



THE NAND & JEET KHEMKA FOUNDATION



SCHWAB FOUNDATION FOR SOCIAL ENTREPRENEURSHIP  
THE VOICE OF SOCIAL INNOVATION

# Social Entrepreneur of the Year

## India 2007



Emerging Models of Social Entrepreneurship  
Innovation in Action

In collaboration with:



Confederation of Indian Industry





We are pleased to welcome you to "Emerging Models of Social Entrepreneurship"—a candid conversation with the India Social Entrepreneur of the Year finalists and leading voices in government and business!

When the Schwab Foundation for Social Entrepreneurship started the Social Entrepreneur of the Year Award around the world in 2005, it was an uphill battle in spreading the stories of the amazing entrepreneurs creating social change. Today, we hold the competition in 30 countries and stand humbled by society's adoption and celebration of social entrepreneurs—those who use market forces and high-performing organizations to drive social change. Indian social entrepreneurs truly deserve acclaim and serve as role models nationally and globally.

Social entrepreneurs stand as the nexus between development, business, and government. They open new markets of base of pyramid customers, innovate programs, empower the people they serve, multiply resources, and demonstrate their tangible effects for governments and other bodies to replicate. Nowhere is this more clearly demonstrated than the competition finalists this year. From Harish proving that the poor are capable consumers of renewable energy, to Pravin's incessant quest to tackle education for the children of migrant labor, to Chetna developing the first rural woman's bank, to Rajendra's humble approach in working with government and businesses to provide valuable services for the urban poor. Please join me in celebrating these social entrepreneurs and their wonderful achievements.

Finally, I would like to thank the Nand & Jeet Khemka Foundation who has taken the competition to new levels in their drive to promote Indian social entrepreneurship. I would also like to extend my gratitude towards CII and the UNDP who have played critical roles in the achievements of the competition.

Sincerely,

**Klaus Schwab**

Co-Founder and Board Member  
Schwab Foundation for Social Entrepreneurship



The Nand & Jeet Khemka Foundation is committed to strategic philanthropy in India. Vital to our goal is developing the field of social entrepreneurship.

Social entrepreneurs have created historic growth opportunities for human civilization. Florence Nightingale revolutionized the field of nursing in the 1850s. Mahatma Gandhi gave the world 'satyagraha' that re-defined civil resistance and the global human rights movements. The micro-finance industry was pioneered by Mohammad Yunus over 30 years. Our work at the Nand & Jeet Khemka Foundation aims to accelerate the historic momentum that social entrepreneurs are creating across the world.

The four finalists of the Social Entrepreneur of the Year Award (SEY), India, 2007, embody excellence in enterprise. They are creating 'disruptive' technologies, products and services that position the poor as intelligent stakeholders. Their innovative techniques have fundamentally altered conventional development and business logic.

Dr Harish Hande, Rajendra Joshi, Pravin Mahajan and Chetna Gala Sinha work with the country's most marginal and excluded people. They 'profit' by generating large-scale impact in communities. They have achieved sustainability through user fees, public-private partnerships, advocacy and business logic that puts communities first. What links the finalists with leading business entrepreneurs is their passion for innovation, and a healthy impatience for change. We applaud these social entrepreneurs for creating trust-based models of excellence.

On behalf of the Nand & Jeet Khemka Foundation, I also express our heartfelt thanks to the pioneering work of Dr Klaus Schwab and Hilde Schwab and the entire team of the Schwab Foundation for Social Entrepreneurship. And finally, I acknowledge with deep appreciation, the critical contributions of our partners, UNDP and CII. Without their inputs, this program would not have had the success it merits.

Warm Regards,

**Uday Khemka**  
Managing Trustee  
The Nand & Jeet Khemka Foundation



## Social Entrepreneur Selection Criteria

Social entrepreneurs are selected based on a stringent set of characteristics including:

### Innovation

The candidate has brought about social change by transforming traditional practice through:

- an innovative product or service,
- the development of a different approach, or
- a more determined or rigorous application of known technologies, ideas and approaches.

What is characteristic of a social entrepreneur is coming up with a pattern-changing idea and implementing it successfully.

### Reach and Scope

The social entrepreneur's initiative has spread beyond its initial context and has been adapted successfully to other settings in the country or internationally, either by the entrepreneur him or herself, or through others who have replicated or adapted elements of the initiative.

### Replicability

The initiative can be adapted to other regions of the world to solve similar problems. It is scalable (can continue to grow and expand rapidly).

### Sustainability

The candidate has generated the social conditions and/or institutions needed to sustain the initiative and is dedicating all of his/her time to it.

- If set up as a non-profit, the organisation is achieving some degree of financial self-sustainability through fees or revenues or is engaged in creating mutually beneficial partnerships with business and/or the public sector. There is a clear difference from traditional charity and a move towards community-based empowerment and sustainability.
- If set up as a for-profit, the orientation toward social and environmental value creation predominates, with financial return treated as a secondary means to an end, rather than an end in itself.

### Direct Positive Social Impact

The candidate has founded, developed and implemented the entrepreneurial initiative directly, together with poor or marginalised beneficiaries and stakeholders. Impact manifests itself in quantifiable results and testimonials and is well documented. Intermediary organisations or foundations that seek to create social value through provision of financial and technical support to community-based groups will not be considered.

### Role Model-Leadership

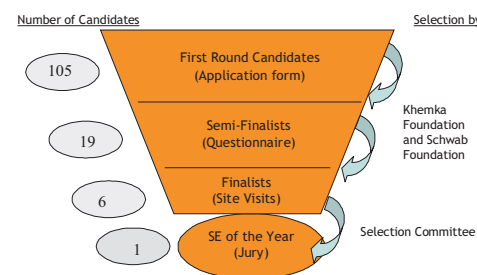
The candidate is an individual who can serve as a role model for future social entrepreneurs and the general public. Reference checks must confirm the unquestionable integrity of the candidate.

### Mutual Value-Added

In considering a candidate for the award of "Social Entrepreneur of the Year", there must be a clear opportunity to provide further legitimacy, networking and resource mobilisation opportunities that strengthen and replicate the candidate's initiatives. Candidates must demonstrate an interest in building a national and global network of outstanding social entrepreneurs that stimulates and supports its participants actively to help one another.

## India Social Entrepreneur of the Year 2007 Selection Process

The 'Social Entrepreneur of the Year' finalists underwent a rigorous selection process lasting almost five months and involving over a 100 qualified candidates.





**Dr H. Harish Hande**

**SELCO Solar Lights Pvt Ltd**



Rural solar lighting

*Photograph courtesy of SELCO*

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### The Organization

Harish Hande has pioneered access to rural solar electrification for below poverty line families through a combination of customized lighting systems, innovative doorstep financing, and an understanding of market needs of different user groups. To further the effects, he has created SELCO entrepreneurs who distribute solar powered lights to low-income communities.

His company SELCO pioneers linkages between technology, financing, energy services, income generation and the quality of life for its customers.

### The Innovation

SELCO's innovations rely on three tenets: the poor can afford sustainable technologies; the poor can maintain sustainable technologies; and it is possible to run a commercially viable venture serving the needs of the poor.

SELCO creates low-cost customized lighting solutions for the poor. Its core business is the sale of photovoltaic (PV) solar-home-systems (SHS) that provide lighting but also are suitable for radios and fans. A system is customized and installed by a SELCO technician to meet the needs and budget of a customer.

A standard four light SHS costs approximately INR 18,000. To bring this technology to Base of the Pyramid communities, SELCO works with banks and local MFIs to develop innovative doorstep financing for its customers. For example, a user will pay a small down payment and then pay monthly installments of INR 300

to 400 over five years. The user can pay from extra income generated through additional work made possible with the solar light and through savings from eliminating costly kerosene (as much as INR 420 a month). Collection schemes are also fitted. While farmers prefer to pay annually after their crop cycle, street vendors choose to pay INR 10 a day instead of INR 300 a month.

SELCO has forged partnerships with nine regional rural banks, commercial banks like Canara and Syndicate Banks, rural farmer co-operatives and nine NGOs to develop financing solutions.

In addition, SELCO creates livelihoods by creating 'business associates'. More than 22 business solar entrepreneurs purchase 40 to 160 solar kits on a five year loan from banks. They then lease these batteries and the light fixtures to local night vendors who sell their wares in open markets (for example, vegetable

and fruit sellers). The vendors normally spend INR 14 a day for kerosene. But the solar vendor is able to secure more business due to better lighting under safe conditions for only INR 12 a day.

Recently, SELCO entered into a partnership with SEWA Bank to innovate products for its 300,000 women clients. The products developed for SEWA members include a miner's cap that is rechargeable with solar power. The response has been tremendous, especially from rose cutters, masons, and midwives who work at night and/or pre-dawn.

### The Impact

SELCO has reached 80,000 clients across Karnataka and Kerala and has recently moved into Gujarat. 65 to 75% of the organization's clients are small farmers earning between USD 2–4 a day, and individual households earning USD 3–5 a day. The other 10 to 15% of clients are more middle income at USD 8–13 a day.

Solar electrification has led to better education outcomes for children who can now study at night, and increased livelihoods of night-time vegetable vendors. The reliability of a PV system is a major benefit where electricity normally fails an average of four hours a day. Another benefit is the avoidance of dirty and dangerous kerosene lamps. For the environment, the 80,000 systems deployed avoid emissions of approximately 24,000 tones of CO<sub>2</sub> equivalent per year that would have been released by the use of kerosene lamps.



Rural solar lighting

*Photograph courtesy of SELCO*



### The Entrepreneur

Dr H. Harish Hande is the managing director and co-founder of SELCO-India. He is an engineering graduate of the Indian Institute of Technology, Kharagpur and he earned his Doctorate in energy engineering (with a solar specialty) at the University of Massachusetts.

Harish originally started his PhD thesis in heat transfer. When visiting the Dominican Republic, he saw areas with worse poverty than India that were using solar energy and decided to shift his academic focus. Upon returning to Massachusetts, he flung his heat transfer thesis into the river. He then started anew on solar electrification in rural areas and conducted much of his research in India, Sri Lanka, and the Dominican Republic. He is widely recognized as an expert in the field of renewable energy and has received the Ashden Award for Sustainable Energy in 2005

*Can you tell the poor to not cut wood or to not use kerosene? Sustainable energies like solar are solutions for both poverty and climate change. Does that still make solar expensive?*

Dr H. Harish Hande





### The Organization

Saath is enabling the urban poor to access the financial and livelihood opportunities available in globalized cities.

Based in Ahmedabad, Saath equips residents of poor urban settlements to become willing customers of basic services and access schemes for livelihoods. It aligns the urban poor, the Ahmedabad Municipal Corporation and private companies in win-win partnerships. As a result, the government receives more taxes from the urban slums, the residents come away with better services and private companies report higher profit margins through services developed for the urban poor.

### The Innovation

Saath was set up by Rajendra Joshi in 1989. It operates in 500 slums of Ahmedabad through Urban Resource Centres. Urban Resource Centres work on three premises: they ensure slum dwellers information and access to existing services and schemes; they innovate new methods of service delivery; and they position the poor as intelligent consumers and partners of governments and private companies.

Saath works with the Ahmedabad Municipal Corporation (AMC) to ensure that slum residents receive basic sanitation, water and drainage services at the household level and paved roads and street lights at a community level. In exchange, Saath creates mechanisms through which the urban poor can save and pay the user charges. They also monitor the quality of government services with feedback loops. To build



Health awareness training and discussion at the Maninagar Centre, Ahmedabad.

*Photograph by Dr Neeta Shah*

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trust in the services being provided, the Ahmedabad Municipal Corporation has guaranteed non-eviction to Saath slum residents.

Saath is also demonstrating models of public-private partnership where the urban poor are key stakeholders. For example, it tailored profit-based solutions for electricity supply in Ahmedabad's slums by altering the user fee, increasing business volumes and bringing in government contribution. As a result, 200,000 slum households today pay for electricity with the business house, Torrent Power, reporting a 30% increase in profits

The Urban Resource Centers (URCs) of SAATH serve as conduits for other service providers to reach the poor more efficiently. For example, companies like Tata AIG may want to connect to slum residents for financial security products or the government may need a centralized method of distributing voting cards. In the latter case, the government paid Saath INR 10 per voter card distributed. The URCs also have a steering committee with a station ward officer so the government and other important stakeholders have a vested interest.



SAATH runs inventive housing, health and education and micro-finance solutions to ensure integrated social security systems to slum dwellers. It has pioneered UMEED, an initiative that increases the employability of disadvantaged urban youth through trainings in service skills, English language proficiency, and lifeskills to manage wages and improve life. With an 80–85% placement rate, UMEED is now being linked to the JN Urban Renewal Mission and will be scaled to reach 100,000 young people across Gujarat.

### The Impact

Saath serves some of the most marginalized groups in Ahmedabad. 85% of the stakeholders are Dalits, with the second largest group being Muslim slum dwellers. It has created access to basic services to 71,900 households and directly impacted 22,500 individuals.

The transformative impact is clear. A new migrant visits the Urban Resource Centre of SAATH to determine where he or she may start looking for employment and shelter. The migrant can start learning employable skills through UMEED. Upon employment, the stakeholder purchases a small housing unit with electricity, running water, and sanitation for a small

Shabhana Mayoudiin Kazi at the Godrej Smart Care Centre. She is employed after being trained at SAATH's Umeed Udaan

*Photograph by Prashant Panjiar, courtesy of the American India Foundation*

user fee. After collecting more earnings and microfinance loans, residents purchase upgraded low-income housing structures, develop a savings mechanism or access capital for launching enterprises—all this outside of the net of exploitative money lenders. Thus, after a couple years of arrival, migrants or slum residents have the financial mobility to go where they please.

On a macro-level, the slum residents have an increased self-esteem and pride in their neighbourhood.

### Personal Snapshot

Rajendra Joshi initially started his professional life in the private sector. He went on to become an educationist in the slums of Ahmedabad and was influenced by a Jesuit priest Ramiro Erviti. In 1989, Rajendra created Saath. Initially, he organized youth as change agents and to gain their trust, did simple things like playing volleyball. He soon realized the needs for interventions around sanitation and in 1993, the Integrated Slum Development Program was created.

Rajendra operates with single-minded focus on accelerating impact for his stakeholders. He is always ready to drive change but takes a backseat when it comes to recognition to all partners and his team.

*“At Saath, we are creating opportunities to make our cities inclusive.”*

Rajendra Joshi



**Pravin Mahajan**

Janarth



Janarth's Sakhar Shala project.

*Photograph by Prashant Panjiar, courtesy of the American India Foundation*

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### The Organization

Janarth is innovating education solutions for children of distress seasonal migrants. Janarth reaches 12,000 children in seven districts of Maharashtra who migrate every year to sugarcane factories with their parents.

Janarth's interventions cover the full cycle of migration, with 'Sakhar Shalas' or sugar schools at sugarcane factories and hostels in the villages from where families migrate.

Recognizing that every year in Maharashtra alone, 650,000 families with 200,000 children migrate to sugarcane cooperatives, Janarth is lobbying the state government to develop incentives and schemes for their education, protection and rights.

### The Innovation

Janarth was launched by Pravin Mahajan in 1989. The signature innovation of Janarth is the 'Sakhar Shalas' or sugar schools that run on the site of sugarcane factories. They operate for six months before marginal families return to their villages.

Evaluations by education experts have given Sakhar Shalas high ratings on innovation, quality and the learning outcomes of students. Sakhar Shalas ensure one classroom and teacher for 25 students. They have laboratories and playgrounds and deliver learning that is relevant to the context of students. Janarth has been authorized by the state education department to ensure re-admission of students in their village schools upon their return. All schools are fitted with pre-primary centres. 46% of students enrolled in Sakhar Shalas are girls.

Through a Sakhar Shala scheme, sugarcane cooperatives receive financial incentives from the government to set up on-site sugar schools. Factories allot space and a labour officer to oversee the running of their schools. The factory education board is represented by parents, the district education officer and senior factory officials.

Since migrant families are contracted by mukadams (contractors), they do not always return to the same factory every year. Children may end up at different Sakhar Shalas, or worse, not at any at all. Thus, Janarth is developing seasonal hostels in villages, to arrest the migration of children in the first place.

Seasonal hostels are driven by village ownership. The infrastructure is provided by the village. Janarth recruits, trains and places caretakers and a cook. Each hostel caters to 30 students. Parents are discouraged from leaving livestock behind for children to attend.

Hostelers co-manage their hostels and participate in a carefully aligned series of developmental activities, games and fun. Their time at the hostel leads to high academic performance, better health and sharp life skills. Empirical reports confirm that they perform

better at school than day boarders. Increasingly, children of non-migrant families are signing up for the hostel activities to fill up their after-school hours. Linkages between the village hostel and the government schools are pushing the latter to be more quality driven and accountable.

Janarth also leverages existing government schemes and lobbies state departments for new policies for children of migrant labourers. Advocacy with the government has yielded:

- A Sakhar Shala scheme—perhaps the first government provision for distress seasonal migrants in the country.
- Mid-day meal schemes for Sakhar Shalas and village hostels (typically, mid-day meal schemes are reserved only for schools under the Sarva Shiksha Abhiyan).
- A declaration by the State Education Minister to make Sakhar Shalas mandatory in all sugarcane factories.
- For the first time, the government of Maharashtra conducted a survey in 2006 to count potential child migrants in all districts of the state. The survey declared that 1,50,000 children of school going age (6–14 years) were at risk of distress migration every year.



Janarth's Sakhar Shala project.

*Photograph by Prashant Panjari, courtesy of the American India Foundation*

- A government declaration for launching village seasonal hostels in all areas of Maharashtra that sends out large labour forces every year. The government accepted the standard set by Sarva Shiksha Abhiyan of INR 6800 per child per year.

Partnerships with the government have led to an investment of INR 14.81 million towards Sakhar Shalas in Maharashtra.

### The Impact

Janarth has successfully turned the spotlight on seasonal distress migrant communities; communities that traditionally find no space in the government's planning agenda. 102 Sakhar Shalas are operational in 33 factories. Teaching is transacted through 480 teachers. Janarth runs 15 village hostels and plans to launch 80 more in 2007. Parents are now demanding contractors to be taken to factories with Sakhar Shalas—a demand that can be bypassed only at the risk of losing the labour force. More than 40,000 children have benefitted from this initiative. Janarth is now spreading its solutions to two other states in partnership with local organizations.

### The Person

Pravin Mahajan has applied 20 years of experience in grassroots transformation to develop the Sakhar Shala initiative. He worked in different capacities in organizations like OXFAM and Action Aid India before launching Janarth in 1986.

In 1998, he set up a chain of agriculture service centres in partnership with farmers which now report annual sales turnover of INR 10 million. In 1995, he pioneered an agri commodity marketing initiative—the first successful effort in the Indian Civil Society Sector. Pravin has also been engaged with the agro commodity processing sector since 2000.

*“It is not because of migration that children drop out of school, but it's because of the absence of schools at the place of migration.”*

Pravin Mahajan



**Chetna Gala Sinha**



Mann Deshi Mahila (MDM) group of Social Enterprises  
 Mann Deshi Mahila Sahakari Bank or MDMSB  
 Mann Vikas Samajik Sanstha or MVSS  
 Mann Deshi Mahila Bachat Gat Federation

### The Organization

Mann Deshi Mahila (MDM) combines financial products, business development services and the formation of new social networks to help rural women entrepreneurs succeed. It has enabled more than 62,000 women to build assets, own property, forge market linkages and emerge as key developers of their local ecosystem.

Chetna Gala Sinha is the founder and head of the Mann Deshi Mahila (MDM) group of social enterprises. The group comprises a bank (Mann Deshi Mahila Sahakari Bank—MDMSB), a not-for-profit (Mann Vikas Samajik Sanstha—MVSS) and a microfinance institution (Mann Deshi Mahila Bachat Gat Federation—MDMBGF). The three enterprises operate as independent entities. But taken together, they offer financial products, services and policy initiatives that interlock with each other to de-risk clients and set them up for success.

100% of MDM's clients are rural women with daily incomes of less than USD 1.5. More than 60% are traders and daily wage labourers. They live in the inaccessible, drought prone areas of Mhaswad in Maharashtra and North Karnataka.

### Innovation

In 1997, Mann Deshi Mahila Sahakari Bank (MDMSB) won a hard-fought battle with the Reserve Bank of India to become the country's first rural cooperative bank. 500 illiterate, rural women mobilized shareholder capital of INR 600,000 to demonstrate that poor and asset-less women could launch their own financial institution.

In 10 years, MDMSB's shareholder base has grown to 5963 with a total share capital of INR 10 million. 85% of



Mann Deshi client using technology to improve her life.

*Photograph by Cyrill Ardin*

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*Portrait of Chetna Gala Sinha by Cyrill Ardin*

MDM clients come from 'priority' or economically weak sectors. More than 45,000 customers and 4300 shareholders are members of backward castes. Together, they have grown the bank's assets to INR 120 million. In 2006, MDMSB announced dividends for all shareholders. In March 2007, it posted net profits of INR 2,31,000 and reported a loan recovery rate of 97%. (All figures as of March 2007)

The Bank offers clients an integrated range of new and affordable financial security products: savings products, micro-pension funds, health and life insurance, and loans to increase the liquid assets of women. With doorstep agents, limited paperwork (a

tenth of what other banks mandate), quick loan disbursements and 95% female staff recruited from rural Mahaswad, MDMSB has emerged as the bank of choice for rural women.

In 2006, MDM launched Udyogini, the country's first rural business school with classes held in the bank branches. Udyogini also travels to the rural interiors through a bus fitted to meet state-of-the-art classroom requirements. The curriculum and faculty are led by rural women entrepreneurs.

MDM also provides rural women the citizenship entitlements and social networks that they need to run businesses and build assets. Through successful advocacy by Mann Vikas Samajik Sansthan (MVSS), more than 600,000 women in Maharashtra are now co-owners of household property. The MDM Bank has also launched schemes to encourage families to keep their daughters in school.

### Impact

Since 1997, MDM has directly reached 164,251 women and indirectly benefited 300,000 families. Its business development services has seeded and sustained 17,051 rural women entrepreneurs.

In an impact study conducted in 2006, 100% of MDM's clients reported an average 80% increase in daily income (with 50% reporting 100–200% increases in family income). 61% reported a substantial increase in



Mann Deshi, advocating property rights for women

Photograph by Cyrill Ardin



meal quality. More than 60% reported substantial increase in their confidence levels for being able to navigate through the commercial banking sector. A combination of these factors has led to a 40% drop in migration in Mahaswad and a proportionate decrease in drop out rates of girls going to school.

Mann Deshi Mahila Bank plans to move operations to six new states in the near future.

### Personal Snapshot

An economist, farmer and activist, Chetna Gala Sinha was born in Mumbai. In the 1970s she was active in the Jayprakash Narayan student movement through which she worked intensively with rural and marginalized communities. After her marriage to a farmer and rights activist in the Mahaswad area, she decided to pursue a career in farming. This was when Chetna experienced, firsthand, the challenges of rural women—lack of access to financial services leading to debt. The design and development of the MDM idea has emerged organically from her personal life trajectories.

Chetna was awarded the 2005 Janakidevi Bajaj Puruskar for rural entrepreneurs and was selected for the first class of Yale University's World Fellows Program in 2002–03. In addition, she and Mann Deshi have received a clutch of awards like the Ashoka-Changemakers Social Innovations award.

*The women of Mann Deshi have aligned Lakshmi and Saraswati (the Goddesses of knowledge and wealth) to create dignified spaces for themselves in the banking business and the stock market.*

Chetna Gala Sinha

Social Entrepreneur of the Year 2007, ' Emerging Models of Social Entrepreneurship—Innovation in Action' would not have been possible without the collaboration of :

#### CII—Confederation of Indian Industry



The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes. CII is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. Founded over 112 years ago, it is India's premier business association, with a direct membership of over 6500 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 90,000 companies from around 350 national and regional sectoral associations. A facilitator, CII catalyses change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking. Major emphasis is laid on projecting a positive image of business, assisting industry to identify and execute corporate citizenship programmes.

With 57 offices in India, 8 overseas in Australia, Austria, China, France, Japan, Singapore, UK, USA and institutional partnerships with 240 counterpart organisations in 101 countries, CII serves as a reference point for Indian industry and the international business community.

#### UNDP—The UN's Global Development Network



The United Nations Development Programme (UNDP) is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We work with 166 countries on their own solutions to global and national development challenges, according to their own unique national circumstances.

UNDP advocates for the Millennium Development Goals (MDGs), the concept of human development and the need to empower women. Its series of global, regional and country-focused Human Development Reports are a powerful advocacy tool with a focus on people-centered, inclusive, equitable and sustainable growth.

Under the overarching goal of poverty eradication UNDP focuses on five inter-connected thematic areas: poverty reduction, democratic governance, crisis prevention and recovery, energy and environment, and HIV/AIDS.

UNDP has been India's partner in development, with a presence in the country since 1951. Till the 1980s, UNDP complemented the Government's efforts, to develop national institutions of excellence in science and technology and R&D capacity, with technology transfer and support to institution building.

The current UNDP programme seeks to support the Government's Tenth Five Year Plan goals of human development and inclusive, people-centered growth and is aligned with the two cross-cutting priorities of the current India UN Development Assistance Framework (UNDAF): promoting gender equality and strengthening decentralization.

In India, the UNDP focuses on all five thematic areas.

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