



India's Call to Action: Child Survival and Development

Strategic Approaches for Private Sector¹ Engagement



CALL TO ACTION
CHILD SURVIVAL and DEVELOPMENT
FOR EVERY CHILD IN INDIA

India's Call to Action: Child Survival and Development Summit
February 7-9, 2013, Mahabalipuram, Tamil Nadu

Child Survival Call to Action (CSC2A)

Improving maternal and child health are central to the achievement of the Millennium Development Goals 4 & 5. In order to re-energize global action and launch a bold, compelling vision – ending preventable child deaths – Ethiopia, India and the US in collaboration with UNICEF co-convened 'Child Survival Call to Action: Promise Renewed' meeting during June 14-15, 2012 in Washington DC.

Government of India, as one of the key sponsors of the CSC2A, committed to preparing future iterations of the national roadmap and prioritizing the convergence of Health and Child Care Services under universal health coverage. India's Union Minister of Health Ghulam Nabi Azad personally pledged to advocate for child survival at all forums. He renewed the commitment of India on the global war against child mortality.

¹ In this paper we will use the term 'private sector' to refer corporate sector involved in for-profit business in India and elsewhere.



Background

National CSC2A

India is one of the countries amongst four which account for 50% of global under-five mortality. Recent estimates clearly showed that India has insufficient progress on numerous CS indicators. India also continues to have large inequities in child survival leading to high burden of disease in certain states – 8 EAG² states and the Northeast.

As a follow-up to India's commitment during the meeting in June 2012, the Government of India has decided to undertake a series of activities.

- a. One such step is the formulation of CSC2A working groups involving various experts to drive the agenda (Gol communication dated 13th September 2012).
- b. Another major decision is to conduct a two-day meeting/consultation that would focus on Reproductive Maternal, Newborn, Child Health, and Adolescent (RMNCH+A) issues impacting children, and deliberate upon the wiser way forward to achieve the renewed targets by 2035.
- c. Formulation of the National RMNCH+A strategy by MoHFW.
- d. Follow-up mechanisms to continue engaging and monitoring the achievements at the national and state level.

As per the Gol communication dated 13th September 2012 the CSC2A has the various sub-groups with experts nominated under each group working with MoHFW on the following key objectives:

- ▶ Synthesis of the most current data and findings on child survival.
- ▶ Providing a vision to national and state counterparts and other stakeholders on “what” and outline useful steps to achieve the targets.
- ▶ Heightening the importance of continuum of care and ensure tight linkage between maternal and newborn health.
- ▶ Using a set of tools and resources to sharpen child survival strategies incorporating innovations and/or public private partnerships.
- ▶ Dialogue involving Government of India, civil society organizations (CSOs), private sector and others to input into the Child Survival community for post – 2015 goals, actions and targets.

² Bihar, Chhatisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan, Uttar Pradesh and Uttarakhand have high fertility and mortality and have been termed as Empowered Action Group (EAG) states

Private Sector Sub-group

The constituted Private Sector sub-group objective is to engage with the private sector for definitive commitments to achieve results for child survival using platforms of technology, management systems, supply/service delivery, innovations, corporate social responsibility, and market-based approaches.

The Private Sector sub-committee during its meetings deliberated at length on the role of private sector in addressing this challenge and the ways and means by which corporates can engage and contribute in tangible ways to the government's initiative.

Further, the Private Sector sub-committee in collaboration with the Indian Institute of Corporate Affairs (IICA), UNICEF and USAID organized a corporate roundtable discussion on December 21, 2012 in Delhi to inform on CSC2A and seek views and suggestions on how to increase corporate engagement to accelerate child survival actions. This roadmap has been developed based on the suggestions and recommendations made by corporates and sub-committee members on private sector engagement towards child survival actions.

3

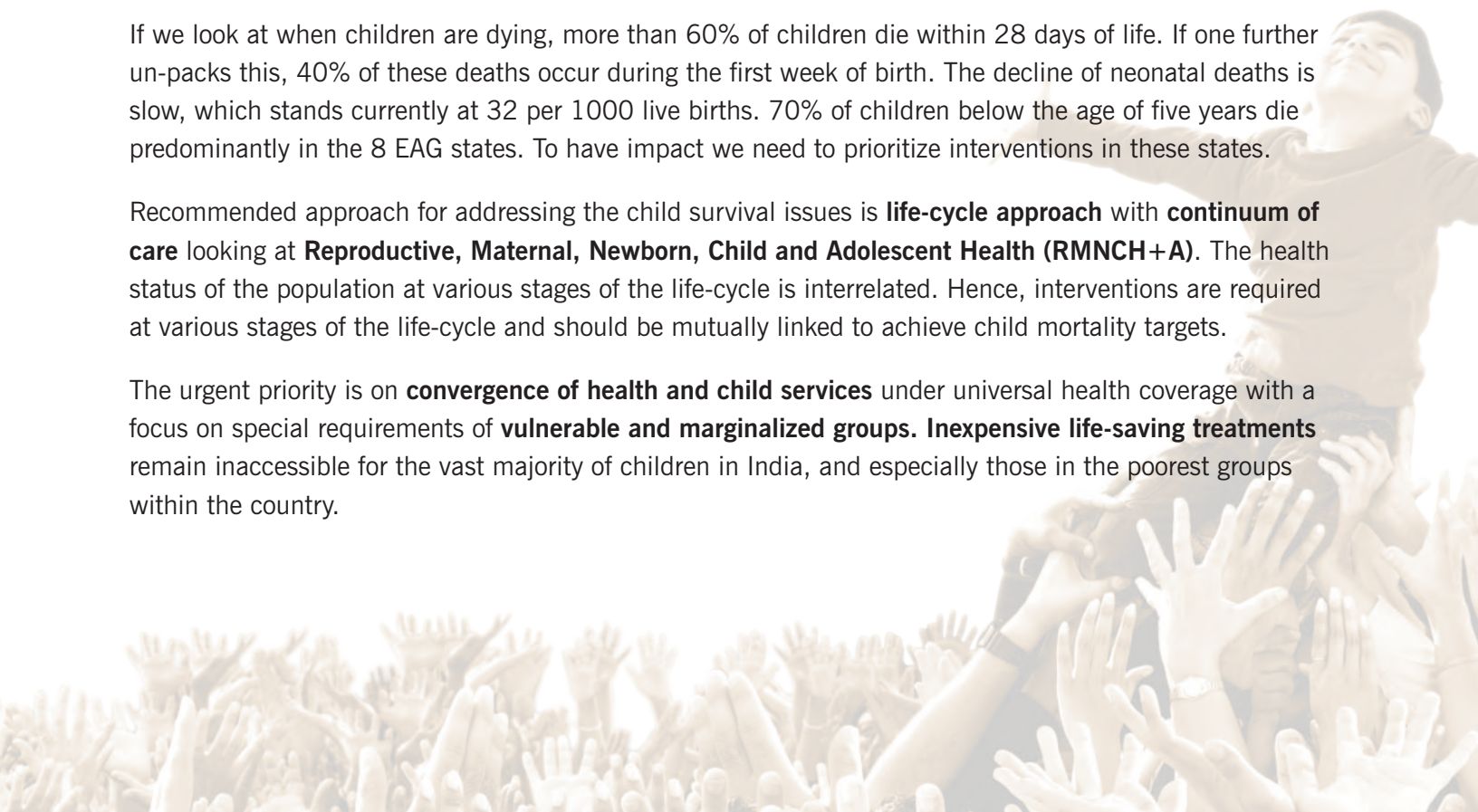
Status of Child Survival in India

During the last decade, child mortality rates have dropped by 45% in India. Despite the significant drop of child mortality rates, India is among the top five countries in terms of absolute numbers of maternal and child deaths which translate into 15.8 lakh deaths in the country per year (59 per 1000 live births - SRS 2010). Of these, 8.8 lakh (56%) children die in the first month of life; 12.5 lakh (79%) children die in the first year including the neonatal period.

If we look at when children are dying, more than 60% of children die within 28 days of life. If one further un-packs this, 40% of these deaths occur during the first week of birth. The decline of neonatal deaths is slow, which stands currently at 32 per 1000 live births. 70% of children below the age of five years die predominantly in the 8 EAG states. To have impact we need to prioritize interventions in these states.

Recommended approach for addressing the child survival issues is **life-cycle approach** with **continuum of care** looking at **Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCH+A)**. The health status of the population at various stages of the life-cycle is interrelated. Hence, interventions are required at various stages of the life-cycle and should be mutually linked to achieve child mortality targets.

The urgent priority is on **convergence of health and child services** under universal health coverage with a focus on special requirements of **vulnerable and marginalized groups**. **Inexpensive life-saving treatments** remain inaccessible for the vast majority of children in India, and especially those in the poorest groups within the country.



When health improves then economy also improves. If general mortality and child mortality together improve, people are more productive. A healthy child indirectly contributes to the economy. These improved aspects will add value to the economy. Gaps in the government health systems also contribute to child mortality. Hence, there is a need to strengthen the system as well.

The Role of Corporate Sector: Needs and Opportunities

India has a long tradition of philanthropy and all big business houses in India have been involved in the areas of health, primary education, child development, livelihoods and empowerment to name a few. While charity/philanthropy remains the dominant approach for most companies, some others are gradually moving away from charity/philanthropy to engage more actively in nation building through partnerships as business tool. Corporate Social Responsibility (CSR) is evolving and companies gradually began recognising social responsibility as a forward-looking approach to ensure that it becomes an integral aspect of their corporate governance.

4

In this context, focused engagement with the private sector especially corporates and business houses emerged as a significant avenue to accelerate and achieve rapid declines in preventable maternal, newborn and child deaths. Investing in children and their survival by corporate sector is an urgent need to address the complex and interrelated problems associated with child mortality in India.

Corporates can marshal varied resources for a concerted effort to accelerate sustainable actions to reduce child mortality especially in the identified gap areas including newborn care, pneumonia prevention, diarrhea management, nutrition, birth spacing, girl child education and infrastructure development. Private sector with its **reach, unique skills and expertise, resources, energy and influence** can be instrumental in accelerating progress to improve women's and children's health through innovative and sustainable solutions, working with other stakeholders.

With Government of India's renewed commitment and determination to CSC2A, **corporate sector with its innovation capabilities, resources and potential for commercial success** would certainly contribute to provide every child the best possible start in life. The key for success is cross-sector and cross-industry partnerships. The private sector has a crucial role to play in ensuring that **affordable products and services of quality can reach the hardest to reach** if we want to achieve results with equity.

Active engagement by corporates, both philanthropically and through their core business, is the need of the hour leading to collective impact to reduce child mortality rates further in India. Growing populations and rising health spending may create new opportunities for companies to meet these challenges, both through the business and through philanthropy and CSR initiatives. Within the corporate sector different industries are well placed to address the urgent need for accelerating child survival actions.



How can Corporates Engage for Collective Impact?

Corporate partnerships are an approach to contribute to solve child survival issues through a coordinated and concerted effort between government and corporates leveraging the resources, expertise, and/or market efforts to achieve greater impact and sustainability in child survival outcomes. Under these partnerships, public and corporate sectors can play innovative roles in financing and providing health care services.

Companies are well placed to address the gaps across the health system. For the possible scope of private sector engagement, the **sub-committee has identified four key areas** to accelerate child survival and complement the Government of India's efforts. These thrust areas could evolve as a synergistic model to increase private partnership over a span of years.

The four key strategic focus areas are often in combination where corporate sector contribution can prove very beneficial to achieve collective impact.

Strategic focus areas for corporate partnerships and engagement



For high impact child survival solutions, corporates can **pledge financial resources** under their CSR budget. They can invest in core business as the means to **create shared value** through **market-based approaches** to create sustainable and long-term solutions for products and services related to child survival health needs. Companies can also leverage **technology and innovation** skills and expertise for child survival to bring innovative solutions to address critical gaps and bottlenecks in social development programmes.

Another area where corporates can get involved is by engaging with different **stakeholders** through education and communication. They can **spread key child survival and development messages** such as breastfeeding, diarrhea management with ORS and Zinc, etc, among their direct and indirect employees, as well as their families. This itself is a large audience leading to cascading within the households and families, clients and customers to the communities they operate in to **create a movement on child survival and development**.

These strategic approaches are essentially interrelated and provide immediate and long-term practical opportunities for corporate sector as a **starting point to** engage and accelerate reduction of child deaths. Additional actions and strategies can be evolved as synergistic models over a period of time.

Corporate Social Responsibility

Corporate Social Responsibility (CSR) has been on the agenda in India for a considerable period of time, and most big Indian corporations are engaged in CSR activities. In recent years, CSR has come to encompassing more. This relates to the increasing influence of the private sector as a result of globalisation, and the opportunities and challenges associated with this. CSR, with its norms and standards, is evolving constantly as new knowledge is acquired (National Voluntary Guidelines on Social Environmental & Economic Responsibilities of Business 2011). At the core of the concept lies the responsibility of companies towards people, society and the environment affected by their activities.

6

Companies Bill 2012

The proposed Companies' Bill, that was passed in Lok Sabha in December 2012 and will be passed in the Rajya Sabha as well in 2013, would require all private companies to “make every endeavor” to ensure that they spend a minimum amount (2% of the average net profits for preceding 3 years) on activities pursuant to their CSR policy. A recent Central Government analysis shows in the year 2010-11, that 66,347 companies reported Rs 946,731 crore as profits before taxes as per their books, which makes 2 per cent of that figure as Rs 18,935 crore (or approx. : USD 3.5 billion). The provisions of Clause 135 of the Companies Bill, 2012 shall be applicable in case any company fulfils any one of the following conditions during any financial year:

- ▶ Net worth of Rs. 500 crore or more; or
- ▶ Turnover of Rs. 1,000 crore or more; or
- ▶ Net profit of Rs. 5 crore or more

Under this clause if a company qualifies, then a CSR Committee has to be created. It consists of three or more directors with at least one being an independent director.

The Board's Report should state the composition of the CSR Committee and the details of CSR activities on which the company has spent. If the company fails to spend the earmarked profits on CSR, reasons for such failure are also required to be included in the Board's Report.

The only objective behind the mandatory provisions of CSR is to instill the spirit of CSR amongst corporate sector. India will be the first country to have a mandatory provision on CSR in the Companies Act after enactment of the Bill, 2012.

Given this context and environment, companies and business houses can utilize this opportunity to pledge



both financial and non-financial resources exclusively for specific child survival actions and align their respective CSR strategies and expenditure leading to the development of innovative projects and activities for cost effective and scalable solutions.

However, even though the companies might be interested in focusing their CSR efforts into the call to action, they usually do not know how neither where to start. They will need some guidance and advice to ensure that their CSR budgets deliver as many results as possible for child survival and developments projects. Moreover, there is a lack of exchange, coordination and consolidation of these CSR programs. It could be interesting to develop a platform where companies could exchange experiences and best practices and where we could have an idea of the consolidated impact made by the private sector through these CSR initiatives.

Next Steps

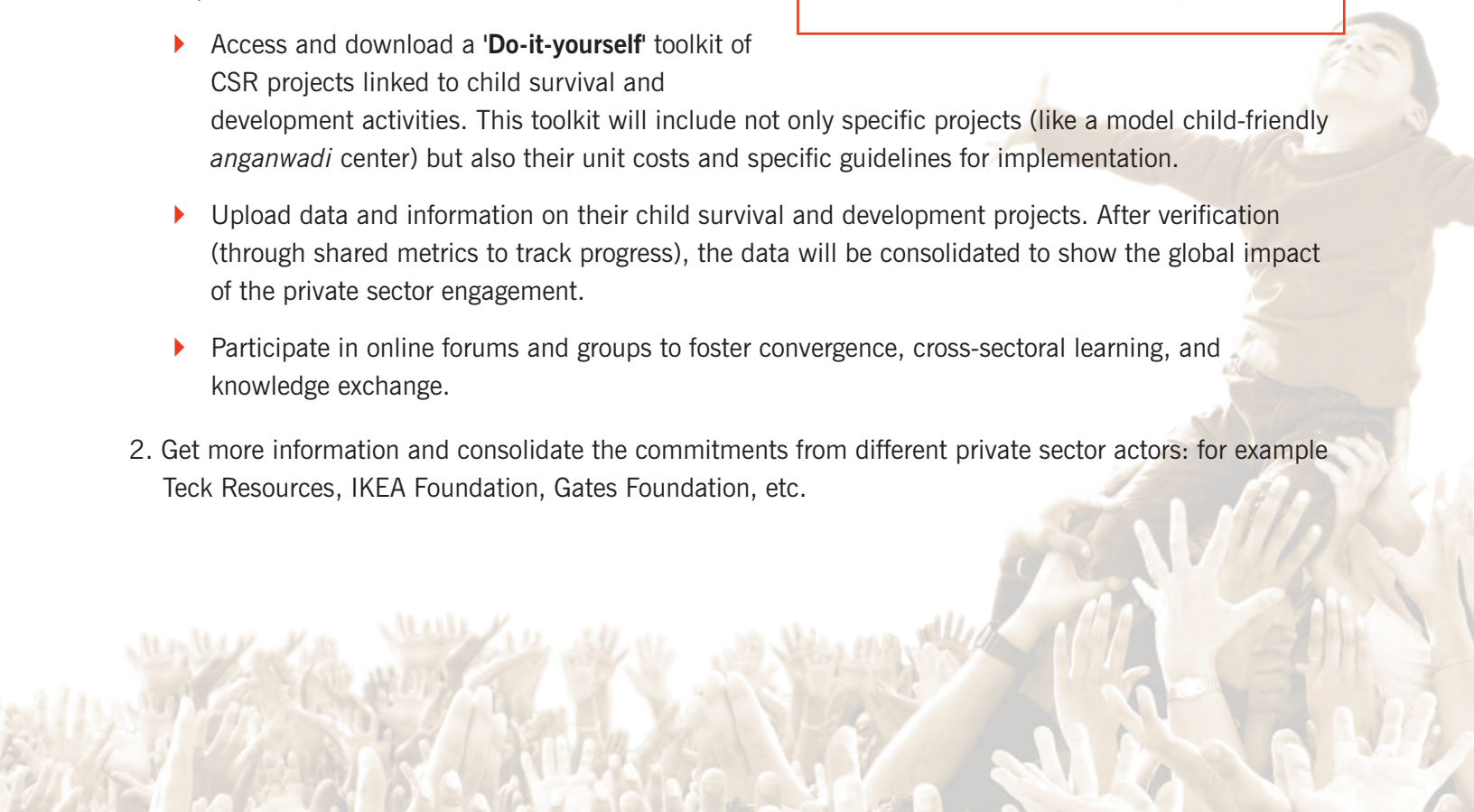
1. IICA (Indian Institute of Corporate Affairs) and UNICEF agreed on developing a web-based platform to be launched by end of 2013 to enable corporates to:
 - ▶ Access and download a **'Do-it-yourself'** toolkit of CSR projects linked to child survival and development activities. This toolkit will include not only specific projects (like a model child-friendly *anganwadi* center) but also their unit costs and specific guidelines for implementation.
 - ▶ Upload data and information on their child survival and development projects. After verification (through shared metrics to track progress), the data will be consolidated to show the global impact of the private sector engagement.
 - ▶ Participate in online forums and groups to foster convergence, cross-sectoral learning, and knowledge exchange.
2. Get more information and consolidate the commitments from different private sector actors: for example Teck Resources, IKEA Foundation, Gates Foundation, etc.

Companies Bill 2012

The Bill also suggests activities, which can be taken up by companies in their Corporate Social Responsibility Policies.

These include:

1. Eradicating extreme hunger and poverty
2. Promotion of education
3. Promoting gender equality and empowering women
4. Reducing child mortality and improving maternal health
5. Combating human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases
6. Ensuring environmental sustainability
7. Employment enhancing vocational skills
8. Social business projects
9. Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government or the State Governments for socio-economic development and relief and funds for the welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women; and
10. Such other matters as may be prescribed.



Market Based Approaches: Creating Shared Value

When businesses align with the interests of society, everyone benefits thus **creating a shared value**.

Corporates can align their core business strategies to find market-based solutions to reduce child mortality in India. Corporate partnerships in this regard can be a game changing mechanism for solving child survival and development issues to accelerate reach to under-served areas and vulnerable populations.

For example, **affordable and accessible fortified food** products can help in addressing malnutrition among high burden populations. By **using commercial marketing techniques**, the private sector might also help in **creating demand** that would certainly improve the uptake and use of products critical for child survival and development issues. Social marketing programs can effectively distribute widely and promote products such as ORS, zinc or soaps especially in under-served areas. This will, without any doubt, increase demand, access to and use of such products.

Selling fortified food products and promoting better hygiene practices through social marketing can ensure that every woman and every child in India can have access to affordable products and services of quality.

Private sector can also plan a crucial role in ensuring that affordable health products and services of quality can reach the hardest-to-reach in order to achieve results with equity. **Market-based approaches can increase manufacturing, distribution, and retail access to reach the last mile**. This can also promote competition in order to improve quality or lower prices. For example, leveraging the private sector to build a market and supply chain for zinc and ORS in under-served areas of India can be another example about this approach.

Other options could be to work on the financial protection by way of expanding affordable **health insurance** to ease burden on households paying out of pocket for health services. This can reduce financial barriers to seeking child health care, especially for preventive health services.

Novartis and Abbott's Initiatives

Many pharmaceutical companies in India are already using market-based approaches in the health sector. Sustainable *Arogya Parivar* business of Novartis is one such example. Its current reach is 42 million underserved people in 33,000 villages across 10 Indian states. To create shared value, Novartis tailored its portfolio of products and services, reinvented its approach to sales and distribution, and invested in health worker training and patient education. In the process, it contributed significantly to the well-being of patients and health systems.

Developing increasingly effective and differentiated approaches to sales and distribution, Abbott has adapted its sales force to reach low-income populations in remote areas of India.

The Britannia Initiative

Given that Iron deficiency affects 70% of India's population and 60% of India's children (2007 data), which impacts their physical health, immunity, concentration, memory and learning ability, Britannia has innovated successfully to address malnutrition in children in India through food fortification. Britannia products are universal in appeal and the entire family gets targeted with the fortification initiatives. The iron fortified biscuits are also supplied in the mid-day meal program for the undernourished children in Hyderabad.



Next Steps

Organize a two-day workshop with corporates with the objective to:

- ▶ explore specific 'Market Based Approaches'
- ▶ discuss possible ways to engage
- ▶ develop new products/services and
- ▶ make some clear recommendations to share with MoHFW

Such a workshop will be organized in the second quarter of 2013.

Technology for Development

Technology and Development is another area private sector can engage with for child survival and development call to action. Here technology means not only about IT related skills but developing **innovative solutions** especially in the area of supply chain, data gathering and information flow from the ground to create effective use of data and evidence by decision makers. Innovation can make process more efficient and more cost-effective.

Corporate partnerships can provide a range of technical support and knowledge sharing services. Technology development presents many unparalleled opportunities for corporate partnerships to improve access to quality services and coverage.

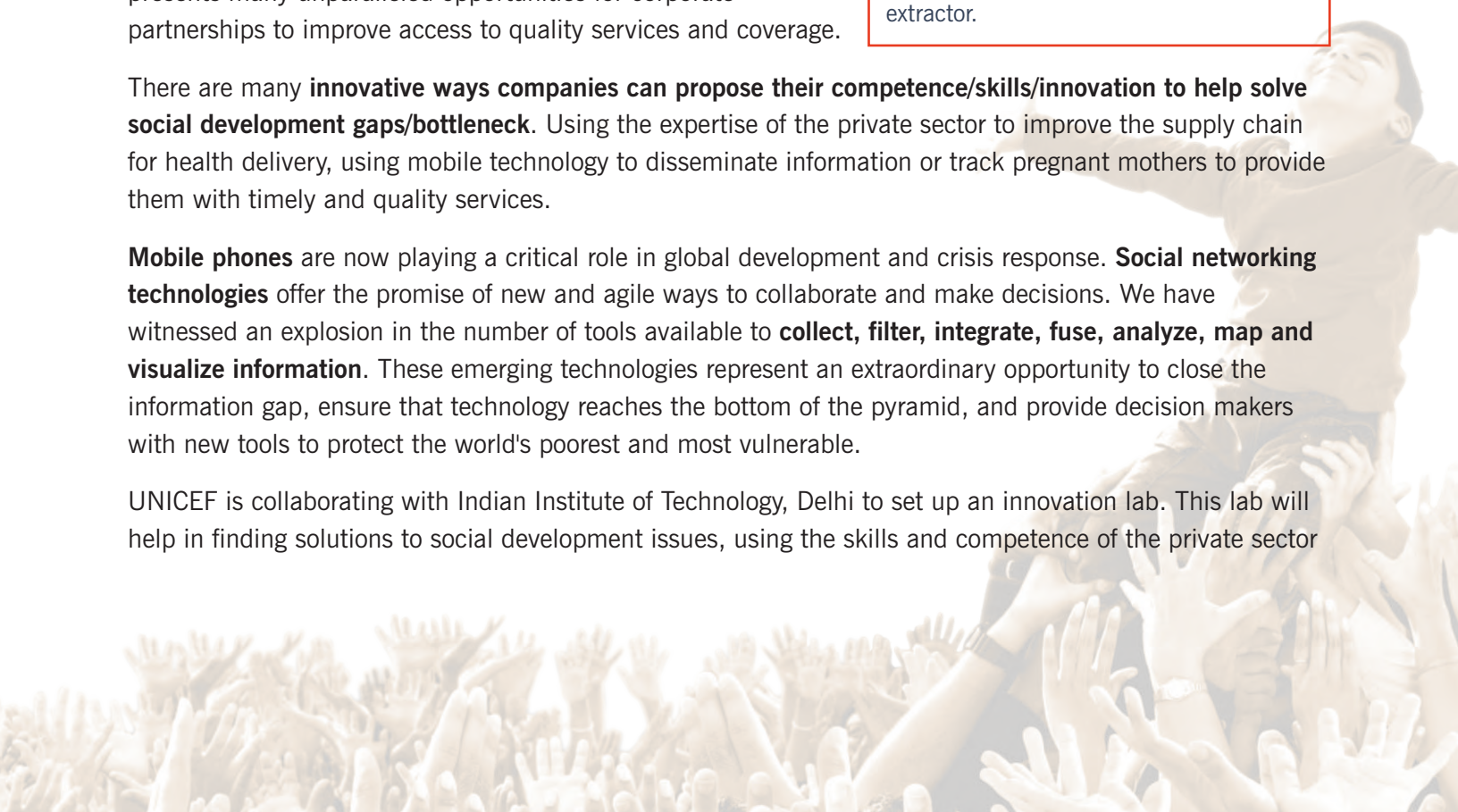
There are many **innovative ways companies can propose their competence/skills/innovation to help solve social development gaps/bottleneck**. Using the expertise of the private sector to improve the supply chain for health delivery, using mobile technology to disseminate information or track pregnant mothers to provide them with timely and quality services.

Mobile phones are now playing a critical role in global development and crisis response. **Social networking technologies** offer the promise of new and agile ways to collaborate and make decisions. We have witnessed an explosion in the number of tools available to **collect, filter, integrate, fuse, analyze, map and visualize information**. These emerging technologies represent an extraordinary opportunity to close the information gap, ensure that technology reaches the bottom of the pyramid, and provide decision makers with new tools to protect the world's poorest and most vulnerable.

UNICEF is collaborating with Indian Institute of Technology, Delhi to set up an innovation lab. This lab will help in finding solutions to social development issues, using the skills and competence of the private sector

The BD Initiative

BD is involved in developing technology assisted vaccine delivery system for government to avoid 30% wastage during the transit. BD is also developing a low cost birthing device to reduce C-section and other situations during the delivery in collaboration with WHO. It is a mechanical device for successful delivery of the baby without the need to resort to cesarean section/forceps/vacuum extractor.



and build partnerships with a range of other actors (firms, foundations, industry associations, consulting firms, and non-profits) to build support for, and collaborate on, development of these solutions. Many other organizations and coalition (like the India Business Coalition led by Mukesh Ambani) are also working on linking innovations and social development issues. Pilot projects should now be presented to Government of India for upscaling and ownership.

The Piramal Initiative

During the past three years, Piramals' e-swasthya initiative has experimented with several innovative approaches to delivering healthcare using telemedicine, clinical decision support systems and village-based health entrepreneurs. The model allows each doctor to diagnose over 400 patients per day spread across 100 villages. The doctor's task has been decentralized and he now does what is core to his expertise, while the other steps in the treatment process have either been handed over to easy-to-train manpower or automated through sophisticated software.

Next steps

1. Link to innovation lab—IIT Delhi and ensure that some critical child survival and development issues become their priorities
2. Coordinate with the India Business Coalition to define a clear workplan linked with CSC2A
3. Ensure that successful innovations (like the platform developed by Infosys and CHAI on diarrhea management) can be well documented and presented to the government for replication and upscaling.

Stakeholder Engagement

Through education and communication, companies can disseminate key child survival messages (such as breastfeeding, diarrhea management with ORS and Zinc, etc.) among their direct and indirect employees. This is in itself already a large audience, which will lead also to a cascading effect within the households and families, clients/customers as well as the communities around their factories to create a movement on child survival.

That is certainly one of the easiest but also one of the most impactful ways for the private sector to engage with CSC2A. By spreading key behavior change messages among their different stakeholders (employees, families, communities and clients), the private sector (and especially the SMEs or corporates from Tier 2, Tier 3 cities) can play an important role within the CSC2A and development. They can create a movement by distributing leaflets, putting posters in their shops/offices, using their distribution network or their media outreach to convince more people to be part of this movement, etc. They can reach millions of people and ensure that good behaviors and practices become the norm.

Next steps

To create such a movement and ensure it has a large impact, the next steps will be:

- ▶ To create a coalition with some business associations (like CII, FICCI, ASSOCHAM) to own this



movement and promote it aggressively among its member base by end of first quarter 2013 (especially among the SMEs or corporates from Tier 2, Tier 3 cities).

- ▶ To define the key behavior change messages by end of first quarter 2013.
- ▶ To create a campaign/movement around these messages with the help of an agency like MacCann by end of second quarter 2013.
- ▶ To produce a toolkit to be used by the private sector to launch and spread this 'movement' (logo, posters, leaflets, social media, etc) by end of third quarter 2013.
- ▶ To launch the movement and organize with CII outreach activities at State or Regional level to explain the 'movement' and the role the private sector can play for its success, starting during the last quarter 2013.

Way Forward

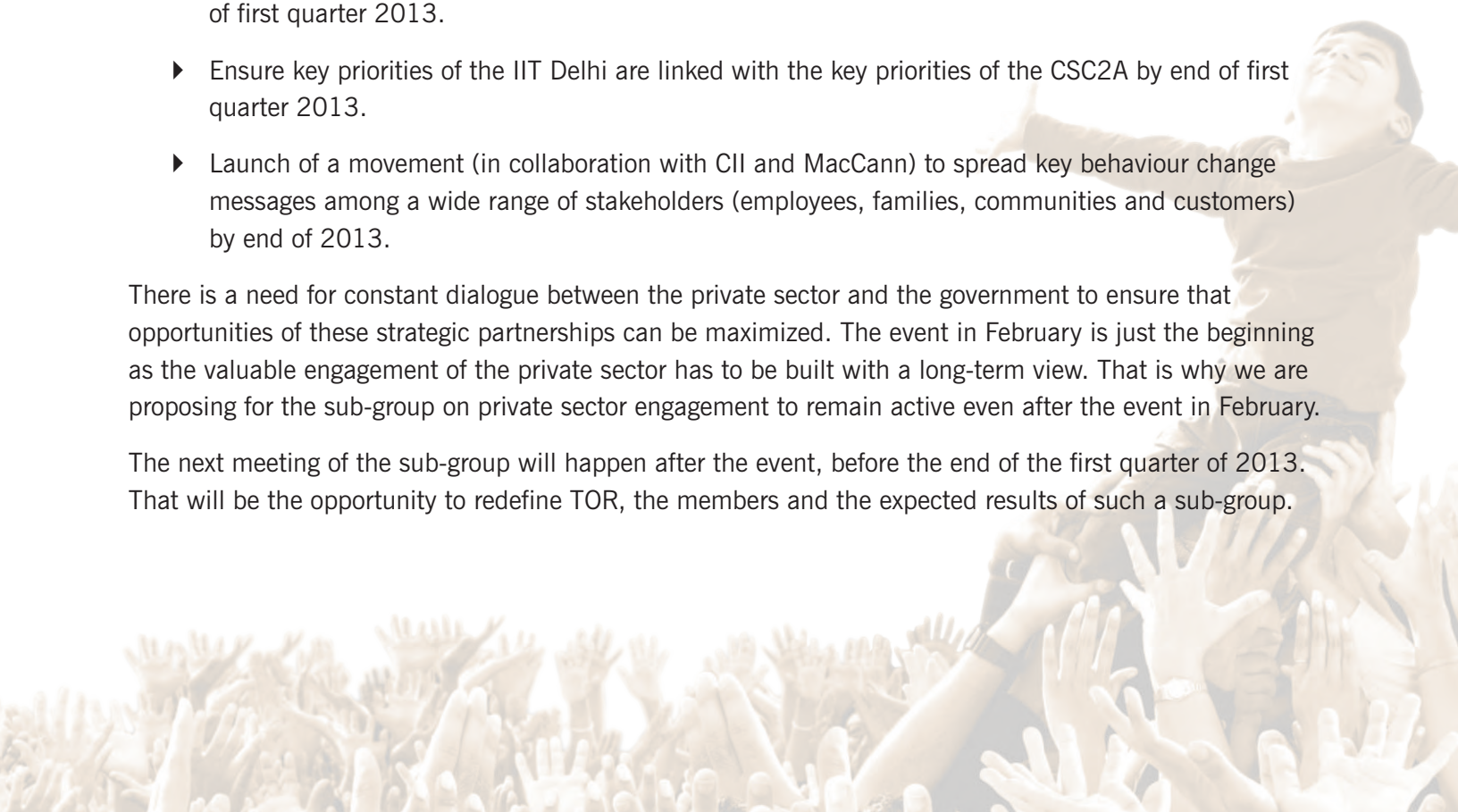
11

As a starting point, certain key immediate actions and next steps emerged during the discussions and deliberations with corporate sector in the identified strategic focus areas. These immediate actions are the following:

- ▶ Launch of the CSR web-based platform by IICA and UNICEF by end of 2013.
- ▶ Organize a workshop about market-based approaches leading to clear recommendations to MoHFW by end of second quarter 2013.
- ▶ Creation of a plan with the India Business Coalition with clear outcomes linked to the CSC2A by end of first quarter 2013.
- ▶ Ensure key priorities of the IIT Delhi are linked with the key priorities of the CSC2A by end of first quarter 2013.
- ▶ Launch of a movement (in collaboration with CII and MacCann) to spread key behaviour change messages among a wide range of stakeholders (employees, families, communities and customers) by end of 2013.

There is a need for constant dialogue between the private sector and the government to ensure that opportunities of these strategic partnerships can be maximized. The event in February is just the beginning as the valuable engagement of the private sector has to be built with a long-term view. That is why we are proposing for the sub-group on private sector engagement to remain active even after the event in February.

The next meeting of the sub-group will happen after the event, before the end of the first quarter of 2013. That will be the opportunity to redefine TOR, the members and the expected results of such a sub-group.



Annexe

Contributors to the Roadmap for Private Sector Engagement

- ▶ UNICEF India Country Office
- ▶ USAID
- ▶ Confederation of Indian Industries
- ▶ Federation of Indian Chambers of Commerce and Industry
- ▶ Indian Institute of Corporate Affairs
- ▶ Becton Dickinson & Company
- ▶ Clinton Health Access Initiative
- ▶ Hindustan latex Family Planning Promotion Trust
- ▶ Abt Associates
- ▶ MCHIP

Independent Reviewers: Private Sector Experts

- ▶ **Leith Greenslade**
Co-Chair, Child Health
MDG Health Alliance
- ▶ **Prof. Ambuj Sagar**
Dean, Alumni Affairs & International Programs,
and
Vipula and Mahesh Chaturvedi
Chair in Policy Studies
Department of Humanities and Social Sciences
Indian Institute of Technology
- ▶ **Eija Hietavuo**
Corporate Social Responsibility Specialist
UNICEF Geneva

Participants at the Corporate Roundtable Organized for Review and Feedback on Strategies for Private Sector Engagement for India's Call to Action for Child Survival and Development

- ▶ Indian Institute of Corporate Affairs
- ▶ Coca Cola
- ▶ Max India Foundation
- ▶ Essar Foundation
- ▶ Aroh Foundation
- ▶ Dalmia Bharat Enterprises
- ▶ Amway Foundation
- ▶ Hindustan Zinc Limited
- ▶ International Zinc Association
- ▶ General Carbon
- ▶ Clinton Health Access Initiative
- ▶ HLFPPPT
- ▶ Mudra Group
- ▶ Becton Dickinson and Company
- ▶ Tata Tele Services
- ▶ Aidmatrix
- ▶ J Walter Thompson
- ▶ Abt Associates Inc
- ▶ MCHIP

In partnership with



USAID
FROM THE AMERICAN PEOPLE

INDIA

unicef 
unite for children

For more information, contact:

Secretariat CSC2A

<http://childsurvivalsummit.in>, secretariat@mchip.in

Phone: 011-41575100-8 Ext 130