



PARTNERS IN CHANGE

ANNUAL REPORT 2018-19

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MESSAGE FROM THE DIRECTOR



PRADEEP NARAYANAN

The 2030 Agenda for Sustainable Development has at its centre, seventeen Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. For its part, the Government of India has also taken cognizance of these goals, and mainstreamed them to inform the national development agenda through a range of different ways. In recognition of the founding principle of the SDGs of “Leave No one behind”, Partners in Change, has, through the last year, been endeavouring to mainstream a rights-based approach to business responsibility and human rights in an attempt to contribute to the realisation of the SDGs.

PiC’s work over the last few years, found fruition in 2018-19 in the form of the updated National Guidelines on Responsible Business Conduct (NGs) as well as the National Action Plan on Business and Human Rights (NAP), aligned with the UNGPs, to protect human rights and promote responsible businesses. Both these endeavours were supported by PiC, where we forged partnerships with the Government of India and other CBOs, to input into these efforts.

During the year, PiC engaged on a range of thematic areas and not just with policy regulators and businesses, but also for the first time directly on the ground in an attempt to reach vulnerable groups who are often left behind. The work focused on development and empowerment of some of the most marginalised communities, keeping natural farming at the core. Other key thematic areas of work this year, ranged from creating responsible and aware consumers on issues such as tobacco addiction, child labour free apparel and responsible financing.

PiC continues to focus on bringing a human rights-based narrative into business spaces, reaching out to marginalised groups such as women, forced labourers, heritage artisans, farmers and construction workers among others. The key objective continues to be to bring their voices to the forefront and in the changing the environment of policy and practice, to contribute to more sustainable practices and thereby effecting the achievements of the Sustainable Development Goals.

OVERVIEW

Sustainable Development Goals have emerged as an important global framework to inform and guide activities across the world. Besides providing certain long-term goals, achievable by 2030, the indicators outlined in the light of the SDGs have been globally recognized as enablers for development. Since the SDGs came into existence, Partners in Change has aligned its focus areas with the goals, their targets and indicators. The table below presents, in a nutshell, the activities and the SDG indicators these align with.



OVERVIEW OF PiC'S PROJECTS

Projects	Related SDG target
Supporting Farmers on Natural Farming	1, 2, 13
Educating Children on Tobacco Addiction	3, 12
Study on Migrant and Forced Labour	1, 5, 8, 10
Training of Heritage Artisans on Sustainable Building Practices	1, 4, 11
Educating Children on Responsible Apparel Consumption	8, 12
Inputting into the Draft National Action Plan on Business and Human Rights	1, 3, 4, 5, 6, 8, 10, 12, 13, 16
Promoting and Supporting Revised National Guidelines on Responsible Business Conduct	1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 16
Educating Consumers on Responsible Financing	5, 6, 7, 8, 10, 12, 13, 15, 16, 17
Building Knowledge Base for National Human Rights Commission	3, 8, 12, 16
Evolving Socially Responsible Guidelines for the Procurement Policy	12, 16

PROGRAMMES

With 'Leave No One Behind' as its motto, PiC works towards mainstreaming the interests of the marginalised communities in the responsible business narratives. The aim is to develop and support an inclusive ecosystem, where various stakeholders coalesce to effectively address issues at the ground. To enable this PiC forged partnerships with government institutions such as Ministry of Corporate Affairs (MCA), Indian Institute of Corporate Affairs (IICA) and National Human Rights Commission (NHRC); business foundations and philanthropists such as C&A Foundation, Faisal and Shabana Foundation and Tata Trusts; multi-stakeholder initiatives such as Ethical Trading Initiative (ETI); and Civil Society Organisations (CSOs) such as Oxfam, Kaushal Bhaav Skill Solutions (KBSS) and Rights Education and Development Centre (READ).



SUPPORTING FARMERS ON NATURAL FARMING



To further the cause of sustainable agriculture and food security, PiC has been working farmers in various parts of India in the past couple of years. A project, which merged the use of theatre in depicting the advantages of organic agriculture and indigenous knowledge in 12 villages of Madurai district of Tamil Nadu, was assessed by PiC. Farmers in Kallampatti Panchayat near Nagarapatti were also trained on the need and importance of sustainable farming and use of bio and organic inputs to ensure soil and plant health.

In order to develop and facilitate indigenous approaches towards sustainable agriculture, PiC during the year also supported organizations including National Alliance Group for Denotified and Nomadic Tribes (NAG-DNT) and Paschim Banga Kheria Sabar Kalyan Samiti (PBKSS) in Purulia through capacity building workshop on goat farming. The objective was to build capacity of the organisation for the uplift of the Sabar community, which is a DNT

community. Through the training, PiC has been able to reach out to 24 families. PiC also supported the development of a plan for water harvesting through participatory processes with two villages. Training was also provided to around 150 farmers from 10 villages on the use and advantages of multi-cropping.

One of the key projects that PiC is focusing on is the use of sustainable agriculture to empower marginalised communities. Since 2015, Faizal and Shabana Foundation has been running the 'Krishnagiri Development Project' in Krishnagiri District in Tamil Nadu. The project seeks to contribute towards the socio-economic inclusion of marginalised communities by empowering micro-level institutions like Self Help Groups (SHGs), youth and farmers clubs by actively working with them. This year, PiC joined hands with the Foundation to implement the project, for which a proposal was developed in consultation with community members from 8 villages, to evolve a deeper insight into the problems faced by these groups. Facilitating farmers' collectives, strengthening natural farming and linking farmers to various government schemes are at the centre of the project. Until now, 18 new farmers' collectives have been formed and seven existing farmers' collectives are being strengthened-with a total of 381 farmers reached, of whom 174 are women.

To further equip the farming community, PiC during the years also initiated skill-building workshops for the residents of the village. Under the initiative, PiC organised tailoring training for women, to enable them start a bag-making unit. The bags stitched by the unit are being marketed under this initiative in a local market in Kurubarapalli and Krishnagiri. The men are being provided training on driving four wheelers. Tuition centres are being run for children from marginalised communities including Scheduled Castes and Scheduled Tribes, as the dropout rates are extremely high amongst these children. The dropout rates have reduced by 90%. Apart from the above, other programmes such as legal awareness programme, gender awareness programme, women's reproductive health programme, water harvesting visit programme, etc are also being carried out for a holistic development of the community members. Support has also been provided for the construction and usage of bathroom cum toilets, which has led to the village becoming 90% Open Defecation Free. Through the above activities, the project has been able to reach more than 10,000 people.



EDUCATING CHILDREN ON TOBACCO ADDICTION

Research done by PiC demonstrated that the tobacco industry uses surrogate advertising to influence children into tobacco addiction. Placements of advertisements at cigarette kiosks, diversification into FMCG and stationary products, are some of the ways that not only helps tobacco companies in brand building, but also creates visibility among children. Social media is another major tool being used to influence children and youth. Being easily accessible, companies are using various social media platforms to their full advantage to disseminate information about their products, especially e-cigarettes, which is helping them gain popularity among their targeted age groups. In this context, PiC is facilitating the development of a document from children's perspectives to understand the role of businesses in promoting tobacco use among children. In this process, PiC aims to reach out to at least 100 children. The primary objective of the project is to help strengthen The Cigarettes and Other Tobacco Products (Prohibition of Advertisement and Regulation of Trade and Commerce, Production, Supply and Distribution) Act (COTPA) as an instrument for protecting rights of child.



STUDY ON MIGRANT AND FORCED LABOUR

Protection of Rights of the Migrant workers is at the core of labour rights movement. Evidences demonstrate that in India, the textile industry attracts almost 15-35% of the total migrant labour population. PiC reached out to 200 women workers in Odisha who migrate regularly to Tamil Nadu to understand their situation and also to help them to become aware of their entitlements. These women worked in the apparel industry in Tamil Nadu. The study concluded that the textile companies have a 'business interest' for preferring migrant workers to local workers as the former are less demanding, less organised and could be kept 'captive'. PiC is working closely with female workers in Dindugal district, Tamil Nadu to evolve a programme to understand and address their indebtedness - which is one of the important reasons many of them become forced labourers.



Last year, a safe migration programme was initiated in five hamlets in Purulia with NAG-DNT and PBKSS. A participatory mapping was organised to create a participatory knowledge-sharing programme for informal sector workers in a range of sectors including brick kilns and other areas of the construction sector, highlighting a number of issues within the

construction sector, including inadequate and irregular payment, lack of drinking water facilities, and harassment.



EDUCATING CHILDREN ON RESPONSIBLE APPAREL CONSUMPTION

To initiate children into responsible consumption, PiC is working in partnership with C&A Foundation, the philanthropic arm of the apparel brand on a project Towards Child Labour Free School Uniform. The project is based on the premise that a school uniform – the identification of a student in school – should not at the same time become the cause for children to remain out of school. To scale up this initiative, PiC is also trying to evolve partnership with other stakeholders including UNICEF to educate children on responsible consumption. Through the project, PiC is engaging with children to develop a child-friendly curriculum on responsible business. During the preparatory phase, PiC initiated several studies, including RTE and provision of school uniform within this project, to build knowledge base on school uniforms. The overall aim of the project is to reach 10,000 children over the next two years to help them learn about responsible consumption.



TRAINING OF HERITAGE ARTISANS ON SUSTAINABLE BUILDING PRACTICES

In partnership with Kaushal Bhaav Skill Solutions (KBSS), a socially conscious company working in the skill development landscape in India, around 500 heritage *mistris* were trained in Traditional and Sustainable Building Practice under their Junior Heritage *Mistri* Programme in Jaipur under the aegis of Rajasthan Skills & Livelihood Development



Corporation. The programme aims to formalise intangible knowledge of traditional and sustainable building practices through skilling and certification. We helped KBSS by amplifying and connecting their project with other stakeholders, including Tata Strive and

also supported them in documentation. The *mistris* have restored 10,500 Sq. ft of Morarka Museum Haveli and Utara Haveli, Nawalgarh in Rajasthan up till now.



INPUTTING INTO THE DRAFT NATIONAL ACTION PLAN ON BUSINESS AND HUMAN RIGHTS

Promotion of Human Rights into business practices lies at the core of all initiatives that PiC is working and conceiving. Keeping this as a central agenda, PiC in partnership with Ethical Trading Initiatives organised a five-city consultation on National action Plan on Business and Human Rights (NAP). Ministry of Corporate Affairs (MCA), Government of India's interest in developing a National Action Plan on Business and Human Rights was the driving force behind the project. The consultations provided a space not only to educate various stakeholders about the Government's efforts to evolve NAP, but also provided a platform for them to input into the zero draft of the NAP. Five consultations were organised across Guwahati, Bhubaneswar, Delhi, Jaipur and Bengaluru, which saw participation of various stakeholder groups including political, businesses, civil society, human rights defenders, and academic institutions.

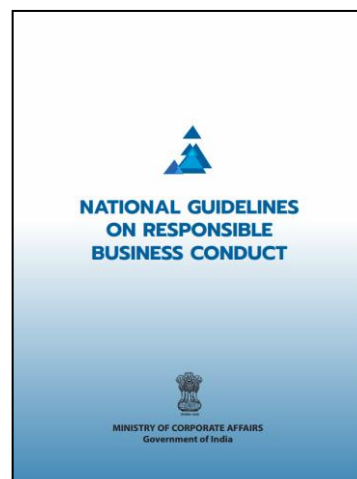
Through the Consultations, PiC interacted with over 200 organisations and 250 participants, including 30 construction workers, 30 Human Rights defenders, 6 businesses, 10 academic institutions, 50 community members, 6 International NGOs, Trade Unions and Civil society organizations.



PROMOTING AND SUPPORTING REVISED NATIONAL GUIDELINES ON RESPONSIBLE BUSINESS CONDUCT

Promotion of responsible business is one of the key focus areas for PiC. To drive this agenda, PiC worked with the Ministry of Corporate Affairs (MCA) to develop a feedback format for the updated National Guidelines on Responsible Business Conduct (NGs). The

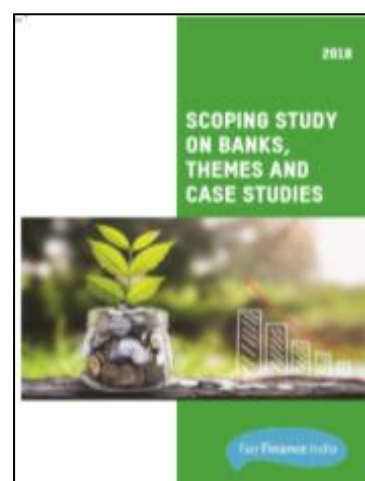
NGs, earlier known as National Voluntary Guidelines on the Social, Environmental and Economic Responsibilities of Business (NVGs) provide guidance to businesses on responsible business conduct. In order to align the NVGs with the Sustainable Development Goals and the 'Respect' pillar of the United Nations Guiding Principles, the process of revision of NVGs started in 2015 and last year, PiC was involved in mapping of the SDG and NVG indicator framework and developing a feedback format for the NGs for various stakeholders to provide their feedback and inputs.



EDUCATING CONSUMERS ON RESPONSIBLE FINANCING

Despite it now being over five years since annual Business Responsibility Reporting (BRR) was mandated in India by SEBI, the financial sector, like many other sectors, is not demonstrating significant commitment to being responsible in environmental, social and other domains of responsible business referred to in India's National Voluntary Guidelines framework. To improve this situation and make the financial institutions more transparent and accountable, PiC aims at reaching out to consumers of banks to make them aware of the status of responsible financing in India and give them an overall picture of where the banks stand in this regard.

In the first phase, PiC as part of the Fair Finance India coalition, undertook a scoping study to identify banks, themes and topics for case studies, which should be taken up for further analysis. Eight banks were analysed to understand the policies and mechanisms they have in place for incorporating Environmental, Social and Governance (ESG) due-diligence into their lending decisions for corporates. In the next phase, PiC aims to reach out to not only these banks, but also the banks, which were not a part of this study as well as key policy regulators like RBI and IBA, to further this agenda.





BUILDING KNOWLEDGE BASE FOR NHRC

Knowledge sharing and dissemination about issues of Business' abuse of Human Rights is a critical step towards initiating discussions around the need for a more cogent approach towards addressing these violations. PiC conducted a comprehensive secondary research on five publicly available company cases in the



domain of accountability, labour rights, gender welfare, employees' well-being and consumer value, to understand the response systems companies have for grievance redressal pertaining to these issues. As a part of this study, five consultations were also organised in Delhi with various stakeholder groups to devise a framework that would enable National Human Rights Commission (NHRC) to understand and identify human rights violations. Around 100 people participated in these consultations. The project aimed at developing case studies with research based evidence, which can be used by the state, non-state actors and corporates for mobilising efforts to institutionalise systems to address issues faced within and outside the workspace by the companies.



EVOLVING SOCIALLY RESPONSIBLE GUIDELINES FOR GOVERNMENT PROCUREMENT POLICY

Promoting UNGPs in Public Procurement will enable impacting human rights issues and practices in the public sector, and create scope for improvement of standards within private sector. To influence this process, PiC is working towards evolving a set of recommendations on responsible public procurement keeping in mind the triple bottom line approach of people, planet and profit. The aim of these recommendations is to ensure the uptake of sustainable and responsible production, procurement and consumption by government and Indian businesses - alike. Focussing around the larger objective, PiC is attempting to initiate discussions around responsible

school uniforms and ensuring this narrative finds place in Government e-Marketplace (GeM) portal. It has also initiated several studies, including RTE and provision of school uniform within it, mapping of stakeholders in the uniform sector, value chain of garment industry, and existing national and international public procurement systems and processes. PiC is also planning to build a coalition of around 50 civil society organisations, businesses and individuals to work towards this objective.

EKTA VERMA

Programme Assistant

Ekta has been with Partners in Change since September 2017. Her area of research includes corporate disclosures, including for the India Responsible Business Index and the Status of Corporate Responsibility in India Report. She also supports the communications unit of Partners in Change. She is currently working on understanding tobacco companies' relationship with multiple stakeholders and is also undertaking research and programmatic work on responsible banking and finance.

JHUMKI DUTTA

Project Manager

Jhumki has been working with Partners in Change since 2016. She brings to the organisation her skills in engaging with businesses and government entities for responsible business practices and advocating for public disclosure. An able communicator, she is at ease working with communities at the grassroots level as well as in presenting their issues at different fora. She is currently supporting our work on Business and Human Rights and research on tobacco companies and the pathways they follow in engaging with multiple stakeholders.

MANOJ KUMAR

Office Assistant

Manoj supports the administration and finance team as an office assistant in their day-to-day activities. He looks after office logistics. His key interest area is in issues of disaster management, especially in the context of hill communities.

NAROTTAM JOSHI

Senior Finance Officer

Narottam joined PiC in 2019. He has an experience of more than 10 years in the development sector. His key roles include financial management, budget monitoring and MIS development. He also periodically reviews accounting guidelines, policies, and procedures, and suggests amendments as necessary for improving accuracy, risk control, and timely reporting.

PRADEEP NARAYANAN

Director

Pradeep has been leading Partners in Change since June 2014. He has been guiding PiC to continue to be an organization that works on integrating human rights in business

operations – especially the supply chain. As principal investigator for the India Business Responsibility Index, he supports the organisation’s research into public disclosures on responsible business.

PRAGYA SHAH

Programme Assistant

Pragya, a lawyer by training, has been working with Partners in Change since February 2017. She has contributed to projects related to the pharmaceutical sector; gender and decent work; and corporate responsibility. She is currently looking at safe migration among Sabar communities and issues of labour rights and practices.

ROHAN PREECE

Consultant

Rohan has been with Partners in Change since 2015. His work has included analyses of corporate responsibility, and supporting studies and programmatic work on Business and Human Rights, rural livelihoods and responsible banking and finance. He also engages with academic institutions in order to promote learning on Business and Human Rights.

STANLEY JOSEPH

Programme Manager

Stanley, who is based in Chennai, joined Partners in Change in April 2017. He has organised consultations with government, civil society and businesses on labour practices and has facilitated research on the same during his 17-year work experience. He is currently supporting work related to sustainable agriculture and organic farming in Tamil Nadu, along with engagements on labour rights.

VIRAF MEHTA

Advisor

Viraf led Partners in Change between 2002 and 2010, before rejoining the team as advisor. A social anthropologist by training, he has been at the forefront of Corporate Social Responsibility in India since 1988. He is instrumental in making different policy shifts, including that of National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. He was earlier with Tata Group between 1986-2000, and has served on several International and National Committees, including the Bureau of Indian Standards, the Indian Institute of Corporate Affairs and the erstwhile Planning Commission. He is one of India’s leading voices for a national business and human rights framework.

KRISHNAGIRI DEVELOPMENT PROGRAMME TEAM

Angu Ashok Kumar **Project Manager**

Angu Ashok joined KDP in 2018 as is currently the Project Manager. He is Post Graduate in Social work. He brings in experience of 13 years in Community Development Project planning, implementation, and monitoring through community based organization.

K. S. Gobinath **Agriculture Assistant**

Gobinath, with Masters in Agriculture degree has been involved in KDP since 2018. He brings with him an experience of 3 years in Organic Farming and Natural Farming. He supports the farmers and their collectives in preparing organic inputs, pest and disease management.

K. Shanthi **Tailoring Teacher**

Shanthi is the tailoring teacher, who has been supporting KDP since January 2018. With two years of teaching experience, she is involved in implementing the Women Empowerment Initiative by teaching tailoring course to women in the community. She also supports them in stitching bags and their marketing.

K. Sivakumar **Cluster Coordinator**

Sivakumar has been working as the Cluster Coordinator in KDP since the past four years. He has done Masters in Sociology and brings with him a rich experience of 15 years in community mobilization, project planning and implementation across various sectors. He is in-charge of 4 villages: Periyapulivarisai, Karikkalnatham, Chendrayagoundanur and Kothapalli.

M. Pappaiyan **Account Assistant**

Pappaiyan is working as Account Assistant in the project since May 2016. He maintains all office administration documents and provides financial support regarding project implementation. He also supports in photo and video documentation.

P. Sagunthala
Village Level Worker

Sagunthala is the Village Level Worker, who joined KDP this year. She is supporting cluster coordinators in organizing farmer's collectives meetings, data collection and other organic farming related tasks.

R. Rani
Cluster Co-ordinator

Rani completed Master in Social Work experience of 3 Years in community mobilization and project implementation. She joined KDP in 2018. Currently she is in-charge of 4 villages: Ennegollpudhur, Ennegollu, Vinayagapuram and Kakkanpuram.

S. Mahalakshmi
Office Assistant

Mahalakshmi supports the team as an office assistant in their day-to-day activities. She looks after office logistics and caterings.

GOVERNING BODY

Name	Professional Engagement	Gender	Position
Javid Chowdhury	Social Service and Former Civil Servant	Male	President
Jyotsna Bhatnagar	UN World Food, Private Sector Partnerships Programme	Female	Secretary
Nicole Menezes	Co-Founder and Director, Leher	Female	Member
Pramod John	Executive Director, Prakruthi	Male	Member
Ravi Narayanan	Chair of the Asia Pacific Water Forum	Male	Member
T.V. Ramanathan	Professor and Head, Department of Statistics, Savitribai Phule Pune University	Male	Member
Pradeep Narayanan	Director, PIC	Male	Ex-Officio Member

None of the governing board members are related. The minutes of the meetings of the governing board have been documented and circulated. The governing board approves programmes, budgets, the annual activity report and audited financial statements. A board rotation policy exists and is being practiced. The governing board ensures the organisation's compliance with existing laws and regulations.

Human Resource Policy

PiC has a clear and well-structured Human Resource Policy, which informs team members about their rights and obligations. The HR policy documents current organisational practices and norms in a standardized format for user-friendly reference. It contains the key policies, goals, benefits and expectations of PiC. The document is seen as evolving and dynamic and is open to additions and amendments according to the changing needs of the organisation and its staff. The HR policy also included specific policies such as:

- a. Diversity Policy (Affirmative Action/Disabilities/HIV-AIDS)
- b. Anti-Sexual Harassment Policy
- c. Grievance Redressal System
- d. Whistleblower Policy

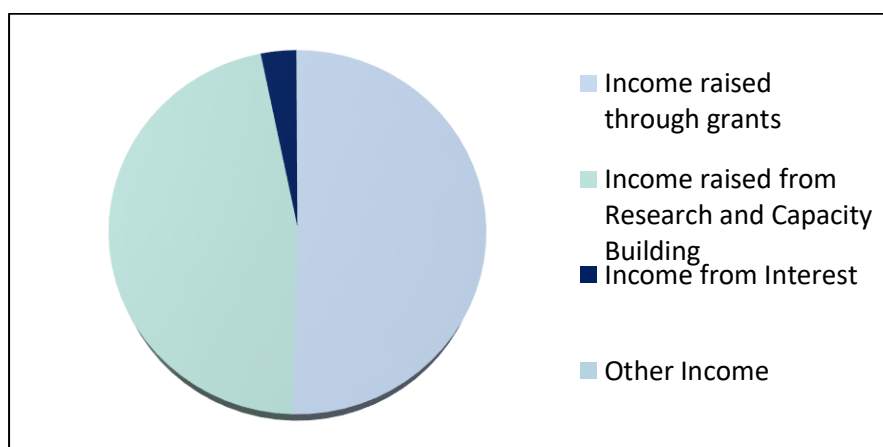
Compliance with Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redresser) Act 2013 – An update

No incidents of sexual harassment were reported in the financial year.

FINANCIAL STATEMENT

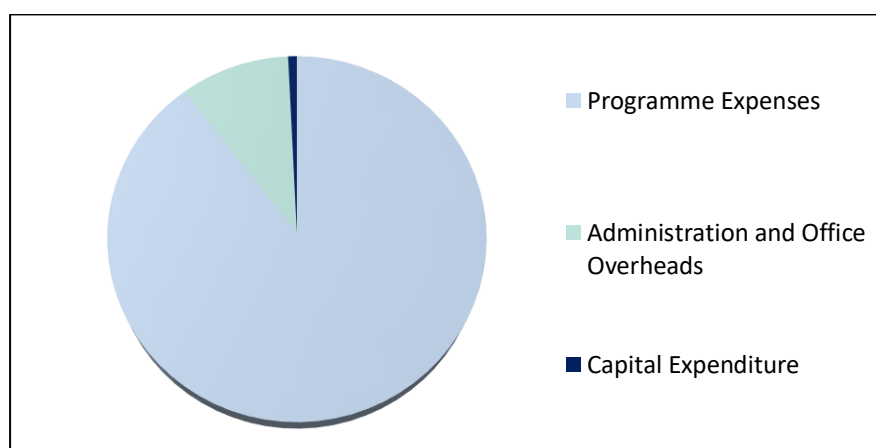
SOURCES OF FUNDING 2018-2019 (figures in Rs 000's)

Activity	2018-2019	%	2017-2018	%
Income raised through Grants	7999	50.38	1354	51.60
Income raised from Research and Capacity Building	7366	46.40	908	34.60
Income from Interest	497	3.13	362	13.80
Other Income	14	0.09	0	0.00
GRAND TOTAL	15876	100	2624	100



DISTRIBUTION OF EXPENDITURE 2018-2019 (figures in Rs 000's)

Activity	2018-2019	%	2017-2018	%
Programme Expenses	9721	89.57	4795	93.60
Administration and Office overheads	1049	9.67	325	6.34
Capital expenditure	83	0.76	3	0.06
GRAND TOTAL	10853	100	5123	100



PARTNERS & COLLABORATORS

Campaign for Tobacco Free Kids
C&A Foundation
Corporate Responsibility Watch
Ethical Trading Initiative
Faizal and Shabana Foundation
Fair Finance Guide International
Indian Institute of Corporate Affairs
Kaushal Bhaav Skill Solutions
National Human Rights Commission
Oxfam India
Praxis-Institute for Participatory Practices
Profundo
Rights Education and Development Centre
Sir Dorabji Tata Trust
UNICEF

ABOUT PARTNERS IN CHANGE

Partners in Change, a Society registered in 1995 under the Societies Act (1860) to promote responsible business in India, aims to build partnerships with businesses, communities and governments to co-construct policies, practices and narratives that advance responsible financing, sustainable production and consumption and decent work

OUR VISION

We envision a world where improving the quality of life of disadvantaged people, communities and the environment is recognized and practiced as an essential part of doing business

OUR MISSION

We partner with business communities and those impacted by business to enable responsible business practices and to remove the obstacles that limit sustainability and inclusive growth in the society.

OUR VALUES

We have condensed our organizational drivers into four key elements: ethics, empathy, entrepreneurship and excellence

ETHICS: We will continue to maintain and promote high standards of ethical behaviour in our interactions with all our stakeholders, internal and external

EMPATHY: We will always promote empathic participation of all our stakeholders in equitable and sustainable development, be it business, government or civil society

ENTREPRENEURSHIP: We will strive to help partners in developing innovative solutions for implementing responsible business practices

EXCELLENCE: We will promote an organizational culture that internalizes excellence through continuous learning and knowledge sharing



PARTNERS IN CHANGE
Promoting Human Rights in Business

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