education and health. So in the current context, I still think, may be these resources are still not very small and to borrow a phrase from a friend 'This is really a golden peanut' however it needs to be used effectively in trying to make the other resources that we have, work. But we are not doing that and we end up just adding more schools and colleges, which is certainly not going to breach the deficit that we have. The second and third point that I want to make is, and I am certainly not getting into the bilateral with you (Peter Schuck), I really appreciate your comment and I agree that we do not have the solutions, but an attempt to try and look at what the structural causes are can be made. My worry with philanthropy is that it is very often individual centric. It raises questions about how you change the life of an individual or at best the family. But the structural causes, how the political economy works? How the caste system works? How patriarchy works? Those interventions are very often not within the ambit of philanthropy and without changing some of those, we will not be able to make long term impact. Certainly, no answers but the path I think must be a more holistically and systemically approached. Thanks

**Yugank Goyal:** We can probably take one more after Dr. Gupta.

**Pankaj Gupta:** I just want to talk about one or two things like what is the motivation of giving? Where is it coming from? Sometimes it comes from the ego and the need to leave behind a legacy. Considering CSR funds, I was an advisor to escorts and helped them create something in Azadpur. But as she (Pushpa Sundar) said, moving from charity to philanthropy, I have found certain reasons to why people are tempted to give money. One is related to personal experiences and some life changing moments that drive people to give money. Second is sometimes, for some, life seems meaningless and empty, or some realise that there is no pocket in the coffin. So there is no point in hoarding money. We see the large amount of money that late Jayalalitha left and we see what is happening there. Another reason is when somebody realises how much money they have compared to the money available in the whole world. They realize how small a part they are and wish to become 'Poorn'. Poorn means complete.

And when they realise they cannot become 'Poorn', the concept of 'self-worth' (I me myself, 'I my family' and so on) comes in and they want to do something about it. Most big donors have followed the 'Vasudhaiva Kutumbakam' kind of approach where, 'what light is within you, you feel the same light elsewhere'. Finally, some follow the Trusteeship model, where giving becomes a joy in itself. In Islam, there is a word known as 'Zakaat' and it is prescribed that when you give something, you do not look into the eyes because that may inflate your ego. This is also prescribed in other scriptures. To conclude, I was in ISB for a meeting, and Dean Jain and Pramath were there discussing success and its significance. It is like moving from success to significance to self-awareness, so I think giving and 'guptadan' comes naturally to someone who is that successful.

**Yugank Goyal:** Thank you Dr. Gupta. Are there any more questions?

This is an optimal moment. Brilliant points have been raised, starting from confidence with money to points about blood money. The questions of blood money become important particularly when you get an offer letter from Yale University knowing all that Elihu Yale did. Will you not study at Yale? becomes a question which is poignant in this context. Or would you say no to Rhodes scholarship, knowing what Cecil Rhodes did? These questions are often emotive in some sense but there needs to be a very clear ethic in terms of whether philanthropy must be celebrated regardless of the source or else many things that could be done otherwise for instance as a Harvard, Yale, or a Rhodes

scholar would be difficult. A lot of people would not have been able to study if this blood money had not been there, but that does not dilute the importance of this question and the issue that it raises. Let me hand it over to Professor Peter Schuck who will provide a summary and may also respond to Mr. Behar.

**Peter Schuck:** I do not think there is any real difference between us. Both are needed, but we should not be seduced by very attractive and in some ways very commonsensical notions that 'go to structural causes' assuming that that is where the problem can be solved. So, we must focus on both "causes" and "symptoms," and you (Behar) have recognised this. I just wanted to mention one approach which I found very attractive in this areas. You may be familiar with this as it is based in India: The Ashoka Society. Ashoka was founded by Bill Drayton in the United States. What he has done is to invest resources into identifying, training and then linking up change agents. Ashoka encourages people in India, who are proven entrepreneurs, to develop ideas about nutrition, public health, education, agriculture, and so forth, and then helps to create a network of them to trade techniques and insights. I am sure that you are familiar with this but I wanted to mention it because it is not the kind of approach that most philanthropies undertake. Instead, they tend to give money directly to projects and hope for the best. I think he (Behar) is addressing the root cause in the sense that he is identifying people who know their communities and how best to effectuate change and reduce suffering in the society at the ground level. Thank you.

**C. Raj Kumar:** Firstly, I want to thank all of you for taking out precious time from your schedules to be a part of this conversation. We intend to produce the conversations in some sort of a publication and share it with you before we publish it. Also, we will have another dialogue on this and it will continue to evolve. I also want to take a moment to say that we deeply appreciate and welcome further comments on some of the points that have been brought up in this discussion. We invite you to our campus. I hope you have received the official gift scarves from the university. Thank you.

*IIHEd Roundtable Series*  
on  
*Philanthropy*

**12 April 2017, Mumbai**



ISME



*You are cordially invited to participate in the*

## IIHED Roundtable Series

on

# Philanthropy

## Education and Corporate Social Responsibility

organised by

**O.P. Jindal Global University**

in collaboration with

**Indian School of Management & Entrepreneurship**

**Date:** Wednesday, 12 April 2017 | **Time:** 10:30 am – 1:00 pm | **Lunch:** 1:00 pm - 2:00 pm

**Venue:** Indian School of Management & Entrepreneurship  
One Indiabulls Centre, Tower 2A, 7th Floor, Lower Parel, Mumbai



# Programme

**10:30 am – 11:00 am** Registration and Tea

**Welcome Remarks**

**11:00 am – 11:05 am** Professor (Dr.) **C. Raj Kumar**, Founding Vice Chancellor, O.P Jindal Global University (JGU) and Director, International Institute for Higher Education Research & Capacity Building (IIHEd)

**Inaugural Remarks**

**11:05 am – 11:10 am** Professor (Dr.) **Indu Shahani**, Founding Dean, Indian School of Management & Entrepreneurship (ISME)

**Introduction to the Theme**

**11:10 am – 11:15 am** Mr. **Amit Lahiri**, Chief Sustainability Officer, JGU and Associate Director, IIHEd

## 11:15 am – 1:00 pm: Roundtable Discussion

**Moderator:** Dr. **Yugank Goyal**, Associate Professor, JGU and Deputy Director, IIHEd

**Distinguished**

**Panelists:**

Mr. **Ajay Mehta**, Founder & Group CEO, Me-Hin  
Mr. **Aashish Sanghi**, Joint President, Aditya Birla Nuvo Ltd.  
Mr. **AV Suresh**, CEO, Forbes Pro and International Operations, Eureka Forbes Limited  
Ms. **Bunty Chand**, Executive Director, Asia Society India Center  
Mr. **Deepak Arora**, CEO, Essar Foundation  
Ms. **Elizabeth Kurian**, CEO, Mission for Vision  
Mr. **Farhad Merchant**, CEO, Common Purpose  
Ms. **Kalpana Unadkat**, Partner, Khaitan & Co.  
Ms. **Karuna Bhatia**, Head, Sustainability, Standard Chartered Bank  
Ms. **Kashmira Mewawala**, Business Development & Chief Ethics Counsellor, Tata Capital Limited  
Ms. **Manjula Rao**, Assistant Director, Internationalising Higher Education (India), British Council, Mumbai  
Professor **Mookesh Patel**, Dean, Indian School of Design & Innovation  
Ms. **Namita Vikas**, Group President & Global Head, Climate Strategy & Responsible Banking, Yes Bank Ltd.  
Mr. **Nishith M. Desai**, Founder & Managing Partner, Nishith Desai Associates  
Mr. **Paresh Chaudhary**, CEO, Madison PR  
Ms. **Radhika Raihan**, Senior Manager, Charities Aid Foundation  
Mr. **Riyaz Makaney**, Former Chairman, Aga Khan Education Service  
Mr. **Rusen Kumar**, Founder and Editor, India CSR Network  
Ms. **Sagarika Bose**, Deputy General Manager, Sustainability, Godrej Industries Ltd.  
Mr. **Sandeep Sabharwal**, Head, Rural Transformation, Reliance Foundation  
Ms. **Sheetal Mehta**, Trustee & Executive Director, K. C. Mahindra Education Trust, Head - Project Nanhi Kali  
Mr. **Siddharth Shahani**, Executive Director & Co Founder, ISDI ISME  
Ms. **Sohini Roychowdhury**, GM - Communications & Knowledge Management, Tata Sustainability Group  
Professor (Dr.) **Vijay Khole**, Vice Chancellor, Amity University  
Mr. **Xerxes Dastur**, Partner, VS Dastur & Co.

## 1:00 pm – 2:00 pm: Lunch

## Theme: Education and Corporate Social Responsibility

**C. Raj Kumar:** I am deeply appreciative of the extraordinary contribution of our partner ISME in putting this roundtable together in a week's time. O.P. Jindal Global University is the partnering university with ISME for this roundtable series of philanthropy, education and corporate social responsibility.

O.P.Jindal Global University was created as a philanthropic initiative of our founding Chancellor, Naveen Jindal, who I had the privilege of meeting 10 years ago and essentially persuaded him to do three things. One, to contribute substantial resources; second, to commit to do it in a not for profit manner; and third, to let me have the academic freedom, autonomy and independence to build a world-class university in India. He committed to doing that in late 2007 and I moved from Hong Kong where I was teaching to India in early 2008.

From 2008 onwards, we began the process of institution-building from scratch and we built an entire campus, recruited faculty, admitted students and began the first academic session of the first school of the university, Jindal Global Law School, with 100 students and 10 full-time faculty members in 2009. We never looked back. In 2010 we started the Jindal Global Business School, in 2011, the Jindal School of International Affairs, in 2012, the Jindal School of Government and Public Policy, in 2013, the Jindal School of Liberal Arts and Humanities and, in 2016, the Jindal School of Journalism and Communication. Today we are in a 100-acre fully residential campus with nearly 3000 students and over 225 full-time faculty members and we are deeply committed to the idea of philanthropy and corporate social responsibility.



**Professor (Dr.) C. Raj Kumar, Founding Vice Chancellor, JGU & Director, IIHed speaking at the IIHed Roundtable series on Philanthropy: Education and Corporate Social Responsibility, Mumbai, 2017**

Many years ago I had the privilege of meeting whom I call a force of nature, Prof. Indu Shahani, as head of HR College and soon after that I felt that in some ways here contribution to institution building and transformative change was deeply reflective of her larger commitment and dedication to India and that brought us together and we began doing a few things when she was in HR College but when I had suggested this idea of collaborating for this roundtable, she immediately agreed and with the kind of convening power that she has and the kind of effort that she and her team had put together, we are all here today to have this conversation.

From our own standpoint, this is a very important conversation because our university was conceived in the lines of what the universities such as Harvard, Yale and Stanford were created, through philanthropic initiatives in the private sector. The fundamental objective of this conversation is to harness the strength of the private sector and to reflect that strength towards advancing initiatives in philanthropy and corporate social responsibility. I hope the discussion goes beyond the 2% under the Companies Act. I hope the discussion goes beyond many CSR initiatives which the corporations do it as a part of their own broader commitment to society. I hope some of the questions that have been raised as a part of the discussion will provide us with better understanding as to how academia and industry can engage in collaborative initiatives.

Lastly, I want to say that we are at a location which was being made possible because of Prof Indu Shahani and the institute that has been created here has just grown simply in the last 3-4 years. We thought that we have done something extraordinary in 7-8 years but this is a great source of inspiration for us: what is possible when likeminded people come together with a larger mission to seek transformative change and this has been the experience of Shahani. Without further ado, I want to thank her, appreciate her in particular for this extraordinary effort in institution-building for nation-building. I have elsewhere written and spoken about the fact that what is important in India is not Make in India but the making of India through institutions. We cannot achieve the objectives of Make in India unless we focus on the building of institutions of excellence such as ISDI which will in turn help us in Make in India.

**Indu Shahani:** Thank you Raj Kumar. I must say that 4 days ago I got this call from Raj Kumar saying he wanted to have this session here and I said most welcome. But I said knowing my Mumbai people will they arrive in four-day's short notice. So, first of all let me thank all of you who are here at a short notice and confirming and making this a reality. This is your commitment to the CSR and the topic that we are here for.

I must also thank Professor Khole who is here with us. He has been my Vice Chancellor when I was in the University of Mumbai and today he is the Vice Chancellor of Amity University and I think one of those persons I have always admired and respected and Sir, I am very happy that you are here with us today. Also I would like to say that none of this would be possible without my Dean, Mookesh Patel, who has been the Dean of Indian School of Design and Innovation. We are very fortunate that Raj Kumar selected a Wednesday because Wednesday is a session when the students have to work in their groups and do their projects whereas the professors find the time for faculty development. So, today it just fitted in perfectly in the agenda of all the three schools.

We have three schools here, the School of Design and Innovation which was started in 2013, in association with Parsons, which is our academic mentor. We get the curriculum, the support of curriculum and support of faculty development from Parsons but the rest of it is completely contextualised to the Indian context and taught here. You will see amazing projects being happening.



**Professor (Dr.) Indu Shahani, Founding Dean, Indian School of Management & Entrepreneurship (ISME)**

As we speak some of the young students are with their Prof. Sameer Parker at the slums which you look at when you come down the sea link on your left hand side and they are actually beautifying those slums there. That is the project given to them. Even the Dada Phalke Building if you have seen that big painting that is there, it is also something that the young students have been participating in besides many projects that they have been doing.

We started the School of Communication and I must tell you that once Sir Martin Sorrell, who has 67 companies and over 117 countries, was sitting next to me on a flight and when he saw my card, he said 'you are a Dean of a college' and I said yes, he said 'then you are to blame'. I said, why? He said, '1.3 billion in this country and you cannot provide us the right talent for our jobs'. I said, Sir, you are to blame because you have not aligned with educational institutions to provide this talent. He said, 'what do you want me to do?'. I said start a school of communication. We were on a flight, the flight took off, we did not speak after that. When he got off, within 10 minutes, you know, what a man of short messages he is, he said, 'when can we start?' We started the WPP School of Communication, which is a very different model, it is a model where it is work-study and students actually get the job on day one, not three years later when they leave because they are a part of the WPP companies and all the WPP people have set up the curriculum and they come here to teach. That is a great new model. Finally, I was told by my dear husband, who happens to be in healthcare and heading Novartis, every morning. He would tell me, at HR College you are producing lawyers, accountants, bankers, and you continue to do that but you don't realise that 23 million babies are being born every year but only 2 million jobs are going to be created. Now is the time that you should create entrepreneurs. We said, well, let's open a School of Entrepreneurship and that is where we are. So, we have the third school which is going to come up across four floors. It is going to be called the Indian School of Management and Entrepreneurship.

So, we are all new, we are startups ourselves, we need parent bodies to help us and that is why Dr Raj Kumar has been very kind to us. They are today the one of the most leading private universities and I think it has become a dream university for a large number of students to join. We are happy to have this partnership with them. Thank you so much for being here.

I think CSR goes beyond funding. We are hearing about CSR and I am on three Boards, I am the Chair of CSR, I am on Eureka Forbes, I am on the Board of Colgate CSR company and I am on one more Board. We feel that yes, there is funding and great work is being done. I think a large number of companies are moving ahead from just being funders to bringing transformational changes. I think in education we can see that happening. But both of us over here as universities and educators want our students also to be sensitive that they have a responsibility, and we would like you also to talk on what projects can we help you with where our students can get involved. They don't have to become grey haired to be able to give back to the society. Let them start giving when they are in the first year. Let us try to make them sensitive that the world outside is not so privileged as them. All our three schools would like to work with you wherever possible to deliver your CSR objectives or whatever objectives you have with us so that we can work. I think giving capstone projects to our students that is what we feel that is even going beyond and making CSR transformative.

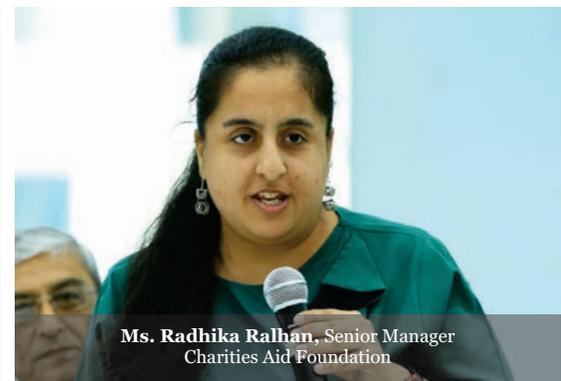
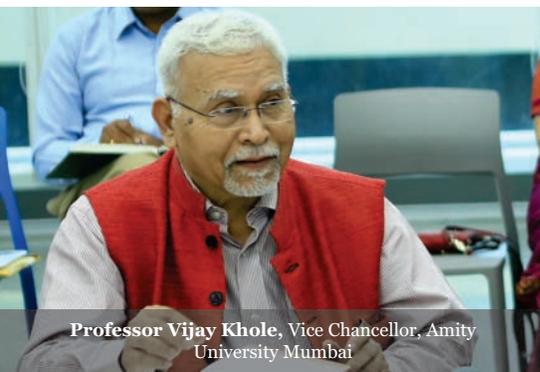
**Vijay Khole:** I am currently Vice Chancellor, Amity University Mumbai and former Vice Chancellor, University of Mumbai.

**Karuna Bhatia:** I work with Standard Chartered Bank. I have been with Grindlays and Standard Chartered now for close to two decades. This profession is fairly new to me, last six years, before that I have been a consumer banker. So, I am very pleased to hear what Indu had to say in terms of what is it that corporates today need, is it pure development professionals or is it a mixture of management and development.

**AV Suresh:** I think all of you are aware of Eureka Forbes. We have been in the business of health and hygiene and I have been with Eureka Forbes for the last 28 years. We also started this thing on community fulfillment which is providing safe drinking water to the community at large including schools, institutions, urban and rural slums. I am also happy to say that you work with this wonderful lovely institute ISMI along with Dr Shahani on using the students to work along with us on the community fulfillment plans, need assessment studies, impact assessment studies, and I must say that they have done a fantastic job so far. You will see some of them getting certificates today. It is a pleasure being here.

**Kalpna Unadkat:** I am a lawyer and a partner at Khaitan & Co. I am passionate about corporate governance and CSR. I am also part of CSR initiative at Khaitan & Co.

**Radhika Razdan:** I am from Charities Aid Foundation. I am working in the capacity of Senior Manager but anchoring the advisory unit. I am also going to be a good student, listening and adhering to the questions which Yugank has stated. I am very excited to see the design integration because with IIT Delhi I have worked for four years on systems thinking and design. So, interestingly how it got incorporated with the sustainability of the corporates? So, I think students can gain something from my experience too.



**Mookesh Patel:** Madam has already introduced me but I will be happy to tell you a little bit about myself. I was fortunate to graduate from NID in 1976. Some of you have already had my students, I know people from WPP have had my students as their coworkers. After graduating from NID, I had my own practice and then eventually finished my Masters at the Rhode Island School of Design and then served for Arizona State University for 26 years and then Madam called me one evening and said I need you here, so I am here. Today, I look forward to learning from all of you in terms of how we can as schools of design, management and entrepreneurship can exchange in any ways we can, ideas, students, capstone projects, any kind of exchanges we can do, we look forward to.

**Sureel Desai:** I am an associate at Nishith Desai Associates. I am also a documentarian. I am making a documentary on an ex-terrorist from JKLF and it is just about ready to come out.

**Yugank Goyal:** I teach in Jindal and I teach economics, mathematics. My research largely covers law and development, institutional economics. I was part of the founding faculty team in Jindal University along with Raj Kumar and therefore as a beneficiary of philanthropy itself. The roundtable was the idea that Raj and I had conceived few months ago and I am delighted to have you all here.

**Deepak Arora:** I am the Chief Executive of the Essar Foundation. The Essar Foundation is the CSR wing of the Essar Group and I look forward to today's discussion especially since the focus is on entrepreneurship and entrepreneurship is a very complex subject and that I can say from my own experience having been an entrepreneur in the past, having worked in the SME development space for a fairly long time. I did not really find any fixed solutions or a fixed recipe that this is the recipe to success. So, I really look forward to the conversation.

**Riyaz Makaney:** I am a former chairman of the Aga Khan Education Service India. I have been a volunteer with the Aga Khan Development Network for the past 35 years and I still continue to be one. I am very passionate about development. Truly I am quite inspired to be in this room full of energy and experience. Thank you.

**Farhad Merchant:** I am heading Common Purpose in India. Common Purpose is a leadership development organisation. It is a social organisation that focuses on bringing leaders from the public, private and non-profit sector together. I have been in IT for many years and then moved on to Aga Khan Education Service, which I was running for four years, before I joined Common Purpose. I have been in this sector for the last eight years. I look forward to the discussions today.

**Sandeep Sabharwal:** A career rural development professional. I am in Reliance Industries for almost 11 years or so, prior to that I have worked with a procurement cooperative services group of National Dairy Development Board, toured across the country and take a lot of pride even in saying that I am from Kurian's school of thought. Today morning someone asked me that between a purely development endeavor in a village and the dairy cooperative society kind of an entrepreneurship development in a village, what would be my preference. I would always like to go for an imperfect, yet an economic development institution, like a dairy cooperative in a village to begin with, because that provides the leverage to these villagers to become an institution of their own kind and slowly as they start earning money they would like to be participating economically in their own thing. So, those are some of the flavours that probably today we will be able to listen to. I feel it is a privilege to be in a galaxy of such luminaries here.



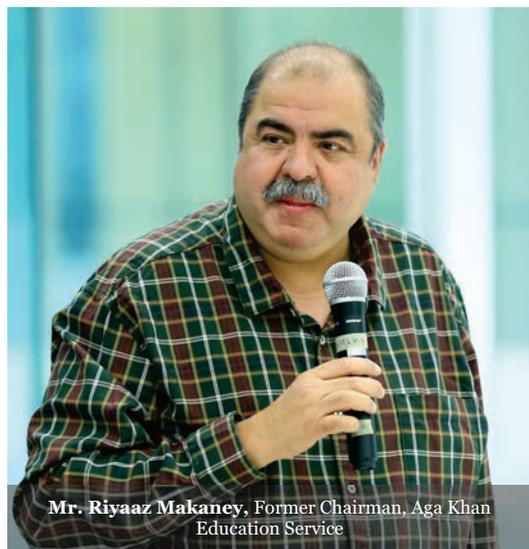
**Professor Mookesh Patel**  
Dean, Indian School of Design & Innovation



**Mr. Deepak Arora, CEO, Essar Foundation**



**Mr. Sureel Desai, Associate, Nishith Desai Associates**



**Mr. Riyaz Makaney, Former Chairman, Aga Khan Education Service**



**Mr. Farhad Merchant, CEO, Common Purpose**



**Dr. Yugank Goyal, Associate Professor, JGU and Deputy Director, IIHEd**



**Mr. Sandeep Sabharwal, Head, Rural Transformation, Reliance Foundation**

**Amit Lahiri:** I am the Chief Sustainability Officer of the OP Jindal Global University. Our Vice Chancellor is here and it is essentially because of him that I returned after 18 years in Canada. I am so honoured that I am in the company of Vijay Khole and many others, including Professor Shahani, I have been a student of Bombay University studying Life Sciences and Molecular Biology. Then I spent about 10 years in the life sciences industry with Boehringer Mannheim and Sanofi Pasteur. I headed the Sanofi Pasteur operations both in India and the Middle-East. Three years I was in Bombay. Then I emigrated to Canada and I joined the public college system there. I don't know how many of you are familiar about the post-secondary education system in Canada, where you have the Universities and you have the public college system. There are 25 such colleges and the core competency of the 25 colleges in Canada, publicly funded, the same ministry funds them, is applied research and that is Industry- Academic partnership. So, for 18 years I was tenured professor. In 2015, I got the highest recognition for applied research. To give you all an example of applied research: Canada is the largest coffee drinker in the world immediately followed by the United States of America, as its coffee per capita consumption is the highest. We went to Dominican Republic with about 30 students and faculty and I had actually made a presentation when I was visiting faculty at O.P. Jindal Global University. I wish you could smell the Dominican Republic coffee. The farmers there live on less than \$2 a day and they only grow organic coffee. So, we went with the students, we mapped the entire supply chain of organic coffee from port to port and then we actually packaged the coffee and we sold it as a social enterprise in Calgary; 90% of the money that we got, we went to back to the Dominican Republic farmers and we built their elementary school, networked computers for children who walked about 16km to go to school and we built solar panels. That drew me actually into environmental sustainability, into corporate social responsibility and I studied that formally at York University in Canada while being a professor at the Public College system.

Then I got associated with our dynamic Vice Chancellor, Prof. Raj Kumar, I was a visiting professor teaching the first curriculum in CSR I developed at O.P. Jindal Global University in 2014 and I did three very interesting case studies, one with an IT company in Bangalore in 2014 where we had students actually audit and develop the CSR strategy for this IT company and that was shortly after the 2013 mandate was passed. In 2015, I had the privilege of working with Swadesh, Ronnie Screwvala's social organisation in Mumbai, and our students and I did a fascinating project and presentation to them. In 2016, we worked with Jaipur Rugs Company. It was a very interesting project as well. That really drew me into the CSR space in India and then Prof. Raj Kumar invited me to join the University as the Chief Sustainability Officer, an invitation that I could not resist, coming back to India to make an impact. Sorry for the long introduction, but I thought I must tell you my story before I conceptualise the introduction. Thank you.

**Kashmira Mewawala:** Professor Shahani, as always, I am so impressed with what you do. I loved what you said, Raj Kumar, that she is an institution builder and I completely endorse that and she deserves a round of applause. It is really an honour to be here. This is my 32nd year with the Tata Group, so I know very little outside the Tata Group. I am very privileged to be part of it. I really feel it is an organisation which has put purpose before anything else and I actually believe that. I am happy to share stories going ahead. I am part of the founding team at Tata Capital about 10 years ago and currently I head business development across verticals and I am also the Chief Ethics Counselor. It is a privilege to be here. Thank you very much and I look forward to the discussions.



**Mr. Amit Lahiri**, Chief Sustainability Officer, O.P. Jindal Global University & Associate Director, International Institute for Higher Education Research & Capacity Building



**Ms. Kashmira Mewawala**, Business Development & Chief Ethics Counsellor, Tata Capital Limited

**Bunty Chand:** I work for an organisation called Asia Society. It is a 60-year old global organisation founded through a philanthropic venture by John D Rockefeller and the mission of the organisation is to create understanding and build partnerships between peoples, leaders and institutions of Asia and America. But one of the things we have added on is that we feel that the countries of Asia don't know each other as well. So, that is also something that is now part of our mission. As I said, we are an educational organisation but with a very different mission which I will be happy to share with you and we came out of a wonderful philanthropic venture 60 years ago and that in itself is also a great story as to what Rockefeller's thinking was behind the founding of such an organisation. Look forward to getting to know everybody around the table.

**Nishith Desai:** I am a small lawyer, humbled in the company of Shahani and Raj Kumar and everybody around. I am the founder of what we describe as India-centric global law firm. Besides India we have presence in Silicon Valley in New York, in Munich, in Germany, in Singapore etc., but more important than that, we are more like a quasi-university. We are research and innovation based law firm and spend over 40% time in research academics and thought leadership. I am happy to be here. We are excited about the CSR space and we do lot of work in the area of social business and empowerment.

**Rama Iyer:** I started with the WPP Group. In fact, I worked with Ogilvy for about 10 years. I have always been very passionate about the CSR space, so I quit and set up my firm White Kettle where we work with corporates on corporate social responsibility. Anybody who is familiar with the WPP network will know that people always come back. So, I now run my firm as well as head the WPP Foundation for them. We do support about 15000 children across Mumbai and Delhi in education through livelihood. As part of the first partnership, the first thing we tried to do is to get two of our students into the WPP schools. They have crossed all the exams and we hope to give the scholarship and I have been talking to Dean Mookesh and we support women or adolescent girls into livelihood and we would like to see if we can create programmes where your students can entrepreneur and mentor some of our group of kids as they move towards their livelihood options. I am really hoping to see what we can do in terms of partnerships going forward.

**Sunil Kumar:** I work for the Royal Bank of Scotland. I look after sustainability that includes the CSR wing and I also head the Foundation of the RBS. We have a rather unusual target group for our CSR work and that is the communities which actually live in and around our critical forest and wetland ecosystems: a huge impact on climate change in terms of mitigation or carbon sinks that it created and also river catchments. That has been our experience and I am really looking forward to the discussions on entrepreneurship and education because it is a very large community, about 300 million people which are directly dependent upon the forest ecosystems and we could use opportunities of entrepreneurship for the youth here and of course ideas on education. Thank you.

**Anirban Chatterjee:** I am representing Yes Bank Responsible Banking. Responsible banking at Yes Bank is a pioneer in terms of sustainability and CSR and thought leadership and we are very happy to share that we are also pioneering partners to ISMI for curriculum development or CSR and sustainability. So, today I am here to share some perspective and engagement what we are having with ISMI and how academia-industry partnership can be developed from the perspective of beyond 2% and how we can have a collaborative engagement with all across the board.

**Sohini Roychowdhury:** I am part of what is called the Tata Sustainability Group. Essentially we are very niche group of colleagues who advise all Tata Group companies on advisory, knowledge, and execution on CSR and sustainability. So, I am very happy to be here and look forward to the remaining discussions.



**Ms. Bunty Chand**, Executive Director, Asia Society India Center



**Mr. Sunil Kumar**, Head, Sustainability at Royal Bank of Scotland, Asia Region and CEO, RBS Foundation India.



**Mr. Nishith M. Desai**, Founder & Managing Partner  
Nishith Desai Associates



**Mr. Anirban Chatterjee**, Assistant Vice-President, Sustainability  
and CSR Strategy, Yes Bank



**Ms. Rama Iyer**  
Founder, Director, WhiteKettle



**Ms. Sohini Roychowdhury**, GM - Communications & Knowledge  
Management, Tata Sustainability Group

**Manjula Rao:** I head the higher education sector for the British Council in India. My initial 10 years with the British Council has been working with the development sector in education and health and for the last 5 years I have been heading higher education. Ten years ago we did some work on CSR basically looking at academia even before it became mandatory because we felt it needs to be part of the business curriculum but there wasn't enough content for faculty to teach. So, we worked with IIM Bangalore and set up something called Teach CSR for business Schools. I haven't checked whether that still exists. But at that point we did case studies and tried to build content. We are interested in knowledge exchange between community, industry and academia and that is really what I hope we will talk about among other things today.

**Ajay Mehta:** I am an entrepreneur, chartered accountant and a proud parent of a kid who is a part of ISME. I must say that the concept designed by ISME is new and innovative. I am also a Trustee on Board of an NGO called Aadhaar which is an association of mentally retarded children. In fact, it is a parents floated association and we have 300 children with us: 200 at Badlapur facility and 100 at Nasik facility. It is a lifelong care for mentally retarded adults. Very proud and privileged to be part of this unique discussion on education and CSR.

**Xerxes Dastur:** I am a practicing chartered accountant in a firm of Dastur and Company and we specialise in incubating NGOs who are coming to India or setting up new NGOs. We also do a lot of corporate CSR audits because what we have realised is that the law has taken its course and now CSR utilisation is pretty well mapped, but unfortunately it does need a lot more review. So, we do a lot of these CSR reviews and we are happy to be here and interact with all of you.

**Ashish Sanghi:** I am representing Aditya Birla Education Trust. Philanthropy has always been a part of life as far as the Group is concerned and the Birla family is concerned. It has been weaved into the way of life right from India's freedom struggle movement. If you read any book on Gandhiji or by Gandhiji, it is incomplete without the numerous references on GD Birla. I have been on the business side for almost two decades and in the last 2-3 years I have been part of the social sector side. Recently we have done a school, special school for special children, called the Aditya Birla School and there was an annual function where all these special children were performing. It was so humbling experience for anyone to attend and everyone has tears in their eyes and I said that every human being should attend such programmes because so much of life we take for granted and that is the time you really think how blessed you are. I hope we would like to contribute on this.

**C. Raj Kumar:** Thank you very much for your introductions. Of course I did tell you my designation but briefly about myself, I am from a place called Kanyakumari. I did my studies from Loyala College, Madras, did my law degree from the Faculty of Law, Delhi University, after which I was a Rhodes Scholar at the University of Oxford, did my Masters in Law at Oxford and then I did another Masters at Harvard Law School, worked in New York, Tokyo and Hong Kong for many years. During those years I conceived the idea of this university and got to meet with Mr Naveen Jindal. We get so much of inspiration from each other and hearing each one of your stories has been a great inspiration this morning. I am again grateful to Shahani for helping us bring all of you here to be part of this conversation.

Now I call upon my colleague Yugank Goyal, Associate Professor at OP Jindal Global University and Deputy Director of our Institute of Higher Education to moderate the panel but I understand Amit will give a short presentation about the CSR and philanthropy.



**Ms. Manjula Rao**, Assistant Director, Internationalising Higher Education (India), British Council, Mumbai



**Mr. Ajay Mehta**, Founder & Group CEO, Me-Hin



**Mr. Xerxes Dastur**, Partner, VS Dastur & Co.



**Mr. Aashish Sanghi**, Joint President, Aditya Birla Nuvo Ltd. making a point during the conference



**Professor (Dr.) C. Raj Kumar**, Vice-Chancellor JGU & Director, IIHD speaking at the Conference

**Amit Lahiri:** Good afternoon everybody. I basically have three main arguments. The first argument is that now we are mandated to do corporate social responsibility. We have about 16000-19000 companies and we are spending about Rs 20000-22000 crores, 30% of that is in education. There is this report from Samhita that all of you in Mumbai will know. This report talks about the 100 top contributors of CSR in the education sector and so many problems in the implementation of the CSR projects. The second argument is that when we are talking about industry-academic partnership, nothing better than corporate social responsibility defines the social responsibility within which this academic-industry partnership can be structured. The third argument essentially is in spite of so many implementation problems in CSR (you can see and these are all completely referenced and all of you have that copy in my concept note), why do we not in India develop this non-threatening collaboration between industry and academia to get the fantastic human capital that is in front of us, the students and the faculty, deploy the young enthusiastic energy (like I did in the Dominican Republic Coffee Project) and actually make them solve some of these social problems for industry under the mentorship of interested and resourceful faculty members? So, this is one such non-threatening collaboration between academic and industry where we can actually structure and solve many of the fundamental problems associated with CSR in the education sector where nearly 30% of the csr funds are spent annually in India.

Going into the thematic areas, you see that 30% is spent on education. When I look at the Samhita Report we see that there is problem with training teachers, there is problem with pedagogy, there is problem with parent community engagement, there is problem of curriculum development with every conceivable client, there is problem with developing content for vocational training and capacity building and we AS educational institutions precisely do all that on a daily basis.

So, why do we not therefore partner with industry, particularly when 30% of the CSR funds are spent in education? It is a no-brainer that in academia we have the competency or the skills. Faculty are driven by publications and research, students are hungry for internship opportunities, and students are young, enthusiastic and flexible. They deploy knowledge so innovatively and the winning is the combination of the faculty expertise driven by research and combined with young human capital and skills of students. Constantly we are looking at problems, for example, of deficit of human talent in the CSR industry. Shahani talks about deficit of human talent. In the CSR space we have a deficit of skills and talents. Both of which could be solved by closer academia-industry partnership.

I just wanted to position the concept of knowledge partnerships as a way to structure industry-academic partnerships and we can have it all the way from student internships, faculty involvement at low level engagement between industry and academia to a high level where we have research services, and we almost function as an outsourced r&d of industry even in the social sector like CSR. This is very important. At our O.P. Jindal Global University, we have six schools. We are a social sciences university but CSR is a social problem. CSR is a social problem and we can very much combine as well collaborate with a design school like ISME, because design thinking is fundamental to designing solutions to problems.

So, I will leave you with these three arguments which are very well substantiated by World Bank Innovation Platform report OF 2013 presented in Delhi. In India, what I find appalling is the lack of industry-academia partnership. We have a brilliant opportunity here with our combined networks to forge this and structure this knowledge partnership in a non-threatening collaborative way in the implementation of CSR in India.



**Yugank Goyal:** I must express my thanks that all of you have been able to make time in such a short notice. The idea that Raj and I had in November was to create this rather 'practical' discourse on philanthropy. The first leg took place in December in Delhi and this is going to be the second leg of the series that we are hoping to continue in different parts of India. Thanks Amit for the presentation. Top 1% of India's population owns 58% of India's wealth. This percentage has increased from 37% in last ten years. So, top 1% of Indians owned 37% of India's wealth 10 years ago and now they own 58%. The spending in CSR is merely Rs.4000 crore and India's GDP is over \$2 trillion. This by the way does not include the black money; so overall our GDP must be huge. So, the question that we were grappling with is what is going on. I am particularly keen to hear on this.

I am not going to make any rules here. This is going to be a conversational dialogical engagement. So, whoever raises hands gets the chance to speak and anyone who wants to respond, comment, or come up with a new idea altogether will raise hand. I will point out whose turn it will be, and apologise to cut you short should there the pending queue gets longer. The questions have been distributed to everyone. Indu Shahani to start.

**Indu Shahani:** I am just going to read a couple of these so that it is a little easier for everybody. So, what specific industry-academia collaboration could help in generating specific human capital skills for CSR? I think that is a very important point. Also, the list of CSR specific skills and the specific industry-academia collaborations which could lead to this? I think Nishith Desai wants to set the ball rolling and let us go ahead.

**Nishith Desai:** I think I would be at a zero-level on evaluation. I have five things broadly. One is use of technology. I will only share my experience. What we have done in our own little way to use technology, one for training of the people where we use lot of videos and nowadays most of the universities and classrooms have videos. Our principle is that each one must teach one. Everyone must associate with education and they must take a class. Basically that goes into the evaluation process by and large. Everyone has to spend about 100 hours in addition to your normal work be spent on social. That is number one.

Number two, we have in addition to internship, we are a small little firm, we cannot have too many people physically sitting inside. So, we have a programme called Vol-Intern. Those who want to learn, they must have voluntary zeal to learn but one of the condition is that they must do some social work. Even in our selection criteria for employment or otherwise, if you have not done social work, you may be a gold medalist but possibly a wrong person to be in the firm. So, it is specifically asked what are the kind of stuff that you have done. So, automatically then there is an orientation. So, Vol-intern programme is a technology driven programme. We could accommodate up to 20-30 or over a period of year about 100 interns but the number of different schools and vacation period and some other kind of stuff going on, and side by side you can also do internship but using technology. One of the things we would like to do is we are looking for Vol-Mentors. This is not necessarily only in the area of law or tax which is what is our speciality. But it could be many other kinds of things. Education is more about experience today. Libraries are no longer about old information, it is about experience and that is how you learn. So, Vol-intern programme is the second one that we have.

The third thing is that we have been actively working on the social business. As you all know there is difference between rich and wealthy. There is difference between charity and philanthropy. I don't go into the details of that but I think all of you understand that. So, it is very important that how do you use, even after 50, 60, 70 years we are talking about disparity in income and wealth and stuff like that. I do not think that there is anything wrong with the wealth, it is how you use wealth, that is more important.

No longer ownership of a car or a house is necessary, you have got Airbnb to everything it is access that has become important. So, we have to forget in terms of what you call the wealth, ownership and income disparity etc. New models will emerge, lot more jobs are going to be lost. So, forget about creating new skills and trying to get employment. Therefore, entrepreneurship comes in the way. Automation and robotics is going to displace close to about 30% of most of the manufacturing and other jobs. The question is not creating new employment, even the existing employees. Infosys laid off 10000 people, Cognizant 30000 people. You imagine the magnitude of problems you are going to face in the next 5 years. So, the important thing is don't talk about jobs per se. Now we have to think about activity. We have been obsessed with job creation. I think people must take constructively. If you don't have jobs what happens, people go mad. Job is doing a work for money. What is important is you keep constructively occupied. So, we have to find ways of transitioning. Suddenly if this large unemployment is created because of robotics and automation, how are we going to deal with that? In the process if you do not do that, you are going to have another round of what you call protests. Protests will not be of yesterday's type, they will be digital protests and that will disrupt a lot of good that has been done in all these years. The other thing that is also going to happen is whistleblowing. When people don't have jobs, then they have problems. So, we need to think constructively both in terms of how are we going to redesign jobs or what I would call more of activity or occupation and how do you transition because companies will be facing problems and the academia's role is going to be extremely important.

The last thing I want to mention is collectively we should reinstate the old draft clause in CSR. CSR was defined to include social business. Item Number nine or ten or whatever it is. Somebody removed that quietly. When the Bill was there, the draft, in which social business was one of the qualifying activity for CSR. Who did it, how it happened, we have no idea. No public debate on that. We should reinstate that. Finally, as far as the CSR rules are concerned, 2% of the profits, allow at least 10% of 2% to be invested in social businesses. Social business has larger impact and you can do a lot, accountability is better. I am not suggesting otherwise, but at least 0.2% if you allow that the pool will be used. Rs 25,000 crores are coming into the system because of CSR. If you allow only 10% i.e. Rs 2,500 crores, it has huge impact, it will help us a lot and there is lot of innovation. I love what you talked about, design thinking and design innovation. In our law firm, we have removed, there is no management committee, it is design thinking team. That helps us a lot. The mindset that we are bringing into. I think I am going to stop here.

**Riyaz Makaney:** I am referencing Prof. Shahani's conversation with Sorrell and Amit Lahiri's lamentation about various ills in CSR today. I would like to propose with some trepidation, a way to move forward in this, a concrete structured way to move forward, how about setting up a best practices framework wherein we encourage all the top CSR contributors to sign on by a Board resolution. In that, once they sign up they will hopefully give a commitment to collaborate with academia for requirement parameters, for evaluation and monitoring, for internships and whatever else we may have on that framework. We should publish data annually as to which are the corporates that have signed up in these best practices framework and what is happening within them. Communicate what else is happening. We should make this hopefully the gold standard of CSR which would encourage everybody else to join.

On the other side of the coin, academia should have the same kind of framework offered to them wherein they should reach out to industry and they should make curriculum changes. Perhaps we can bring about this on to ranking criteria of universities that whether academia is actively collaborating with industry or not in a structured way and making changes. So, maybe a best practices framework is an encouragement for various things to move in the direction we all feel it needs to.



**Deepak Arora:** Since the question is about industry and academia partnership, when it comes to the CSR aspect there are two things that we need to look at. The first part is skill for doing CSR programmes and the second is skill development by CSR. I see these two issues quite differently. I will focus on the first one, which is skill for CSR. Let us first look at the perspective of how things are really shaping up. So, until 2013, you had a separate social sector looking at the development dimension of it and you had the corporate sector which was looking entirely at the business part of it. Suddenly in 2013 you had a new Act coming in and suddenly the corporates were expected to become socially responsible. They were always socially responsible and there is a history and legacy to it. Suddenly there was an expectation that, yes, the corporates would be able to successfully deliver CSR programmes as effectively as they deliver business solutions. So, it is a difficult ask to begin with and it does require a lot of evolution and understanding before you reach that stage.

Now, let me add to this. The moment we look at the Act and the moment we look at Schedule VII, there is a paradox over there. The Act clearly states that you need to look at your peripheral areas for development or you need to look at your business context in that sense and the Schedule VII talks of entirely social issues. So, if I were to take an example of, let us say FMGC companies, the moment I say that you need to look at your business dimension and integrate that in your CSR, I am clearly looking at increasing my top line, bottom line by successfully leveraging on the CSR programmes. That is the skill that a CSR person may require over and above the other skills that you already have is an understanding of how markets function. When you look at a different context from company like ours who are more from the core sector, the moment you are in core sector, the dimension which becomes relevant for you is something like land acquisition. Now, none of the sustainability or CSR programmes actually talk about either the market dimension of how CSR could be leveraged to let us say expand markets or they talk about critical issues such as land acquisition. So, there is a clear disparity between what is what taught and what is required. So, that is one aspect I would like to focus on.



Mr. Deepak Arora, CEO, Essar Foundation



Professor (Dr.) Vijay Khole, Vice Chancellor, Amity University

The second aspect which is fundamentally relevant, you cannot expect a pediatrician to become a veterinary doctor, it is not possible. Similarly, when you are running a health programme or an education programme, there is a requirement of having a specialist in place. Even after 70 years we are floundering with 60% literacy levels. So, there is something fundamentally wrong in the way we see things, in the way we do things. That if we are really focusing on a partnership then I think we should put our brains together to find a solution on how do we become a fully literate nation in the next 10 years or 15 years and approach that in a targeted manner.

**Vijay Khole:** Amity Group, a private educational institution also believes in CSR activities. So, I would be telling what Amity University Mumbai does as CSR activities, how we can convince the industry to come to the University as part of their CSR activities. So, Amity University Mumbai is situated near Panvel in a village which is known as Batan, which is on the Mumbai-Pune Highway.

We decided to adopt this particular village and we provide free education with reference to computer education and with reference to teaching of English to the students of the school which is located in the village around us. This we do free. So, the School of Computer Science and the School of Languages participate in this programme and every week two days the teachers of our school go to the village and teach the children. The School of Fashion Design and Technology of Amity University also conducts certificate programmes for the village ladies with reference to teaching them stitching skills and embroidery. So far we have conducted three programmes of 21 days, again free of cost. The School of Architecture and Planning also helps the villagers to plan their new houses which are coming up in the village very fast because practically all the villagers have sold off their land and they have lot of money. So, the School of Architecture does this job free of cost. We also invite school children to the university, move them around in our laboratories and take them to our classrooms so as to build higher education aspirations in their mind. We also invite the villagers and tell them the importance of education.

As a part of inviting industry to the campus, we have succeeded in convincing two industry houses to come to the campus: one is the Tata Technology, a vertical of Tatas. With the help of Tata Technology we have set up three schools on the campus in the Amity School of Engineering and Technology. So, Tata Technology runs three programmes for us. They are Automobile Engineering, Aeronautical Engineering and Mechatronics. In this activity Tata Technology has set up entire laboratories required to run these programmes. Tata Technology also provides us the necessary faculty to teach these specialised programmes on our campus and their core faculty is housed on the Amity University campus in Mumbai. We consider this as a great support to educational activities because this is how we shall be preparing our students industry-ready and Tata Technology also has taken the task of providing internships to students of all these programmes. The programmes are such that they are not biased towards the industrial activities of Tata Group, the programme is appreciated by all the related industries.

Second one is Royal Institute of Certification based in London, a company which actually specifies construction standards for leading construction companies all over the world. They do not provide any teaching because they don't have an institution but they help the educational institutions to prepare students for an area which is known as construction management. So, Royal Institute of Certification also has come to the campus. They have prepared the content for Construction Management as a result of which in two years' of time we will have students trained in this particular area for which there is huge demand. Wherever the construction activity goes these students would be found very useful. Here again they have come to the campus with their own faculty and with their own infrastructure. The Amity University Mumbai has provided them the space and also provide the core faculty to a certain extent.

These two industries have tremendously contributed in our educational activity which I consider as a great corporate social responsibility. Thank you very much.

**Farhad Merchant:** Regarding the point of how research services that the academia provides can play a role in corporate social responsibility, I have had the good fortune of identifying some key gaps in the area especially when it comes to the social sector and how CSR is being utilised. There are three things that I have looked at, which I feel are relevant and can be very useful. One of them being in terms of the jargons or the definitions used by the corporate sector - There are certain expectations. As Deepak was mentioning, there was suddenly this expectation from the corporate to deliver social projects, and since understanding that becomes an issue, so they try and get people into the corporate that could understand that. However, what remains the gap is the mapping of what the social sector looks at, in terms of measuring impact, vis-à-vis how the corporate sector is expecting to showcase their results on a quarterly basis or on an annual basis. That is one area where a research project, which involves the academia can help - to be able to go out, understand what the various social sector in education and health, livelihood, etc., is working on and also looking at the CSR expectations and trying to do a mapping and possibly even coming out with a publication.

Taking that same aspect of measuring impact further, in terms of monitoring and evaluation, which Riyaz also spoke about, there is definitely a need to have some standardised parameters. These need to be a combination of what typically happens today, which is subjective, where there is somebody speaking and saying I have benefited in this manner, versus something that can be more objectively quantified. This is an area that tends to be a struggle for the social sector, to be able to showcase, as well as for the corporate sector to be able to look at. That is another key area.

The third one is a difficult one and a very challenging one. It is in terms of volunteer engagement. I think there has been some discussions around the fact that corporates are trying to engage with the social sector providing volunteers

to be able to support them. At the same time, the social sector in a lot of cases looks at that as a burden. There is a huge need as a human being to be able to give back to society, but if it is not effectively tapped into or utilized, it tends to demotivate and it is not a win-win on both sides. So, if there is some kind of a research study that could be done on that.

Just as a last observation. This is a great platform and we have got some fabulous people around the table. What is really missing is the public sector representation. We could in future engage them, because if you really look at it, education largely is run by the government especially at the school level. So, if we could have them in the room it would really help enhance the level of conversations.

**Radhika Ralhan:** I am glad Farhad you noted the public sector representation. Mr Riaz you talked about the parameters and indicators. I and Yugank were discussing when I was trying to set the context of these questions. There is a Committee which has been now set up by the Bureau of Indian Standards, Ministry of Consumer Affairs, because I would like to explain or expand what you have said that CSR law has been already there but companies and even NGOs are still struggling to how to do it. So, these are going to be the reference standards with a consortium of academia, companies and NGOs and the first paper of these reference standards as to what are the key indicators a CSR governance board should follow, it is going to get released in the coming two months and in an inclusive process unlike the government which is going to be published on the BIS website. I thought to state that to you because that is where more inputs in a concrete fashion and some form of partnerships on something so that we don't have arguments that you removed Item No.9 from schedule VII or so, because if you do an inclusive process these issues get addressed.

The landscape of CSR and when you are talking with universities, and I am a university person, where is the innovation and unconventional thinking. We are talking about design school and designers are all about innovation. I was very lucky maybe that as a sociologist I worked with IIT Delhi with a consortium of designers, business people and academia. So, how many of your students go to the field, I want to ask them. Are you looking for those projects and are companies and NGOs bringing you those projects? I am at an objective position criticising also NGOs and companies. Are we that advanced that are we doing projects or just doing tree plantation and campaigns? I think those are the questions I am leaving to you.

**Kashmira Mewawala:** I just want to grow on what has been talked by both Mr. Desai and Riyaz, where we spoke about the use of technology and building a platform for best practices. I think what we really should have is a knowledge portal. This can be hosted by some corporate, which would provide a platform for people in a similar field to come together, discuss, share initiatives. The knowledge portal should be utilised to upload all practices. There is a lot of learning particularly - in a country like India with so much of diversity, there will be so much of data on what types of problems and projects and how the projects have been executed. There is so much of learning everywhere. On your point of innovation - how do we use local talent, local material to actually override the problems that we have? I am sure the Tata Group, as many other institutions, would have stories and data of what has been done in crisis e.g. Uttarakhand floods, Kashmir floods. A formal sharing platform would help to raise the bar and not try to reinvent the wheel, particularly when you are coming forth at the time of an emergency - the rapid efforts that would be needed and often are driven by CSR teams.

Another point I want to make is that CSR in organisations should be run with the same corporate skills that are deployed into daily work and not as a tick box exercise.



**Ms. Kashmira Mewawala, Business Development & Chief Ethics Counsellor, Tata Capital Limited speaking at the conference**

We must utilize all round organisational capabilities to ensure that what we are delivering for the good of the society is bang on and is delivered in a professional way. I also believe that CSR is not only about signing cheques, it is about your wholehearted passion put into a project which becomes the responsibility of the organisation. I am sure Xerxes that as part of your evaluation as an auditor you would have noticed this sometimes. At TATA Capital as would be with other TATA cos we take this seriously.

I also liked one point which someone mentioned here which says we should take up one project collectively. What is it that we can do, give it 2-3 years and do it in a collaborative meaningful way. Thank you.

**AV Suresh:** Basically I think as you rightly said the word CSR has become a buzzword. Everybody is talking about CSR I think maybe it has to become CSRA which is corporate social responsibility with accountability. It is not the question of writing a cheque. We have been in this business for quite some time now. I will tell you where we failed and where we succeeded. We think they need something and we do it. Typically, they don't need it. So, what you do without their need is a waste of time and money for both of us. But you have done it, as you have rightly said, tick, I have spent thousand crores.

Second is trust and respect. They don't trust you. Anybody who goes trying to do a CSR, the other side looks at you as people coming to take something from them. I was watching the news yesterday about this farmers' agitation in Tamil Nadu. Very pertinent question they asked, they said 70% of our Indian community are in farming but is there a budget called farmers' budget. You don't have. You have a defence budget, you have water management budget, you have CSR budget, you have this budget, we depend on these farmers 100% and 70% Indians are in that particular profession and there is nothing called farmers' budget. So, similarly, we tend to do things quite often to satisfy ourselves.

The third thing is on sustainability. Very often we start off projects which are not sustainable. Do we have a reach? Do we have somebody monitoring it or do we have somebody working on it? Look at toilet blocks, I also worked in different places, there are many toilet blocks constructed without water, without any method of cleaning and they whole place stinks and that happens to be the only concrete building in the whole village. So, they use it as a storage place. Is that what you want to do? We can shout at the top of our voice that we have done 3 lakhs toilet blocks but what have we achieved out of it.

That is another aspect one needs to look at. So, educating people on CSR is much more than just counting crores of



Mr. AV Suresh, CEO, Forbes Pro and International Operations,  
Eureka Forbes Limited



Ms. Sohini Roychowdhury, GM - Communications & Knowledge  
Management, Tata Sustainability Group

rupees spent on CSR. If you are working together on this, I think we could certainly look at on how we can create an impact, measure the impact and really measure the smiles of the people who get out of it. Otherwise, it is just spending money.

**Sohini Roychowdhury:** As part of the Tata Sustainability Group I am very fortunate to travel to a lot of places and participate in a lot of discussions. There have been a few points mooted around monitoring and evaluation and best practices, next practices, what we call them these days, I think if we really look at it, the sustainable development goals provide us the biggest blueprint now. The SDGs have 17 goals and 169 targets and I don't think we need to reinvent that wheel again. There is enough in it if collectively both the private sector and the non-profit sector and academia actually partner on the SDGs and there is enough reason for us to do that because then we are working towards a common goal which is setting the agenda for the next 30 years globally.

Coming back to the Tata Group and I know Prof. Kholi spoke specifically about one of our group companies, the partnership with Tata Technologies, we have many such partnerships with different academic institutions. I just wanted to take a moment to talk about something around volunteering. Two years ago when the sustainability group was actually put together by Tata Sons, one of the programmes that we launched was called Tata Engage. Tata Engage essentially looked at what is it that we can do with our biggest asset. The biggest asset in the Tata Group are our employees. They have a lot of skills. So, how are we going to harness those skills. When we launched it, in one year we clocked 1.2 million volunteering hours which have put us in the top-10 volunteering programmes globally and that was a vision of the chairman who felt that each and every employee could actually contribute to volunteering. The interesting thing was a lot of these volunteering hours was towards mentoring projects. So, we worked with a lot of non-profit partners and some of our projects lasted up to 6 months where volunteers over weekends give their own time and they volunteer with non-profits, with academic institutions for system strengthening and this is globally. We are now in the middle of discussions and hopefully we will in the next couple of months try and launch something where some of our employees actually take a sabbatical, a paid sabbatical to go for a year and actually volunteer their time, their skills and help institutions and systems strengthening whether it is with a non-profit partner an academic institution, so on and so forth. So, I think there is a lot of happening.

**Sandeep Sabharwal:** Someone rightly pointed out that public representation is not here. We should also acknowledge that there are large spiritual movements in the country which have since long been participating in making education available. One can name Art of Living, RK Mission, Puttaparthi Saibaba's institute and all, thousands of institutions primary schools are being handled on public charity, on philanthropy of common people. So, when we are talking of philanthropy I think we are missed out on that particular representation in this forum. So, next time probably let us have some people from there.

Talking about CSR, we have one of the largest CSR spends since last 3 years consistently in India and what we can offer from our side because we come from a space where we are not really looking into partnership as in cheque-signing partnerships. We are looking into partnerships which are really into acknowledging knowledge which comes from the partners, from NGOs, from all corners. So, governance is one major issue. I think we can actually have some joint lessons together, governance of pilot projects governance of partnerships, governance of government based partnerships and lot of NGOs. Can we have content development put together because industries have typical specialists who have worked for years for hands-on into training and training with special abilities and training of all sorts and those are the kind of content which can be useful for people who are coming up and wanting to join professional sectors. I can give an example. I was working in Uttarakhand flash floods for 3 months as a mission leader. We came out with a concept called mid-term shelter. What is a mid-term shelter? Almost a lakh people have lost their houses. It is about to have a snowfall out there, we don't have architects who can tell us immediately how to build a house of a person. Immediately we made up our mind, we got connected with a few structural engineers because with the local material we have the ability to build something. My wife is an architect. So, immediately I called her at night and said I need some climatologist from your team to be telling me which building material can actually sustain this whole thing. So, a climatologist, structural engineer, architect, and maybe a civil engineer to be telling us the ergonomical part of the house. Immediately within 3 days we could come out with a design which got awarded as the best mid-term shelter design of the country by none less than HUDCO. But I was only the coordinator, the most illiterate amongst all four of them but it took an illiterate to be coordinating amongst these four specialists to be telling them that look, this guy is homeless now, abhi barf giregi, isko thand lagegi, is ka ghar girna nahi chahiye, flash floods are still on and things like those.

**Ashish Sanghi:** I was just looking at the questions. One of the questions which we can address on the collaboration is providing internship to the students on the projects. So, we do lot of projects and we will be very happy to provide internship to your students. That is clearly one of the questions gets answered on how to weave the education on the CSR side. Secondly, I think there is a big disconnect in terms of the questions we are following and the topic which is what is the root cause, there is a huge disconnect between the wealth in this country and the actual CSR spend. So what is the root cause and how do we overcome that? Is the 2% the only way and the right way? So, I think taking this not as a one-off exercise, if all of us put together can do some more research and come out with a thought paper which can be presented to the authorities or the policy making about what is the right way of going ahead about it. I think it should not become a one-off exercise that it just ends with one panel discussion. It is a continuous exercise till the time we find the right answer and really go there which is not a disconnect but really rightful in terms of spending CSR and on the philanthropy side.



**Mr. Sandeep Sabharwal**, Head, Rural Transformation, Reliance Foundation speaking at the conference



**Mr. Aashish Sanghi**, Joint President, Aditya Birla Nuvo Ltd. making a point during the conference

**Bunty Chand:** What I wanted to say was generally if you look, NGO work is not respected, CSR work is not respected. We are not getting the best people in either of the areas. So, that is one of the goals of a university that it is not just jhola-wallahs, good people work in NGOs, there is a reason to work in NGOs and perhaps NGOs also need to pay well, not the corporate salaries but a decent living. So, we need to attract good people. We need courses at universities, degrees at universities, which prepare people to work in an NGO and I think it requires a lot of business skills as well. I used to work in HR, I used to work at AT&T and when you are a general manager at AT&T you go through many departments. Before I worked in HR I was in the business unit and then I went into HR because they always felt that you needed to know the business. Similarly, I think it is quite a wonderful thing that people from the business are running CSR. What is happening is that I apply for, I talk to very many CSR people to get grants etc., and there is no transparency on the side of the corporates. So, I can't tell what their five areas are that they want to focus on because when you have a conversation what happens is they can do this, they can do that. I am not clear, if I am going to write a proposal what am I really going to address. Can I just look at Standard Chartered's website, the five areas that they are interested in, write a proposal in a certain way? We are short on resources, so I don't know quite what they are looking for. What do they want, what are they measuring us on. That should really feed into their report as well that at the end of the year they have given me 15 lakhs, how I have spent the 15 lakhs, what is the impact, what is the outcome, and these are very straight forward things, but it would be very good if the corporates could tell us upfront like the Gates Foundation and all there is a certain process. It is there we just need to adopt it and it needs to be similar for a corporate. So, it is not a surprise because then it can all add up at the end of the day, you can tell how many people were impacted by the grant etc. So, it is all very individual at the moment. So, standardised parameters are really very important. One of the things I could suggest, since Asia Society, like Indu, can convene is that I loved your idea of having a best practices forum and a knowledge portal, perhaps that is the next thing we can do. That we can convene again at a location like this and talk about best practices and see how it can impact corporates as well as NGOs and academic institutions. I think that would be a great stuff.

**Anirban Chatterjee:** I would like to bring about some statistics. Like Lahiri was saying about CSR spend, nearly 2000 crores were spent in education sector in the last financial year but all of them towards primary and secondary education by the corporates. But what about the talent dearth that the industry is facing towards having a talented CSR and sustainability professionals who cannot not only do a tick box exercise but only structure the overall CSR programme management which is having a strong robust monitoring system as well as the impact at ground. So, with that I think industries should come forward and design the course the way they want the students to come and forward and contribute. So, towards that Yes Bank has one of a kind programme with ISMI we have done in which we have designed the programme according to our need, we are delivering the programme, at the same time the students who are coming, post graduate students who are coming out, they are becoming industry ready. They can be taken any time to any corporates, NGO and they can do each and every activity what a CSR professional currently is doing. So, that is very important that the corporates should look at this angle and see that what are the needs should be explicitly explained to all educational institutes and design the programme in such a manner that the final outcome what currently the industry is lacking in terms of talented CSR professionals. That bridge can be met.

**Kalpana Unadkat:** I have got two points. (i) Being a lawyer, I like the point that Kashmira made about CSR being 'tick the box' exercise. In reality, very few companies are treating this seriously and most of them are looking at this as 'tick the box'. The regulatory authority bodies, such as MCA started sending notices to all the corporates. The corporates who have got notices, the numbers are staggering. There is lack of clarity, for example, out of three years if there is a loss for one year, do they still have to comply? When I look at it, when you think of corporate, it is not just the company, you have to look at the Board. Most of the trainings that board members get it is always on audit, financials, all that, has anybody thought about CSR. Typically, in a board room today if you look at it, the only thing that I see is, when the management is making presentation, 2% is the amount. We have participated in these programmes, activities, but who is actually monitoring? Nobody is monitoring whether actually the money that was set aside has it actually been spent. Forget about Tata, Birla, Jindal, I am not talking about that, that is just 10 or 15 but the real world is different.

The third thing, I was just passing by on the road and lot of these automobile companies have unsold inventories, you look around the old fiat cars, pollution, environment issues and all that. Another thing is that you have created the list but you also need to look at from business angle because if you create that kind of environment, you will see it is not just 2%, companies will do even 10%.

**Manjula Rao:** My starting point is not CSR, my starting point is that 34 million students who are enrolled in higher education in India and how do you actually tap and develop their talent so that they contribute to the society. Even today when you talk about the students, their livelihoods, employability skills are really what they require and that is what academia is providing. But, in doing so, I think there are other skills that we can inculcate and industry can actually play a big role in that. But for industry and academia, we have been talking about this for a long time and it is a really difficult marriage partly because I think you need to identify common ground and you need to build trust, you have to understand each other's values and there is a lot of ground work that you need to do before you can work together and that takes time. It is just not an add-on in my view because that is not sustainable.

So, the other thing to say is you need to understand what the issues are and what the problems are that you want to collectively work. There are a number of programmes already. For e.g., the National Social Service, there is a mandatory 60 hours that students have to do. The programme is there but it is very ineffective and I think the coordinators need support from industry. We have been talking about projects and monitoring of those projects but really I think it starts with designing the projects. You need to have designs that work, that make practical sense on the ground where implementation can always be a challenge. Monitoring and evaluation does form part of it. But I personally think we have not got the design right.

**Rama Iyer:** I think one of the issues that was raised was trust. We find that all the time between corporates and NGOs or corporates and Government and one of the roles that academia has played fabulously is it is a neutral party that everybody trusts. But most of the corporates that we have around the table, they are large corporates, you invariably can't work on projects on your own and there are PPP interventions. We have always found that academia is a great neutral party who everybody trust and that is something you all should leverage and look at how you can literally facilitate it as a neutral body.

The other thing is in terms of success stories or tabling best practices. We were invited by CNBC to table the top-10 CSR practices and the biggest argument that we had around the table was how do you define a CSR success story.



**Ms. Kalpana Unadkat, Partner, Khaitan & Co.**



**Ms. Manjula Rao, Assistant Director, Internationalising Higher Education (India), British Council, Mumbai**



**Ms. Rama Iyer  
Founder, Director, WhiteKettle**

There is a constant debate between philanthropy versus sustainability which I don't think we have resolved. The minute there is benefit back to the corporate you find social sector says it is not CSR and that is one of the biggest challenges in scale which is why it is still a 2% initiative and not a 98% initiative but I think a larger forum needs to address this in terms of saying that what is wrong if everybody benefits so long as the beneficiary stands to benefit in the larger course. It will always be a 2% conversation if you turn around and say that business cannot benefit. You are forcing it to be a 2% versus 98% and we have to as a body make it a 100% conversation and make it okay for everyone to benefit. If this is something that somebody wants to take on, it is a huge battle we face every time we talk with any of the stakeholders.

**Karuna Bhatia:** I will try and stick to the point on what are really the human skills required. If you look at it from a corporate viewpoint, I think Bunty made a very positive statement saying we could build the profile of the development sector industry. Today when we have students, how many students actually want to put up their hands and get on to a campus placement and say we want to join companies in the sustainability section. We have got students here, there will be one, there will be two. So, it is important and it is also the job of the institutes as well as corporates to build profile of this sector. After the 2% rule has come, it has its pluses and minuses but I would say that it has built a profile of India and that force that has come in in a manner has made us all introspect that it is a big thing and we must all admit that it is a big thing. So, today if you look at NM College or TISS for example, there are students who are specialising in this function. But those days are gone where we say a development sector you will get professionals who are ordinary. That phase is gone and we have to build that.

On Mr Desai's point of people who have become redundant, I think it is a professional club that we have of people who are so talented and for no fault of theirs have been made redundant. These are professionals who we should encourage and guide how they can join the development industry. It is a difficult one because they are mentally under stress and it should not be taken as a fact that he does not have a job, so let him join an NGO, I am sorry, that is not the answer. The question is he is an engineer, he is going to be an inspiration to the development sector and he is going to add skills that perhaps you and I don't even have. So, who should do that, should it be the corporates, who should build this profile, I don't have the answer but I think it is important to do that. You will soon see that this sector will just move away from professionals whom we are calling ordinary though they are not but into really professionals.

**Indu Shahani:** Yes, we probably inspired these young people about CSR because they are a part of the CSR activity right now, so yes they would want to take. In HR College when I started the CSR certificate programme realising that many companies would need CSR specialised skills for joining the CSR organisations, nobody picked up that cause. So, we felt that we are going to do two things, how do we build profile for this. One is of course to get the students, Radhika talked about this, how many of your students are actually involved in CSR projects, we are very lucky that people like Eureka Forbes have actually given us a project where these students are participating in it. The Tatas are also working with us. Tata Cancer Society is working with us. So, we are trying to inspire them, this young girl just now put up her hand and said she would do it and a couple of other hands went up. But, I think it goes much deeper than that. I think the universities have a role to play. We have been now community outreach it is called the CO, a part of our curriculum for which they get marks because if they don't get grades they are not interested in taking this up.



Ms. Karuna Bhatia, Head, Sustainability, Standard Chartered Bank speaking at the conference



Hopefully, while they are doing that and they are getting their grades also, someone somewhere will be touched. I have one young student at HR college who worked with the Deaf Society and today he started India's first courier company which employs only the deaf. It touched him. But that is what we have to do. I know it is mandatory at that time but then maybe that is how we build that profile.

**Xerxes Dastur:** We run a compliance firm and we have been doing CSR review for the past 30-40 years when CSR was not in vogue. Today it is the hot topic and everybody talks about it. But there is a big gap between everybody's expectations and the deliverables and what clients know they have to do. We have got typical clients who have a great social business but they just don't know how to do it. We have got people like the Tatas, etc., who are willing to give but the list of compliances is there, it is necessary, it is required. But we need some organisation which can help bridge this gap because there is such a big gap that most projects are taking couple of years for people to sign up etc., plus the NGOs once they received the money they still don't know how to sustainably use it. So, education is required. One of the things we find is that there should be a rating system for NGOs. You have got CRISIL and you have got all these rating agencies who will do it for corporates but we need some kind of rating agency for non-corporates as well because they need to know. Otherwise every entity who is going to give them funds does the same amount of due diligence, comes up with the same queries and we just don't solve it. All of us sitting here if we could just apply our minds on how that could happen and I think a big gap in this whole ecosystem can be met.

**Ajay Mehta:** I think what we have all heard and probably the positivity it generated is good for the CSR initiative on education. I think the young talents are also coming up. If we can have a career in CSR, a career in leading an NGO, that will be really great. Now things have started moving because schools like Bombay Scottish and all are insisting on 20 hours per student, per year as social work they have to go through and parents are also taking initiatives and children are insisting that they want to actually do it. Some parents say I will get a certificate for you but the child says 'no, I want to really actually do it.' So, I think that is a very positive sign. CSR if it can be seen as a lucrative profession for the upcoming children I think that is a very good sign.

**Sunil Kumar:** Essentially business clearly thinks what is important and works in a very conditioned environment. CSR was a completely opposite and the most risk areas to work with. Linked to that is business case. There are a set of problems that we need to identify before we make any solutions.

**Amit Lahiri:** I am just trying to integrate all that I have learned from all of you esteemed peers and colleagues, in order to foster this academic-industry linkage, why don't we have one case study, one social developmental project in a specific geography in India, get couple of employee mentors from a company like Tata or Essar or Eureka Forbes, or whatever, get faculty mentors like myself for example from OP Jindal, for example from Design School, get some interested students research interns design the project with deliverables, with goals, with timelines, bring business skills and developmental skills, social methodology impact assessment into impact, use the SDG as indicators and use the Bureau of Standards as indicators of measurement, do a case study of continuing and sustaining this dialogue and put this case study as a story of industry-academic partnership.

**Nishith Desai:** First of all thank you for giving a lawyer the last word which is in conformity with the tradition that is going on world over. I think you talked about thinking and identifying problem solving. One of the most important things we found was that we are so action packed but we are often not thinking packed. So, we thought why not create some place where you can just go ideate thinking and come out with a proof of concept.

We are building a campus of our own in Mumbai. It is only for thinking ideating and conceptualising ideas to change the world together. This is the centre that is coming up. One of the thing we don't have is community radio in India. We are going to have community radio, printing, publishing, art library, brainstorming room, only for thinking. You think solo sometimes, you think in group of 2-3 people sometimes 20 people, 50, 100, 200 people. So, the whole idea is if we have own TV studio it is completely education based huge content. The building is ready now and on 30th December we are inaugurating, all of you are welcome. It is completely IOT based, completely secured with robotics and other things. These are the pictures and an auditorium. The model we are working on is what we call private property for public good. It is privately owned. The most difficult thing in India is to have a charitable trust. So, we said, let it be private, we have no hassle, we don't want to be under the government surveillance or freedom of speech or expression, no grant, nothing; 100% funded by us, we are a small law firm we have to put 10 billion dollars in that. So long as people will not abuse the property, you are all welcome to use and be our guests, no charge, that is the model because we believe that there is so much to do in private sector and we can perhaps work together.

Two or three points I thought I will recount which Bunty mentioned about people are not joining and you mentioned that students are not taking up this course in CSR. One thing is you have a reverse pitch. If Hindustan Levers and the top companies come and talk about CSR and say we look for people, there will be hundreds of people applying for it. If you academically say go for CSR they don't understand what it is. So, it is the duty of the industry to come and make a reverse pitch that we need people in CSR space.

The second thing you talked about people have to be paid proper wages in the centre. Coming to Singapore I constantly deal with them. The Singapore government's approach is that you want to serve, but one third of the market salary should be minimum paid by government. This is little benchmark, you may decide your own way, but people will compromise their career with one-third difference in the salary.

Finally, you talked about internship, what I talked about Vol-intern, actually it is virtual internships in addition to physical internship. It is technologically driven because we cannot accommodate. One last point, one of the Vol-intern he did a very good job, he wrote on globalisation sitting in Raipur or wherever, the best paper we found, we gave him physical internship. In the last year of internship, he said 'Sir can I take one day leave I have not seen an ocean and I have not experienced ocean. I want to go and see the sea, can I take leave.' He wrote a paper on globalisation, that is what it is all about Indian ideology.

**Saili Vaidya:** I am from the PG Cohort of ISMI. Firstly, I want to mention I am really honoured to share this space with all you dignitaries and also having worked with a couple of you like Eureka Forbes and Yes Bank, it has just opened new avenues to our earlier myopic vision and I have a question. There are two Indias which reside. There is an urban India and there is a rural India. How do corporates or how can corporates come together to have a symbiosis, how to get these two regions together, maybe on a CSR front.

**Sandeep Sabharwal:** The question will continue even after my response because we need to act collectively as a nation respond to this. Today, the Ministry of Skilling and Employability or Entrepreneurship Development says that we are about 22 crore people between 18-35 years of age looking for skilling and employment and all. Out of these 22 crore, 15 crores roughly residing in villages, how many of them are here right now. We don't get to see them on these podiums and platforms. Today while riding in a cab here, I saw a couple of hands when we stopped at a traffic signal, lot of hands came towards me. We try to avoid these scenes.

Not for long we will be avoiding these scenes. That is a word of caution as well as confession that despite my personal 25 years of 110% compassionate engagement in the sector, we have not been able to answer permanent solutions for this particular thing. Today when we are sitting here as an industry. We all know that 10.5 crore families are into small and marginal farming. Where are the agriculture industry representatives out here, right now, there are none? I am not, I am from rural development. So, these are some of the questions which must hang around in the air above all of us all the time as perennial questions for which we need to find solutions.

**Kashmira Mewawala:** I will just add to Sandeep and I think it is a no brainer that we have talent and your statistics are completely right. I think and I would request TATA colleague to please add on to that, that there is a business case for industry to look at rural India. If you look at your demographics, a large part of the demographics is really in rural India. Many companies would have started a programme, covering 'how would our products reach rural India' and today, it would form good percentage of their balance sheet. So, it is not only a CSR project, it is not about only philanthropy, there is also a business case. Talking about CSR and philanthropy, a lot of companies, adopt, a village, you start a school, you start an engineering college, and that is how you begin to grow. You can't cure everything but whatever little you can do I think makes a big difference and creates an inspiration for a lot of others to emulate and follow. Maybe my colleague could add a lot more on what we are doing in the rural part of India.

**Indu Shahani:** Before she says, one of the things is, we made rural immersion a compulsory paper in anything that they do. Whether they are with the design school or whether they are with us in communication or this, they have to do three days and it is interesting to see that the problem was where do they go and stay when they go to a rural area because if a scorpion bites them then the parents are going to come charging at us. So, we have now tied up with two young boys who have come back from Harvard started a company called Grassroots and Grassroots is making urban living in rural areas, I am sorry to say but that is required, they are going there, spending three days, the first day know more about the village, second day they follow the villager, third day they eat with the villager so that they understand the rural areas. We made this a compulsory module for all the schools because rural immersion is a must. We are talking about global immersion but we never talk about global immersion.

**Sohini Roychowdhury:** Before adding to what she said, I think there was one statistic which kind of really dumbfounded me when I read it when Oxfam came out with a report on 8 men globally own half of the world's wealth and the operative word for me was also men. When we talk about inequity, it is not just about the rural and the urban, it is also gender and equity, it is also about the North and the South. There are different forms of inequity that we are facing in today's world.

Just to add to what the Tata Group is doing, I think there is a business case for it as well. It is not just about making a case for CSR and also to add to what Rama mentioned one of the projects that the Tata Global Beverages is called the Gaon Chalo Initiative where, in the rural markets, we are actually partnering with the locals to actually sell some of the products in the last-mile communities. Before I joined the Tata Group I used to work with UNICEF for the longest time. One of the questions we were always asking ourselves, how come Coca Cola in the last mile and why isn't the vaccine in the last mile. So, I think it is something that I think young people should also think about that from a business case to look at sustainability and CSR and not just from a philanthropy point of view.

**C. Raj Kumar:** I have to say that rarely ever 90 minutes of engagement has been so sharp and so diverse and so rigorous. I am really grateful to all of you for taking the time out. I remember Indu Shahani and myself were very concerned whether we would be able to bring in these 25 plus amazing, busy individuals and have them participate in this. As academics we come up with lots of ideas. Very rarely when some of these ideas bring the best out of all of you. Thank you so much. This is just a curtain raiser to explore something bigger and we will indeed be in touch with all of you. I want to thank all of you for taking precious time out of your schedule. Thank you Amit for your concept note and thank you to all of you.

**Indu Shahani:** There is always the best for the last and that is the students. Radhika, I am taking your point, how many students participate in CSR activities and we must say thanks to Eureka Forbes that they gave us this opportunity of a live project where their water purification plant has been put into Dharavi and to see if people are doing better because of pure water. The impact study was done by the students and the students volunteered.

**AV Suresh:** This is an interesting project which we do as part of our community fulfillment. We set up water purification system plants in urban slums and rural areas, because we look at urban slums more problematic than rural actually. It is run by NGOs, locally selected, run by women as part of their empowerment and earning capabilities and if a project does well, we also give them more plants. This particular plant in Rafi Nagar which is right next to the world's biggest dump yard, which has nothing less than 10000 flies sitting on you if you are standing there for 10 seconds, stinks beyond imagination, has the poorest of poor living there, all of them look healthy and well fed, these youngsters out here. When Dr Shahani told us we should do a project there along with my colleague Aria who drives the project, they went there, spent hours together in that environment, and we had a task of doing it because our Executive Vice President Mr Goklani was awarded the Rotary award for this particular initiative and these students did this exercise in one week because we wanted to do it as a study and put it up as a record. Hats off to all of you, well done and many more to go. We will take them across the country. It is our pleasure doing it because we believe the joy of experiencing is much more than joy of giving.

# *Bios of the Speakers*



**Professor (Dr.) C. Raj Kumar**

Founding Vice Chancellor, JGU

Director, IIHed

Professor (Dr.) C. Raj Kumar was appointed as the Founding Vice Chancellor of JGU at the age of 34 in 2009. Professor Kumar also serves as the Founding Dean of Jindal Global Law School (JGLS) and Director of IIHed.

Professor Kumar has academic qualifications from the University of Oxford, Harvard University, University of Hong Kong, University of Delhi and University of Madras. He was a faculty member at the School of Law of City University of Hong Kong, where he taught for many years. He was a Rhodes Scholar at the University of Oxford, where he obtained his Bachelor of Civil Law degree; a Landon Gammon Fellow at the Harvard Law School, where he obtained his Master of Laws (LL.M.) degree and a James Souverine Gallo Memorial Scholar at the Harvard University. He was awarded the Doctor of Legal Science (S.J.D.) by the University of Hong Kong. He also obtained a Bachelor of Laws (LL.B.) degree from the University of Delhi, India; and a Bachelor of Commerce (B.Com.) degree from the Loyola College of the University of Madras. His areas of specialisation include, human rights and development, comparative constitutional law, terrorism and national security, corruption and governance, law and disaster management, legal education and higher education. He has over hundred and fifty publications to his credit and has published widely in peer reviewed journals and law reviews in Australia, Hong Kong, India, Japan and USA. Professor Kumar is an Attorney at Law and is admitted to the Bar Council of Delhi, India and the Bar of the State of New York.



**Ms. Marcy Schuck**

Former Assistant Director

Development at the Legal Aid Society, New York

Ms. Marcy Schuck is a Former Assistant Director of Development at the Legal Aid Society in New York. She has wide-ranging experience in non-profit management and fund raising initiatives. Ms. Schuck had worked with Yale University Films as its Deputy Director, where she secured funding for films based on the works of Yale scholars; Arts Council of Greater New Haven where she directed and secured funding for an arts and business program; New Haven Preservation Trust, where she served as the Executive Director of a housing preservation organization; Brennan Center for Justice, where she was one of the founders of the Center and helped to develop what is now a 40-person non-profit legal center and secured the Center's early funding; American Cancer Society, where she was the Director of Major Gifts and secured funding for research from individual donors; East West Institute where she was the Director of Development and supervised all fundraising activities.



**Ms. Shallu Jindal**  
Chairperson  
JSPL Foundation

Ms. Shallu Jindal, Chairperson JSPL Foundation is a New Delhi based multitalented, charismatic and accomplished personality who believes and excels in meaningful and wide ranging, 'direct to the deserving' social, charitable and welfare activity and is a philanthropist in her own right. She strongly believes, being privileged and destined, that she must do all she can to tangibly help the not-so-privileged and the impoverished. She is also convinced that those who are privileged must never isolate themselves and must work tirelessly for the creation of a just, happy and a harmonious life. She has been part of many social programmes and initiatives and in that capacity she serves as a Vice-President Flag Foundation of India; Founder President of YFLO (Young FICCI Ladies Organisation); President, Openspace Foundation for Development; President, Jindal Education & Welfare Society. She has worked relentlessly for the social issues like woman empowerment, health, sanitation, water and other connected national problems. She is a big patron of art and culture and has worked relentlessly towards becoming arguably, one of the leading exponents of the great Indian classical dance of Kuchipudi.



**Professor Peter H. Schuck**  
Simeon E. Baldwin Professor Emeritus of Law  
Yale University

Professor Peter H. Schuck is the Simeon E. Baldwin Professor of Law at Yale Law School where he has held the chair since 1984. He has also served as Deputy Dean. His major fields of teaching and research are tort law; immigration, citizenship, and refugee law; groups, diversity, and law; and administrative law. His most recent books include Targeting in Social Programs: Avoiding Bad Bets, Removing Bad Apples; Meditations of a Militant Moderate: Cool Views on Hot Topics; Immigration Stories; Foundations of Administrative Law; Diversity in America: Keeping Government at a Safe Distance; and The Limits of Law: Essays on Democratic Governance. He is also co-editor, with James Q. Wilson, of Understanding America. He is a member of the American Law Institute's advisory committee for the Restatement of Torts (Third), Basic Principles, and a contributing editor to The American Lawyer. Prior to joining Yale, he was Principal Deputy Assistant Secretary for Planning and Evaluation in the U.S. Department of Health, Education, and Welfare. Professor Schuck holds a B.A. from Cornell, a J.D. from Harvard Law School, an LL.M. in International Law from N.Y.U. and an M.A. in Government from Harvard.



### **Dr. Yugank Goyal**

Associate Professor, Jindal School of Liberal Arts & Humanities  
& Deputy Director, IIHed

Dr. Yugank Goyal secured his Ph.D. in Economics and Law from University of Hamburg, Erasmus University Rotterdam and University of Bologna as Erasmus Mundus Fellow. He has an LL.M. from University of Manchester and Bachelor of Technology from NIT Surat, India. Between 2009 and 2012, he was the Assistant Professor and Assistant Dean (Research & International Collaborations) at Jindal Global Law School. As a founding faculty member of JGU, he spearheaded several institution building initiatives, including designing curriculum and academic policies of the University. He has addressed numerous schools, colleges and universities in India on importance of law and social science education. He has been awarded the Teaching Excellence Award in recognition of his course content and pedagogical innovations he brought in his class. Prior to joining JGU, he has worked as a Consultant on rural development projects with ICICI Bank's joint venture with West Bengal state government. Having studied engineering, economics and law, his work assumes interdisciplinarity. He has published widely on matters related to legal institutions, development economics, higher education and intellectual property. He is Visiting Faculty at Harvard Law School's Institute for Global Law and Policy and at Vedika Scholars Programme for women in Delhi.



### **Professor Sudarshan Ramaswamy**

Dean  
Jindal School of Government & Public Policy

Professor Sudarshan Ramaswamy, Dean, Jindal school of Government and Public Policy, has had distinguished careers in the domains of research, development programming and governance. After he obtained a Master's degree in Economics from the Delhi School of Economics he was elected to a Rhodes scholarship. He joined Balliol College, University of Oxford, and obtained a Master's degree in Politics in 1977. He was elected to a research fellowship at St. John's College, University of Cambridge, where he studied judicial review of economic legislation by the Supreme Court of India, specializing in the interface of law and economics. In 1984 he served in the Ford Foundation's South Asia Office in New Delhi as Assistant Representative and Program Officer for Human Rights and Social Justice. In 1991 he joined the UNDP in India as Senior Economist and Assistant Representative for Governance and Public Policy. In 2002 he was appointed Policy Advisor for Justice and Governance in the UNDP Oslo Governance Centre. In 2005, he was transferred to the UNDP Asia-Pacific Centre in Bangkok, where he was Regional Policy Advisor for Governance, Human Rights, Rule of Law, Justice, and Legal Reforms. In 2012 he joined the JGU as the founding Dean of the Jindal School of Government and Public Policy. He has an impressive track record of publications comprising books, articles, and UN policy reports, reflecting his inter-disciplinary research, teaching and policy experience in development programmes, human development, law, governance, institutions and policy.



**Professor (Dr.) Rupamanjari Ghosh**  
Vice Chancellor, Shiv Nadar University

Professor Rupamanjari Ghosh is the present Vice-Chancellor of Shiv Nadar University, Uttar Pradesh, India. She is also the former Director of School of Natural Sciences and Dean of Research & Graduate Studies at Shiv Nadar University, and a Professor of physics and former Dean at the School of Physical Sciences, Jawaharlal Nehru University, New Delhi. Her areas of interest include Experimental and Theoretical Quantum Optics, Laser Physics, Nonlinear Optics, Quantum Information, Quantum Measurement and Magneto-Optics. Professor Rupamanjari Ghosh is a researcher, teacher, orator and an academic administrator par excellence. Professor Ghosh has B.Sc.(Physics honors) and M.Sc.(Physics) degrees from the University of Calcutta, and a very well-recognized Ph.D. in Physics from the University of Rochester, NY in Quantum Optics where she worked as a Rush Rhees Fellow, chosen for "outstanding scholarly ability and the promise of exceptional contributions to scholarship and teaching." After her Ph.D., she returned to India and joined the School of Physical Sciences, Jawaharlal Nehru University, where she held many important academic and administrative positions over a span of 24 years. She has also held several Visiting Positions on invitation at Université Paris-Sud, Université de Rennes I and École Normale Supérieure among others.



**Dr. Pramath Raj Sinha**  
Founder and Managing Director  
Nine Dot Nine Mediaworx Pvt.Ltd. (9.9 Mediaworx Pvt. Ltd.) & Founding Dean , ISB

Dr. Pramath Raj Sinha, Founder and Managing Director of Nine Dot Nine Mediaworx Pvt.Ltd. (a/k/a 9.9 Mediaworx Pvt. Ltd.) and founding Dean , ISB is an entrepreneur, business consultant, academician and a philanthropist with a wide range of experience in running organisations in different operating environments. Dr. Sinha serves as a Member of Executive Board and Member of Governing Board of Indian School of Business; founder Vedica scholars programme for women; founder and trustee Ashoka University; Senior Advisor of India of Albright Stonebridge Group; board member of the McKinsey Knowledge Centre; Director on the Boards of PRADAN, India's leading development institution focused on improving livelihoods in the country's poorest district and of the Central Square Foundation, a philanthropic fund focused on improving the educational outcomes for low-income children in India. He also served as the Chief Executive Officer, President and Managing Director of Ananda Publishers Pvt. Ltd and was a Partner at McKinsey & Company, working with its North American and Indian practices. He has worked closely with several MNCs in overcoming their organisational and leadership challenges whilst setting up world-class operations in India. Dr Sinha received M.S.E. and Ph.D. degrees in Mechanical Engineering and Applied Mechanics from the University of Pennsylvania and a B.Tech. in metallurgical engineering from the Indian Institute of Technology, Kanpur.



### **Ms. Pushpa Sundar**

Founder & First Executive Director  
Sampradaan Indian Centre for Philanthropy

Ms. Pushpa Sundar is the Founder and first Executive Director, Sampradaan Indian Centre for Philanthropy, New Delhi. She has over 30 years of experience in the field of development and civil society. Starting her career as an Indian Administrative Service officer in 1963 (from which she resigned in 1966), she has since worked in a variety of organizations—national, and international, non-profit, government and corporate, such as the Ford Foundation, the Government of Gujarat, FICCI, and the National Foundation for India. She has also consulted for the World Bank, the Asian Development Bank, the Nand and Jeet Khemka Foundation and others.

The exposure to international philanthropy as Senior Fellow under the International Fellows in Philanthropy Programme of the Johns Hopkins University in 1995 led to her being the moving spirit behind the establishment of Sampradaan Indian Centre for Philanthropy, New Delhi, a national intermediary organization to promote and strengthen Indian philanthropy, and becoming its first Executive Director (from 1996 till July 2005). She was also associated with WINGS (Worldwide Initiative for Grantmaker Support) and WINGS–CF (WINGS Community Foundations) from their inception till recently.

She has written extensively in national and international journals, newspapers, and magazines on a variety of subjects, especially on issues of social concern. Her published works include *Patrons and Philistines: Arts and the State in British India*, *Beyond Business: From Merchant Charity to Corporate Citizenship*, *Foreign Aid for Indian NGOs: Problem or Solution?*, *For God's Sake: Religious Charity and Social Development in India*.



### **Mr. Amitabh Behar**

Executive Director  
National Foundation for India

Mr. Amitabh Behar is the Executive Director of the National Foundation for India (NFI). He is the Convener of National Social Watch Coalition and was the Co-chair of the Global Call to Action Against Poverty (GCAP- 2010-2016) and for five years was the convener of the Wada Na Todo Abhiyaan (Don't Break Your Promises Campaign) in India. Amitabh's areas of interest are civil society, Governance and Panchayati Raj. Over the years he has worked on issues promoting governance accountability, social action, networking and coalition building. He is one of the leading experts of people centered advocacy and was the Executive Director of the National Centre of Advocacy Studies (NCAS). He sits on several organizational boards including Centre for Budget and Governance Accountability (CBGA), Navsarjan Mobile crèche, CIVICUS (World Alliance for Citizen's Participation and Global Fund for Community Foundation (GFCF) and is the President of YUVA, a voluntary development organisation.



**Professor Ajay Pandey**

CEO

S.M. Sehgal Foundation

Professor Ajay Pandey is an academician and social scientist who has worked with academic institutions, national, international NGOs, and the UN. He is a founding faculty member of Jindal Global Law School of O.P.Jindal Global University; Associate Professor and Executive Director (Clinical Programs) at Jindal Global Law School, O. P. Jindal Global University and member of the steering committee of the Global Alliance for Justice Education (GAJE). He was a Fulbright Scholar at the Vanderbilt University Law School, Vanderbilt University, and Nashville TN, USA where he obtained his Master of Law (LL.M.) in Clinical Legal Education. He also obtained Master of Philosophy (M. Phil.) in International Law, from Jawaharlal Nehru University, New Delhi, India; a Bachelor of Laws (LL.B.) degree and a Bachelor of Arts (B.A.) from the University of Lucknow, India. Prof. Pandey's areas of interest include clinical legal education; human rights; consumer rights; international law; constitutional law; legal aid to the poor; legal literacy; community empowerment; citizen participation; democracy; rule of law, community empowerment and transparency, accountability and good governance and has worked with and been associated with many NGOs for these issues. He has served as a member of the editorial board of "Kali's Yug" (a Journal about women and law, published by Women's Action Research and Legal Action for Women. His publications include journal articles; book chapters; booklets; and newspaper articles and press releases. He established an NGO named Antim Naagrik (the last citizen) in his hometown, Etawah, UP, India, to serve the cause of the underprivileged. Prof. Pandey is currently developing a model of law school and NGO collaboration for effective community engagement on issues of rural governance and justice. In this initiative he works with several NGOs and law schools in India and abroad.

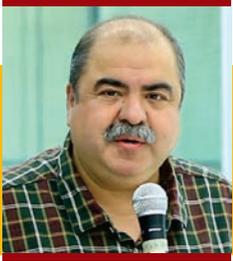


**Ms. Radhika Kaul Batra**

Chief of staff

United Nations Residential Coordinator's office, India

Ms. Radhika Kaul Batra is the Chief of staff, United Nations Residential Coordinator's office, India. Prior to this she has worked as Advocacy Officer, United Nations Residential Coordinator's office and served as a Senior Advocacy Officer in United Nations Population Fund. Prior to joining United Nations Ms Batra had a successful career as a television journalist, newscaster, producer, director and media consultant. She worked with Times group, Zee Televisions and other production houses in produced, directed and anchored many programmes. Her independent work includes Sunvai for Sabe TV and the documentary Women in Conflict for Public Service Broadcasting Trust.



**Mr. Riyaaz Makaney**  
Former Chairman  
Aga Khan Education Service

Mr. Riyaaz Makaney is the former Chairman of the Aga Khan Education Service. He has a deep experience in the Aga Khan Development Network through a 35-year tenure of service and exposure to various institutions. These include: two terms as Chairman of the Aga Khan Youth and Sports Board, India, one term as Chairman of the Aga Khan Education Service, India, and consequently 10 years as a member of the National Council, India. He has also served as Deputy Communications Coordinator, Editor of the Ismaili India Magazine and been a trustee for the Prince Aly Khan Hospital. He was part of a team developing an international curriculum of religious education at the Institute of Ismaili Studies, London. Riyaaz has more than twenty years of public speaking experience. He has been a motivational speaker in the field of Human Potential Development, for youth audiences. He has also been a lecturer for Youth programs for Tariqa Boards of India, UAE and the Far East. Riyaaz is an actor in professional English theatre in Mumbai and has been a part of many national and international acting projects.



**Mr. Sanjiv Kaura**  
CEO, Corporate Social Responsibility  
Times Foundation (Bennett, Coleman & Co.Ltd).

Mr. Sanjiv Kaura is the CEO of the Corporate Social Responsibility, Times Foundation. After graduating from SRCC and qualifying as a CA, Sanjiv Kaura went to Harvard University. He started his corporate career in 1990 with ICI plc, seconded as an expatriate to southern part of Africa. There, he led ICI's multicultural team to unprecedented levels of growth and at the age of 28, became one of the youngest countrywide CEO. He also served stints in Wilmington, Delaware, USA and Blakeley, UK. In 1998 however he gave up his job in the corporate sector to take up development projects in India. Since then he has been involved in public private partnerships (PPP) in the fields of education and skill development. He has also been a pioneer in initiating the RTE movement in India. In 2008 he was adjudged the 2nd National runner up in The Times of India initiated Lead India campaign and received the best national field work award. Mr Kaura also serves a month every year as Lieutenant in The Territorial Army.



**Mr. Vineet Gupta**

Pro Vice Chancellor, Ashoka University &  
Director, Jamboree Education

Mr. Vineet Gupta is the Pro Vice Chancellor of Ashoka University and Director, Jamboree Education. He is a first generation entrepreneur who started his entrepreneurial career in 1992 by setting up a successful packaging company. Subsequently, he co-founded Parabolic Drugs Limited, an API manufacturing company. His flagship company however is Jamboree where he serves as the director and operational head of the company. Jamboree is leading education services provider with operations across 14 cities and 3 countries, which has over the years helped students in successfully applying to Universities as well as securing scholarships and financial aid. Mr. Gupta is also a founder and trustee of Ashoka University, a philanthropic initiative founded by eminent scholars and visionaries to provide a liberal education at par with the best universities in the world. Ashoka has been hailed as one of the most inspiring and high quality initiatives in higher education in India. Mr. Gupta is a Charter Member of TiE, which is world's largest network of entrepreneurs and serves as the Education Co-Chair for PHD Chamber of Commerce. Mr. Gupta holds a Bachelor's degree in Mechanical Engineering from IIT Delhi.



**Ms. Sangita Singh**

DGM CSR, Jindal Stainless Steel

Ms. Sangita Singh DGM CSR, Jindal Stainless Steel completed her graduation B. Sc. (honours – Botany) and Post Graduation in Rural Development from Xavier Institute of Social Services, Ranchi, Jharkhand in 1989 – 1991. She has worked in the field of Rural Development for more than 21 years and get well connected with local community. She Started her career with Indo British Rainfed Farming Projects supported by Initially Hindustan Fertilizer Corporation and later the project was handed over to KRIBHCO in West Bengal. She then worked with SOTEC (Society for Development of Appropriate Technology), Bareilly, UP, Anaemia Control Project, supported by UNICEF in Jamshedpur, Indo Swiss Natural Resource Programme Bhubaneswar, Orissa. She has been associated with Corporate Houses like Jubilant Life Science, Mawana Sugars Limited in the capacity of Manager Corporate Social Responsibility. Before joining Jindal Stainless Hisar Limited was working with Vedanta PLC and was posted in Monrovia, Liberia (Africa) in a mining project with Western Cluster Limited and later in Green Field Steel Project, Jamshedpur as Associate General Manager (Health Safety Environment & CSR).



**Mr. Amit Lahiri**

Associate Director, IIHED  
& Chief Sustainability Officer, JGU

Professor Lahiri is the Chief Sustainability Officer of JGU and is also Associate Director of the IIHED. He combines ten plus years of experience in industry with eighteen plus years of experience in the academic sector. Prior to joining JGU in 2017, Amit was a Professor of International Business at Canada's first Applied Arts & Technology College - Centennial College - for about eighteen years. He developed an expertise in curriculum building, teaching adults and applied research with industry. Prior to his academic career, he worked in the dynamic medical biotechnology industry responsible for formulating and implementing international business strategies for two European MNCs (Sanofi Pasteur & Boehringer Mannheim). He has graduate degrees in both the natural and social sciences - a Master's degree in the Life Sciences (Molecular Biology) from Bombay University and a Master's degree in Environmental Studies (Sustainability) from York University, Canada. He is passionate about corporate social responsibility (CSR), social entrepreneurship & innovation, and business internationalization strategies of SMEs (Small & Medium Enterprises)- the main areas of his teaching and research. He has been awarded the highest award in the Ontario public colleges system in 2015 and was a featured speaker the same year in the CSR panel at the NASSCOM India Leadership Forum.



**Professor (Dr.) Indu Shahani**

Founding Dean, Indian School of Management & Entrepreneurship (ISME) &  
Chairperson, ISDI

Professor (Dr.) Indu Shahani is the Founding Dean, Indian School of Management & Entrepreneurship (ISME) and Chairperson at ISDI. She previously served as the Principal of H.R.College of Commerce & Economics. An Academician with over three decades of teaching experience at University and Degree College, Dr. Shahani serves as a Member of University Grant's Commission, member of various Committees, Academic Council, Audit & Corporate Governance Committee of HSBC, Director of the Rotary Club of Bombay and Member Junior/Youth Red Cross of the Indian Red Cross Society. She has been an Independent Director at United Spirits Limited since August 14, 2014. She has pioneering linkages with various bodies such as CII, BCCI, IMC. She was awarded the Honorary Doctor of Letters degree by the University of Westminster in London. She is Ex Sheriff of Mumbai Dr. Shahani holds a PhD in Commerce from University of Mumbai on enhancing Academia Institutional linkages.



**Mr. Ajay H. Mehta**  
Founder & Group CEO, Me-Hin

Mr. Ajay H. Mehta is the Founder and Group CEO , Me-Hin Tech Edge Solutions LLP. He has over a quarter of a century of success at seeing financial services infrastructure being developed and services delivered across India and in Global Emerging Markets. A thorough financial and consumer services expert, he co-founded and operated PAMAC, which today is respected as a leading outsourcing services provider. He worked for A.H Mehta Associates, Chartered Accountant for 30 years.

He is in a unique position of having seen not just organic but embryonic developments in banking, appraisal processes, credit verification, direct sales systems, personal banking, wealth management services, stock market operations, insurance, telecom and so on. Owning platforms and delivery solutions is the next wave that will be the focus for ME-HIN, his new brand.



**Mr. Aashish Sanghi**  
Joint President, Aditya Birla Nuvo Ltd.

Mr. Aashish Sanghi, Joint President, Aditya Birla Nuvo Ltd. He served as Vice President of Aditya Birla Nuvo Ltd. For 8 years, Vice-president at BNP Paribas for 2 years and AVP for Birla Sun Life Asset management Company Limited for 6 years before he got associated with Aditya Birla Nuvo Ltd.



**Mr. AV Suresh**

CEO, Forbes Pro and International Operation, Eureka Forbes Limited

Mr. AV Suresh is the CEO, Forbes Pro and International Operation at Eureka Forbes Limited. He is a Cartwright Gold Medalist in Mechanical Engineering from University of Madras and an alumnus of India's premier Management institute- IIM Kolkata. (1981). He started his career with Facit Asia Ltd in 1981 and worked in Production planning, Production, Materials and Corporate planning functions spanning over 7 years. He joined Eureka Forbes as an All India Customer Service Manager in December 1988. He is known for his techno-commercial and people management skills, Mr. Suresh has successfully contributed to various management portfolios. In Eureka Forbes, he has made significant contribution by heading Sales and Marketing, Customer Service, Logistics, CEO - Aquamall Water Solutions Limited (world's premier manufacturer of UV water and other technologies) and even in HR as business and divisional head. Today he is leading Eureka Forbes' International operations (which operates from more than 25 countries) as the Executive Director of Forbes Lux Group, he also Heads Forbes Professional, Eureka Forbes Business to Business vertical for clean, safe and hygienic work place. He is an active Rotarian and is a member of Rotary Club of Deonar, Mumbai.



**Ms. Bunty Chand**

Executive Director, Asia Society India Center

Ms. Bunty Chand is responsible for fundraising, development of diverse programs and establishing relationships and building support for the Asia Society India Centre with a broad array of institutions in India. She has worked with the International Catholic Migration Commission at a refugee camp in the Philippines and spent ten years with AT&T in USA and Hong Kong in the areas of sales and marketing, Strategy and Business Development, Human resources and Training and Development. She holds a Masters in Business Administration from George Washington University, USA and the Asian Institute of Management, Philippines, and Masters in Special Education from Florida Atlantic University and a Bachelors degree in History from Delhi University. She has lived and worked in the US, Philippines, Hong Kong and Singapore



**Mr. Deepak Arora**  
CEO, Essar Foundation

Mr. Arora has 20 years of diverse (multi-sector, multi- country) experience in business strategy, public affairs, sustainability and communications. He has worked with Govt institutions, International organizations and corporate sector. This unique blend has helped me appreciate perspective and expectations of different types of institutions. He has successfully engaged with stakeholders and contributed towards strengthening brand reputation. His key strength is inspiring people enabling the best out of them. He possesses strong understanding of relationship between public affairs and business strategy.

Currently working at of Essar Group. He has previously worked with Cairn India, UNIDO, and International Finance Corporation Specialties: Public Policy/ Affairs, Community Development, Rural Development, Enterprise Development.



**Mr. Farhad Merchant**  
CEO, Common Purpose, India

Mr. Merchant is the CEO of Common Purpose, an organisation that runs leadership programmes across India and the world. He has over two decades of experience in the corporate and social sectors, having held a number of leadership roles, including CEO of Aga Khan Education Service, India. He has acquired international exposure and versatility, working with clients from various countries and industries / verticals. During his time at Common Purpose, Farhad met market demand by increasing the portfolio of programmes offered and tailoring these for different cities. He has established the Common Purpose brand across India, focusing on the key cities of Mumbai and Delhi - and delivered customised programmes for both the private, government and not-for-profit sectors. He is a member of the Whiteboard (an initiative of iVolunteer, one of India's largest formal volunteering organisations), that aims to bring skills and expertise to the social development sector through expertise offered by volunteers. He is passionate to contribute meaningfully to the social sector. Mr. Farhad completed his graduation in Electronics Engineering from Bombay University.



**Ms. Kalpana Unadkat**  
Partner, Khaitan & Co.

Ms. Kalpana Unadkat is a solicitor and a senior partner at Khaitan & Co's Mumbai office. Prior to joining Khaitan, she worked at Ashurst's London office for 10 years. Kalpana is qualified to practise both Indian and English laws. While working in London, she played a key role in building Ashurst's India practice and built a team at Germany, Milan, Paris and Singapore. Her work can be best described as a combination of traditional corporate work (M&A, joint ventures, etc.) and project work across a range of sectors. She regularly acts for international companies and is recognised in independent guides as one of the leading lawyers. Some of the clients Kalpana has advised include Expedia, Babcock & Wilcox, Eris Lifesciences, KEC international, Mahindra & Mahindra, Visa Steel, Kuwait Petroleum Corporation, Unocal Corporation, McCain Group, Devidayal Limited, Raychem RPG Limited, Waterlogic plc, etc.



**Ms. Karuna Bhatia**  
Head, Sustainability, Standard Chartered Bank

Ms. Karuna Bhatia is responsible for managing the Country Sustainability agenda for South Asia. She has two decades of experience in the Banking industry, she has had broad based management experience in Consumer Banking, Business strategy and Wealth Management. Prior to this role, she was the Business Head Microfinance, Standard Chartered Bank since 2008. She has led several strategic initiatives and was responsible for setting up the Excel Banking – Wealth Management channel, leading the Branch reconfiguration strategy for ANZ Grindlays where 15 branches were merged. Her leadership to the Wealth Management saw the revenues significantly growing.



**Ms. Manjula Rao**

Assistant Director, Internationalising Higher Education (India)  
British Council, Mumbai

Ms. Manjula Rao leads the Internationalising Higher Education programme for the British Council in India. In her current role as Assistant Director, she contributes to British Council's strategy for higher education in India, advises the UK sector on latest developments in India, plans and designs student and faculty mobility programmes between the UK and India to build a talent pipeline and enhance teaching and research. She is responsible for creating platforms for knowledge exchange between the two countries to inform policy, share market insights and trends in the sector.



**Professor Mookesh Patel**

Dean, Indian School of Design & Innovation

Professor Mookesh Patel is the Dean of Indian School of Design & Innovation. Before taking over as the Dean of ISDI, Dean Patel had been Professor Emeritus at the Department of Visual Communication Design (VCD) at the Herberger Institute for Design and the Arts at Arizona State University (ASU). Dean Patel is a proud alumnus of alumnus of prestigious Rhode Island School of Design, from where he completed his MFA in graphic design. He also received his diploma in Visual Communication from the National Institute of Design.



**Mr. Nishith M. Desai**

Founder & Managing Partner, Nishith Desai Associates

Mr. Nishith M. Desai is the founder of Nishith Desai Associates. He is an international tax and corporate lawyer, researcher, author and lecturer. Mr. Desai has substantial experience in the Fund sector, advising perhaps the largest number of offshore investment funds. He has advised the Small Industries Development Board of India and the Department of Electronics, Government of India, on their domestic venture capital fund. Mr. Desai serves as a Member of Advisory Board at Avendus Advisors Private Ltd and New York State Bar Association's International Law Review. Mr. Desai is a member of the International Bar Association, American Bar Association, Inter Pacific Bar Association, LAWASIA, International Tax Planning Association, and Supreme Court Bar Association. In November 2004, he was ranked as No. 28 in a global Top 50 "Gold List". Mr. Desai also holds a special license from the State Bar of California to practice Indian law.



**Ms. Radhika Ralhan**

Senior Manager, Charities Aid Foundation

Ms. Radhika Ralhan is Senior Manager, Charities Aid Foundation. She started her career with EU commissioned project with IIT, where she developed her expertise in the field of sustainability. Over the years she has enhanced her experience by working with leading organisations like United Nations Global Compact India, GlobalHunt Foundation and Development Alternatives. She has spearheaded her work in the direction of research, policy formulation, reporting, capacity building, devising and implementing sustainable projects. She has taught at prominent universities such as Politecnico Di Milano, Italy; IHM Pusa; Delhi and Jamia Milia Islamia, Delhi and presented her research on sustainable consumption at global forums in Milan and Istanbul. She holds an M. Phil. in Sociology from Delhi School of Economics and was University Gold Medallist.



**Ms. Rama Iyer**  
Founder, Director, WhiteKettle

Ms. Rama Iyer is the Founder and Director, WhiteKettle Consulting, that partners Corporates, Civil Society and Government to create Sustainable Corporate Social Investment (CSI) initiatives through the use of strategic business and marketing principles. Rama has partnered corporates like Unilever, ICICI, Star TV, Bloomberg, Pepsi, TFK (Tobacco Free Kids) - a Michael Bloomberg Forum, Synergos; Civil Society like UNiCEF, Bhavishya Alliance, I-Volunteer, CSO Partners, and State Level Government bodies in creating sustainable social development agendas. She had previously worked in the capacity of Sr.Vice-President Lowe Lintas, Director, Viewgroup and Group Head,Planning, Ogilvy and Mather. Rama Currently is working with the Maharashtra State Government in overseeing all information, education and communication material related to WCD (Women and Child Development) issues, she has also been appointed as an expert trainer for consultants in India by the Dutch Government (CBI - External Affairs Ministry). Rama is an alumna of St. Xavier's College from where she completed her Master's Degree in Economics.



**Mr. Sunil Kumar**  
Head, Sustainability at Royal Bank of Scotland, Asia Region &  
CEO, RBS Foundation India.

Mr. Sunil Kumar is the Head, Sustainability at Royal Bank of Scotland, Asia Region and CEO at RBS Foundation India. He has more than 2 decades of diverse experience in business strategy, public affairs, sustainability and communications with specialization on climate change/forest sector, environment. He has worked with Govt. institutions, International organizations and corporate sector and has successfully engaged with stakeholders and contributed towards strengthening brand reputation .He has previously worked with NABARD (National Bank for Agriculture and Rural Development) and served on the boards of Regional Rural Banks, National Biodiversity Authority's Senior Expert Group on Access Benefit Sharing; MP Tiger Foundation Society besides volunteering time for strategy and field work in NGOs. He is an alumnus of XLRI Jamshedpur.



**Mr. Anirban Chatterjee**

Assistant Vice-President, Sustainability & CSR Strategy, Yes Bank

Mr. Anirban Chatterjee is AVP, Sustainability and CSR Strategy at Yes Bank. He completed his Post Graduate Diploma in Financial Management from Narsee Monjee Institute of Management Studies and Bachelor of Mechanical Engineering from West Bengal University of Technology, India. He has experience in the field of Sustainable Finance, Corporate Finance, CSR Monitoring and Governance, SROI assessment, Greenhouse Gas Accounting & Carbon Management, Responsible & Impact Investing, ESG disclosure, Carbon Pricing, MRV, Water Footprint Assessment & Sustainable Water Management and Environment Management and implementation of EMS, Management System Audits. He is a member of the United Nations Caring for Climate Forum & National Forum on Sustainable Development, Circular Economy & Climate Change Resilience / adaptability program in South Asia Region. He is also the Industry Working Group (IWG) member of Sustainability Accounting Standards Board (SASB) for developing Sustainability Standards for "Industrial Goods & Machinery" and "Chemical" sector.



**Mr. Sandeep Sabharwal**

Head, Rural Transformation, Reliance Foundation

Mr. Sandeep Sabharwal is the Head, Rural Transformation at Reliance Foundation. He has nearly 25 years' experience in 360-degree Community Engagement in rural and urban settings. His domain of work ranges from cooperative institution building, to grassroots program conceptualization, development and management. He had the first-hand experience of recruiting, training and motivating more than 200 rural development, agriculture and CSR professionals and was an integral part of Disaster Relief Operations Management in Gujarat 2001, Uttarakhand 2013 and J&K 2014. He has been deeply associated with Cooperative and Producer Centered Collectives and Institution Building, Indian dry-land farming systems, dairying, thrift based livelihoods enhancement and NTFP.



**Ms. Sohini Roy Chowdhury**

GM – Communication & Knowledge Management, Tata Sustainability Group

Ms. Roy Chowdhury is responsible for leading sustainability-related communications, advocacy and knowledge management among Tata group companies globally as well as for key external stakeholders. She has over 15 years of experience in building and implementing large scale strategies in behaviour change communication, public affairs and evidence based advocacy across India, Bangladesh, Egypt, West Bank/Gaza, Philippines and Nepal. She has previously worked on child rights advocacy and partnerships at the UNICEF India Country Office.

Prior to that she was a communications specialist for a 10-year operations research programme in reproductive health. Her role focused on translating research evidence for policy and programme development funded by USAID, and implemented by Population Council in Asia and the Near East region.

She holds a Master of Arts in International Relations from Presidency College, Calcutta and a Post-Graduate Diploma in Strategic Communications from the London School of PR, UK.



**Mr. Xerxes Dastur**

Partner, VS Dastur & Co.

Mr. Xerxes Dastur is a Partner at VS Dastur & Co. He has more than 20 years of global experience in providing innovative and result-oriented solutions in finance and business consultancy. He has partnered with some of the most reputed Indian and international firms and has had hands-on experience in finance, accounting, taxation, management audits and internal audits, business process offshoring, project management, process management and strategic planning, for start-ups and growth organisations. As Partner at V.S. Dastur & Co. Chartered Accountants, he leads a strong team of young professionals and heads the firm's Business Consultancy arm, Business Acceleration/Incubation, Outsourced CFO Services, Family Office and its Retiral Funds Audit Division. He has keen interest in working for society in general and especially for Parsi community . He is currently Honorary Vice-Chairman, Treasurer and Director India Board, World Zarthushti Chamber of Commerce (Mumbai Chapter) which works closely with the youth to instil in them the spirit of entrepreneurship.



**Dr. Vijay Khole**  
Vice Chancellor, Amity University

Dr. Vijay Khole is a unique combination of excellent academic career along with outstanding achievements in academic administration not only as Director, Institute of Science, Aurangabad, but also as Founder Registrar of Swami Ramanand Teerth Marathwada University, Nanded, Pro-Vice Chancellor of University of Mumbai and finally reaching to the post of Vice-Chancellor, University of Mumbai in 2014. Dr. Khole has played an instrumental role in introducing several new courses of applied value, vocational courses, the dual degree programme, certificate and diploma programmes in Garware Institute of Career Education, add-on-value programmes in affiliated colleges and also created tremendous awareness about the assessment and accreditation process as per the provision of NAAC at the University of Mumbai. Dr. Khole has a teaching experience of more than 30 years exclusively at post-graduate level. His areas of teaching have been varied and range from Biochemistry, Microbiology, Biophysics and Molecular Biology. Dr. Khole has published 60 research papers, exclusively in inter-disciplinary areas like Biophysics in national and inter-national journals with high impact factors. He has also published over 20 popular articles. His book and chapters in the books are published by Ellis Horwood, U.K. and Marcel Dekkar, U.S.A. He has also been working in the areas of higher education viz. costing of higher education, academic administration, University Act, quality awareness, quality assurance, quality assessment and accreditation in higher education etc.

After departing from University of Mumbai in September 2009, Dr. Vijay Khole has worked as President, Kohinoor Education Trust for four years, and as President, Jaro Education for about a year.

Dr. Khole completed his education upto postgraduate level in the University of Pune and later went to erstwhile USSR to complete the Ph.D. and post-doctoral programmes in Bio-physics. He has had the fortune of working in one of the most prestigious Institute viz. Institute of Nuclear Physics in the Science-City of Novosibirsk, Russia.



**Ms. Kashmira Mewawala**  
Business Development & Chief Ethics Counsellor, Tata Capital Limited

Ms. Mewawala has rich experience of 27 years in the Financial Services field as a part of the TATA Group. Currently, she is Senior Vice-President and Head - Business Development with TATA Capital, the flagship financial services company of the Tata Group. Ms. Mewawala is a part of the founding team at Tata Capital. She set up and headed the Wealth Management business, before moving to head the Business Development Group.



INTERNATIONAL INSTITUTE FOR  
HIGHER EDUCATION RESEARCH &  
CAPACITY BUILDING  
*Institution Building for Nation Building*  
O.P. JINDAL GLOBAL UNIVERSITY

## About IIHed

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The establishment of the International Institute for Higher Education Research & Capacity Building (IIHed) rests on the growth and development of O.P. Jindal Global University (JGU) as a leading research-oriented global university in India that is contributing to the promotion of excellence in higher education in all its dimensions. IIHed conducts research and offers advice on all aspects of higher education with a strong focus on curriculum development; pedagogical innovations; faculty engagement; faculty recruitment, retention and development; research and knowledge creation systems; promotion of scholarship and building research capacities; developing international collaborations; benchmarking and assessments of institutions; and for providing institutional support on law, policy and regulations relating to higher education.

IIHed is an independent research institute within JGU focused on pursuing research and capacity building initiatives on different aspects of higher education in India and beyond. The vision of IIHed is to contribute towards institution-building for nation-building.



**O.P. Jindal Global University**

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## About O.P. Jindal Global University

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O.P. Jindal Global University (JGU) is a non-profit global university established by the Government of Haryana and recognised by the University Grants Commission (UGC). JGU was established as a philanthropic initiative of its Founding Chancellor, Mr. Naveen Jindal in memory of his father, Mr. O.P. Jindal. JGU has been awarded the highest grade 'A' by the National Accreditation & Assessment Council (NAAC). JGU is one of the few universities in Asia that maintains a 1:13 faculty-student ratio and appoints faculty members from India and different parts of the world with outstanding academic qualifications and experience.

JGU is a research intensive university, which is deeply committed to its core institutional values of interdisciplinarity and innovative pedagogy; pluralism and rigorous scholarship; and globalism and international engagement. JGU has established six schools: Jindal Global Law School (JGLS), Jindal Global Business School (JGBS), Jindal School of International Affairs (JSIA), Jindal School of Government and Public Policy (JSGP), Jindal School of Liberal Arts & Humanities (JSLH), and Jindal School of Journalism & Communication (JSJC).



**O.P. Jindal Global University**  
*A Private University Promoting Public Service*  
 NAAC Accreditation - 'A' Grade



## Schools



**15**  
Programmes

9 Undergraduate Programmes  
 5 Postgraduate Programmes  
 Doctoral Programme



**6**  
Schools



Jindal Global Law School  
*India's First Global Law School*



JINDAL GLOBAL  
BUSINESS SCHOOL  
*India's First Global Business School*



Jindal School of International Affairs  
*India's First Global Policy School*



Jindal School of Government  
and Public Policy  
*India's First Public Policy School*



Jindal School of  
Liberal Arts & Humanities  
*India's First Transnational Humanities School*



Jindal School of  
Journalism & Communication  
*India's First Global Media School*

## Research



**2000**  
Publications



**50+**  
Interdisciplinary  
research centres

**3** Research & capacity building institutes



JINDAL INSTITUTE OF LEADERSHIP  
DEVELOPMENT AND EXECUTIVE EDUCATION



JINDAL INSTITUTE OF  
BEHAVIOURAL SCIENCES

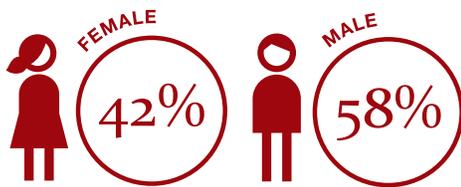


INTERNATIONAL INSTITUTE FOR  
HIGHER EDUCATION RESEARCH &  
CAPACITY BUILDING  
*International Institute for Higher Education*  
O.P. JINDAL GLOBAL UNIVERSITY

## People

3500

Students



272

Faculty



277

Non-teaching staff



1:13

Faculty-Student ratio



37

Average age of faculty members



1400

Alumni

## Faculty



4

Rhodes Scholars



40%

Alumni from the top 100 global universities



20%

International faculty from 20 countries

## Students



UNDERGRADUATE  
85%



POSTGRADUATE  
15%



70%  
Students on scholarships



29  
Indian States & Union Territories represented by students



20  
Countries represented by students

## International Collaborations



195

Collaborations



47

Countries

87

Student exchange collaborations

66

Faculty exchange & development programmes

25

Joint research collaborations

## Accreditation and Memberships



Ranked 1\*  
'SWACHHTA' Ranking 2017



Member of  
Association of  
Indian Universities



Member of  
Association to Advance  
Collegiate Schools of Business



Member of  
International Development  
and Public Policy Alliance



Member of  
International Association  
of Law Schools



Recognised by  
University Grants Commission



Recognised by  
Bar Council of India



Accredited by  
National Assessment  
and Accreditation Council



Member of  
Association of American  
Colleges and Universities

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